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07/06/2021

To: Members of the MCA - Education, Skills and Employability Board and Appropriate Officers

You are hereby invited to a meeting of the Sheffield City Regional Mayoral Combined Authority to be held virtually, on: **Tuesday, 15 June 2021 at 1.00 pm** for the purpose of transacting the business set out in the agenda.

A handwritten signature in black ink, appearing to read 'D. Smith'.

Dr Dave Smith
Chief Executive



You can view the agenda and papers at www.sheffieldcityregion.org.uk or use a smart phone camera and scan the QR code

Member Distribution

Councillor Sir Steve Houghton CBE (Co-Chair)
Nigel Brewster (Co-Chair)
Councillor Lani-Mae Ball
Councillor Denise Lelliott
Councillor Tim Cheetham
Professor Chris Husbands
Kate Josephs
Helen Kemp

Barnsley MBC
Private Sector
Doncaster MBC
Rotherham MBC
Barnsley MBC

Sheffield CC
MCA Executive Team

MCA - Education, Skills and Employability Board

Tuesday, 15 June 2021 at 1.00 pm

Venue: Virtual Meeting



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.	Minutes from Last Meeting		5 - 12
6.	Adult Education Budget (AEB) Update	Helen Kemp	13 - 26
7.	Skills Strategy Roadmap	Helen George	27 - 42
8.	Careers/Labour Market Intelligence (LMI)	Helen Kemp	43 - 56
9.	Skills Bank 3	Wendy Dodson	57 - 70
10.	Skills Support for Redundancy	Helen George	71 - 76
11.	Skills Advisory Network (SAN) Update	Angela Foulkes	77 - 82
12.	Any Other Business		
Date of next meeting: Tuesday, 31 August 2021 at 1.00 pm At: Virtual meeting			

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3 **Urgent items / Announcements**

None.

4 **Public Questions of Key Decisions**

None.

5 **Minutes from Last Meeting**

RESOLVED – That the minutes of the meeting held on 5th January 2021 be agreed as a true record.

6 **Matters Arising**

None.

At this point Angela Foulkes, Kevin Straughan and Kate Josephs left the meeting.

7 **AEB Commissioning**

A report was submitted which provided an update on commissioning Adult Education Budget provision across South Yorkshire for delivery commencing 1st August 2021. It was noted that in commissioning provision the MCA was committed to adhering to two core principles embedded in the devolution deal; the first was to support a set of legal entitlements and the second that the commissioning approach did not destabilise the South Yorkshire based Further Education colleges.

The report was exempt under Section 3 of Schedule 12A to the Local Government Act 1972.

RESOLVED – That the Board:

- i) Note, that while significant progress had been made, the complexity of allocating grant funding while incorporating policy changes and influencing the sector meant that final proposals for grant values had not yet been reached.
- ii) Note that the skills team had continued to work with finance and PPU colleagues in preparation of papers for the March meetings of the Education, Skills and Employability Board and the Combined Authority Board. This includes clearance of grant awards over £2m and a request for delegation to MCA officers where decisions may otherwise be delayed due to the impact of local elections.
- iii) Confirm that they are content to allocate “core” grant allocations in line with previous ESFA 2018/19 allocations to maintain FE stability in the transition to devolved funding.
- iv) Confirm that they are content to allocate “innovation/growth” funding based on additional activity of up to 15% of “core AEB” allocations to be

delivered in support of delivering increased levels of the activities set out in paragraphs 2.2.8 and 2.2.9 of the report.

- v) Confirm that any additional growth/innovation funding would not be consolidated into future college baselines.
- vi) Note progress on the current AEB procurement process.

At this point Angela Foulkes, Kevin Straughan and Kate Josephs re-joined the meeting.

8 Skills Bank Next Steps

A report was considered which sought approval for an extension and variation of an existing agreement with Calderdale College for an interim arrangement for the continuation of delivery of the Skills Bank Programme until the new programme is fully developed and operational. The report also sought approval for delegated authority to be granted to the Head of Paid Service in consultation with the Section 73 Officer and the Monitoring Officer to enter into legal agreements for the scheme.

The Board was informed that the Skills Bank was currently delivered on behalf of the MCA by Calderdale College who were contracted directly with ESFA with a separate contract in place for the MCA element of the programme. A Memorandum of Understanding (MOU) was in operation between the MCA and Calderdale College which covered other aspects of the programme including skills brokerage and marketing.

As an interim arrangement it was proposed that the MCA issue an extension to the MOU to allow Calderdale College to continue delivery of the Skills Bank until the development, governance and procurement of the new programme was complete.

The proposed interim arrangement, aligned to the original principles and operating model agreed by the LEP, via an extension to the current MOU would ensure there was no gap in support for businesses.

The interim model would require a maximum investment of £785,000 leaving a further £1,515,000 to support the future Skills Bank programme.

RESOLVED – That the Board:

- i) Approve progression of an extension and variation to the existing agreement with Calderdale College for the continuation of the Skills Bank.
- ii) Agree that delegated authority be given to the Head of Paid Service in consultation with the Section 73 Officer and the Monitoring Officer to enter into legal agreements for the schemes covered above.

Skills Bank - Future Options

A report was considered which sought Members' direction on proposals for incorporating social value and alignment to 'good' employer behaviour in the outcomes of the future regional Skills Bank programme. The report also sought agreement to the development of a specification for the future programme taking into account of the agreed options.

The report gave details of the current model which it was felt would not go far enough in aligning with the SEP/RAP to strengthen the focus on economic outcomes and also build a robust link to improving social value as required by the Board at the last meeting.

It was proposed that a broader range of programme outputs would allow the measurement and recognition of the full impact of the programme and ensure the programme supported the achievement of SEP/RAP outcomes. The introduction of a themed approach would broaden the focus on individual project applications and help support the greener and fairer aims of the RAP across the following areas:

- Economic
 - Business Benefits
 - Regional Benefits
 - Individual Benefits
- Social Value

This approach expanded the current model with a range of potential programme outcomes being linked to each of the areas above. The report detailed the expected economic and social value benefits. A table at Appendix A set out some examples of programme outputs with an indication of the impacts likely from each.

The report also contained details of proposals for the development of an outcome strategy for the programme to be used as a specification for the next phase of the programme.

The operating model was outlined at the meeting of the Board in January and was set out again at Appendix B. Members had asked to see the development of programme outcomes before considering the operating model. This would be brought to the June meeting of the Board with a specification which would include the operating model.

The report also included the next steps and timeline for procurement.

Cllr Mordue expressed concerns around previous communication and marketing of the programme. It was agreed that this needed additional thinking before the start of the next programme but should not be outsourced to the Skills Bank operator.

It was agreed that officers and members of the Board should look again at the Operating Model to ensure that it was an optimal model whilst acknowledging that the timescale was tight.

RESOLVED – That the Board:

- i) Agree to a specification being developed which included agreed economic and social value outcomes.
- ii) Agree to convene a group of interested Board members and officers to look further at the Operating Model.

10 **Renewal Action Plan (RAP): Update**

A report was submitted which set out how the Authority intended to take forward the proposal for a 'South Yorkshire Jobs Fund' using Gainshare Funding.

The Board was reminded that the Authority had committed £8.4m to deliver activities under the People Strand of the Renewal Action Plan. This included funding for a Back to Work Programme for residents aged 25+. At the informal Board meeting on 9th February members had given a steer on the development of the programme and asked for more work to be done in time for the March meeting. The report set out proposals for some pathfinder work based on further work since the February meeting of the Board.

The Board was informed that the purpose of the programme was to give participants who had been out of work for 6 months the confidence, skills and sector-based work experience necessary to help them secure sustainable employment. The proposal filled a gap in DWP provision between offers for claimants at 13 weeks and Restart which would support those who had been unemployed for 12 months+.

The report gave details of the offer, working with employers the funding model, wider support and collaboration, additional staffing resources, JCP resources and governance arrangements.

A Steering Group would be set up, with clear Terms of Reference, setting out the roles, responsibilities and accountability arrangements. Expected membership of the Steering Group would be:

- The Authority
- Local Authorities
- DWP Local Team
- Employer Representation
- Training Provider Representative.

The Board agreed to keep the working title of the programme as South Yorkshire Jobs Fund.

RESOLVED – That the Board:

- i) Agree with the proposed model for the programme.
- ii) Agree with the approach to an initial phase of the programme.

- iii) Agree with the core funding model for the programme.
- iv) Agree that the Flexible Support Funding offer from DWP should be accepted and that the Authority should progress the detail and application with local authorities.
- v) Note the buy in and support offered from DWP for the programme.
- vi) Agree to sign off the Terms of Reference for the South Yorkshire Jobs Fund Steering Group.
- vii) Agree that the working title 'South Yorkshire Jobs Fund' should be used for the programme.

11 **Support for Union Learning Fund Y&H**

Cllr Sir Steve Houghton declared an interest in this item.

A report was considered which sought approval for an offer of funding to TUC Yorkshire and Humber to support a project officer post to lead on the continuation of Union Learning Funded activity once national funding came to an end on 31st March 2021.

The Board was informed that the Union Learning Fund (ULF) was set up in 1998 to support trade unions to widen access to learning and training in workplaces. The fund supported workplace projects across England and was coordinated by the TUC.

Successive evaluations of the ULF had shown it to be effective in reaching people in workplaces who were hardest to engage in learning and also played an important part in helping people to progress into apprenticeships and higher level learning.

In late 2020 the government announced that funding for the ULF would cease from 31st March 2021, leading to a significant loss of capacity and expertise across South Yorkshire.

The report recommended that funding was provided by the Authority to the TUC to extend the ULF model and continue activity on a geographical basis and gave details of the proposal and justification for the recommendation.

It was proposed that a project officer and support fund would cost an estimated £85,000 annually with an initial pilot programme proposed to run initially over 24 months; the TUC would offer to provide payroll and line management services as the employer.

RESOLVED – That the Board approve the use of a maximum of £170k Gainshare funding for a TUC project officer support post for two years from 1st April 2021 when the Union Learning Fund came to an end.

12 **Skills Advisory Network Workplan**

A report was submitted which updated the Board on progress with establishing the Skills Advisory Network (SAN) and progress against the 202-21 work plan. The report also sought approval for additional members of the SAN from the Careers and Enterprise Hub and HEI.

The report gave details of the work undertaken in regard to the Local Skills Report, the Intelligence Hub and a deep dive into the manufacturing sector.

The Board noted that the proposals in the future work programme were the initial outcomes of discussions at the SAN Board and were intended to identify future priority areas for consideration for the Education, Skills and Employability Board in relation to delivery of the RAP and SEP priorities.

RESOLVED – That the Board:

- i) Approves additional memberships of the SAN with representation sought from:
 - a. Careers and Enterprise Hub
 - b. HEI with sufficient skills knowledge and understanding at regional level.
- ii) Notes the progress on the current work plan, including the Local Skills report.
- iii) Endorse the proposed future work plan and supports the SAN commencing work in earnest.

13 **Any Other Business**

Cllr Lelliott suggested the need for a SCR-wide Task Force to help mitigate the effects of the end of the furlough scheme, the expected rise in redundancies as restrictions were lifted and the effects of Brexit, some of which had been masked by the effects of Covid-19.

It should be across the whole of the SCR, linking across all the Thematic Boards, involve the four local authorities and DWP and offer comprehensive support to employers, businesses and employees.

Cllr Sir S Houghton agreed that a combined approach would be essential and would take the matter to the next SY Leaders meeting.

In accordance with Combined Authority's Constitution/Terms of Reference for the Board, Board decisions need to be ratified by the Head of Paid Services (or their nominee) in consultation with the Chair of the Board. Accordingly, the undersigned has consulted with the Chair and hereby ratifies the decisions set out in the above minutes.

Signed

Name

Position

Date

Education Skills and Employability Board

15 June 2021

Update on AEB Commissioning

Is the paper exempt from the press and public?	No
Purpose of this report:	Discussion
Is this a Key Decision?	No
Has it been included on the Forward Plan?	No not a key decision

Director Approving Submission of the Report:

Helen Kemp, Director of Business and Skills

Report Author(s):

Rob Harvey

Rob.Harvey@sheffieldcityregion.org.uk

Executive Summary:

The purpose of this paper is to update the Board on overall readiness for the devolution of the Adult Education Budget (AEB) including an update on the commissioning process. The paper also provides an update on our approach to allocating the separate level 3 Adult Skills Offer funding that is being provided to the MCA for 21/22 and the proposed allocations to Colleges. The paper builds on the last update provided to the board in March.

What does this mean for businesses, people and places in South Yorkshire?

The aggregate offer delivered under the Adult Education Budget is changing in the transfer from a nationally commissioned provision to one that has been designed and implemented locally. The offer balances the need to provide businesses access to better skilled labour with the need to ensure it still provides an important first rung on the ladder for adults who may not have engaged with formal education.

Recommendations:

This paper is presented for the board to note.

Consideration by any other Board, Committee, Assurance or Advisory Panel

None

1. Background

- 1.1 Work has continued to prepare the Authority for the devolution of the Adult Education Budget. This paper updates the Education, Skills and Employability Board on the Authority's readiness to manage this provision.

2. Key Issues

2.1 Updates Commissioning

As reported in previous papers, devolved AEB is being commissioned by the Authority through two strands, both underpinned by three-year delivery plans. The total value for devolved Adult Education Budget for South Yorkshire Residents in 2021/22 is £39,290,798.

- 2.2 **Strand One:** The Mayoral Combined Authority will continue to provide Grant funding to those Local Authorities and Further Education Colleges based in South Yorkshire. Those nine organisations receiving grants from the Authority are Barnsley College, Barnsley Metropolitan Borough Council, Doncaster Colleges Group, Doncaster Metropolitan Borough Council, Longley Park Sixth Form, Northern College for Residential Adult Education, RNN Group, Sheffield City Council and The Sheffield College.

- 2.3 The maximum values for the Grants were set by the MCA board on 22nd March 2021. All Grant Providers have been offered a Core Grant which will match the value of their Grants provided in 18/19. This will ensure the stability of our local provider base. The Authority has also offered an additional 15% to providers as long as this additional funding is aligned to key delivery priorities such as Statutory Entitlement provision. This is set out in the table below.

2.4 *Table showing indicative AEB Grant Allocations*

Provider	"Core" Base 18/19 Allocation	"Growth" 15% Additional Funding	Total
Barnsley College	£1.78m	£0.27m	£2.05m
Barnsley MBC	£2m	£0.3m	£2.30m
DN Colleges Group	£2.8m	£0.4m	£3.20m
Doncaster MBC	£0.67m	£0.1m	£0.77m
Longley Park SFC	£0.04m	£0.06m	£0.1m
Northern College	£2.36m	£0.35m	£2.71m
RNN Group	£3.94m	£0.59m	£4.53m
Sheffield City Council	£1.85m	£0.28m	£2.13m
Sheffield College	£8.76m	£1.3m	£10.06m

- 2.5 All the Grant funded providers with the exception of Longley Park Sixth Form have accepted an additional 15% growth, linked to delivering more entitlement provision and qualifications linked to our priority sectors. Growth funding has been offered for 2021/22, but it is not being consolidated into baselines for future years to provide some longer-term flexibility. Officers are working to finalise the content of Delivery Plans with Grant Holders.
- 2.6 Board members will be aware that Northern College is currently going through the FE Commissioner's Structure and Prospects Appraisal (SPA) process as a result of the impact of funding clawback on the College's financial position. The Authority is working through the SPA Steering Group to find a solution which secures a sustainable future for the College and as part of this plan to press ahead with the offer of grant funding for Northern. In light of the value placed on residential provision for South Yorkshire residents, the Authority proposes giving early confirmation that the current residential uplift of 4.7% will apply until 2023/24 in order to ensure residential provision for SY residents most in need of support remains available and to give the College more certainty in its planning process.
- 2.7 Another issue which the Authority is working through relates to The Prince's Trust Teams programme in Doncaster. Historically this provision had been delivered by Askham Bryan College (who are based in York). Askham Bryan did not submit a proposal via our procurement round so this provision is at risk. The Prince's Trust are currently exploring whether another SCR AEB Grant Holding College could deliver this provision.
- 2.8 **Strand Two:** The Mayoral Combined Authority ran a procurement round which was open to Independent; Grant, Voluntary and Third Sector organisations. The procurement round was split into four lots. The four lots were: -
- Lot 1 - Supporting residents into employment (£3,550,000)
The provision will be aimed at residents who need support to enter/re-enter the workforce including Sector Work Academy Programmes.
- Lot 2 - Provision for adults in employment, self-employed or at risk of redundancy (£3,550,000)
The provision under this lot will support residents in work looking to reskill or upskill by gaining qualifications at higher levels.
- Lot 3 – No young person left behind (£1,550,000)
The Lot will target support at young people aged 19-24 who are Not in Employment Education or Training (NEET) or hidden NEETs.
- Lot 4 – Test and Learn Adult Key Worker Model (£1,550,000)
This Lot invites grass root integrated delivery models focused on those adults 25+ that would benefit from significant personalised support.
- 2.9 The authority received 191 bids split between the Lots as follows: -
Lot 1 – 90
Lot 2 – 53
Lot 3 – 31
Lot 4 – 17

- 2.10 The Procurement process will deliver two outcomes. The first outcome will be to establish a Delivery Framework. The purpose of the Delivery Framework is to allow the Authority to move quickly to appoint providers in the future rather than having to launch another full-scale procurement process. A need to appoint additional providers could develop if the Authority identifies gaps in provision that are not being met by the current supplier base. It should be noted that a provider that is included on the Authority's Delivery Framework is not guaranteed a contract to deliver AEB. The second outcome will be to appoint contractors to deliver each of the four lots.
- 2.11 The Authority announced the providers that secured a place on the framework on the 26th May. There followed a standstill period of ten calendar days associated with the framework decisions. The providers who had been successful at securing delivery contracts will be notified after this (8th June).
- 2.12 The providers who have been successful securing a place on the framework are listed in Annex A.
- 2.13 Due to the timing of this paper needing to be cleared not aligning with the procurement process, Officers will write to the members of the ESE board to confirm the contractors who have been successful in securing AEB contracts separately.
- 2.14 **Grants for Level 3 Provision**
- In addition to the funding for mainstream AEB, the Authority has also received funding of £2,791,136 to support the additional National Skills Funding offer around Full Level 3 Qualifications for adults in priority sectors. This funding is available for the academic year 2021/22.
- 2.15 South Yorkshire based Further Education colleges have provided proposals to deliver the National Level 3 24+ Adult Skills Offer, utilising the additional funding given to the Authority. This funding is ringfenced for delivery of Level 3 learning on the Government's list of higher value qualifications and is subject to potential clawback if it is not spent. Given the low number of Level 3 qualifications currently being delivered across South Yorkshire, there is significant stretch and challenge for FE Colleges in meeting the proposed delivery below.
- 2.16 All Level 3 provision whether on the National Skills Offer List or a legal entitlement for young people aged 19-23 will be met from the FE Colleges core AEB funding.

2.17 A summary of the current offer is shown in the table below.

College	2021/22 Learner Numbers	Funding Ask
Barnsley	42	£264,114
DN College Group	310	£873,365
RNN	538	£839,633
Sheffield	475	£761,274
Totals	1,365	£2,738,386

2.18 The colleges have been challenged by the Authority to come forward with “deliverable” proposals. So, although we have not allocated the full amount, there may be opportunities later this calendar year to allocate additional funding if the providers find they have the capacity to deliver more. The amount currently unallocated is £52,750.

2.19 The intention is to allocate this funding as an additional schedule to the AEB Grant allocation they will receive. The funding will be paid on the national profile, but reconciled in-year, retaining the ability to reallocate funding to deal with over/under performance.

2.20 **Communications Plan**

Taking control over AEB is good news for Sheffield City Region and the Authority will ensure our comms and marketing reflects this. Devolution means we are in a better position to ensure that the support on offer via AEB fits the needs of residents and employers. The Authority expects to have a far closer working relationship with our provider base than currently exists with the ESFA/DfE. This will partly be due to the way in which the Authority will increase engagement with each provider. This will start with their Grant letters which will reinforce key priorities but will also include an Onboarding event and an initial visit from the Programme and Performance Unit prior to delivery starting in August.

2.21 The Authority’s Communications and Marketing team have developed a Comms Plan to support AEB Devolution. This includes comms/announcements that will accompany the major milestones between now and August 1st. These include: -

Date	Action	Detail
8 June	Letter to providers	Grant Letters sent out to Providers confirming allocations and reinforcing
8 June	Emails to stakeholders	Emails to MPs, councillors, MCA and LEP board members.
8 June	News release	To local media and published on website. Announcing contracts awarded.
8 June	Social media	On SCR and Growth Hub accounts.
8 June	Website update	Publish update text and full list of grant-funded and procured providers on AEB section of website.
15 June	Toolkit	Communications and marketing toolkit for providers that we can share as part of the onboarding process. To include social media assets and suggested messages.

2.22 AEB Assurance

Assurance for the Adult Education Budget will be undertaken within the Combined Authority’s Assurance Framework and the annual review of this framework, alongside updating of the MCA’s AEB Funding and Performance Management Rules, will ensure the Authority’s governance arrangements for delivering the AEB remain compliant with its devolved responsibilities and the terms of the Memorandum of Understanding with the Department for Education.

2.24 IT System

IT have developed a bespoke system which will allow the Authority to take the data files that are generated through the delivery of AEB, validate against the set of delivery plans that have been agreed through the commissioning process and pay providers. IT and Finance are due to run a dummy payment run prior to the devolution of AEB (August 1st). This system will be used to support performance management of the provider base, the financial management of AEB and the overall assurance of our provider network.

2.25 The initial build of this system is complete. However further development is needed to update the system once the procurement process has concluded so that all procured providers who will receive a contract are able to access our funding for their AEB delivery. Further development is also needed to ensure the system meets the Authority’s requirements for performance management.

3. Options Considered and Recommended Proposal

3.1 This is not an options paper.

4. Consultation on Proposal

- 4.1 Consultation with stakeholders took place earlier in the development of our approach to AEB commissioning – (Oct 2020).

5. Timetable and Accountability for Implementing this Decision:

- 5.1 This paper does not require any decisions from the Board

6. Financial and Procurement Implications and Advice

- 6.1 The first tranche of funding of £24.623 million has been received to enable the funding to commence on 1st August. The remaining £14.668 million will be received in April 2022. There are therefore no implications on existing MCA funds of this delivery. This amount also includes a value of £800,000 which has been allocated to support the internal management and administration costs of the AEB delivery.

- 6.2 A full financial due diligence process will be undertaken in relation to all successful parties in the procurement round to assess their financial health. The results of this will inform the programme management processes that are implemented for each delivery partner.

7. Legal Implications and Advice

- 7.1 The Authority's legal powers for adult education devolution derive from the Barnsley, Doncaster, Rotherham and Sheffield Combined Authority (Functions and Amendment) Order 2020.
The legal arrangements are underpinned by a Memorandum of Understanding to be entered into between the Authority and the Department for Education and the Education and Skills Funding Agency. This Memorandum of Understanding sets out agreed ways of working between the parties to support the carrying out of the transferred functions by the Authority, in addition to matters set out in the statutory guidance. In addition, there will be a Data Sharing Agreement between the Authority and the Department for Education to support the devolution of the Adult Education Budget. Adult education provision will be further underpinned by contracts and grant agreements to be entered into between the Authority and the adult education providers.

8. Human Resources Implications and Advice

- 8.1 None

9. Equality and Diversity Implications and Advice

- 9.1 None

10. Climate Change Implications and Advice

- 10.1 None

11. Information and Communication Technology Implications and Advice

11.1 As outlined in the paper. – Approved by Andy Dickinson Head of IT.

12. Communications and Marketing Implications and Advice. Please also refer to consultation undertaken as per Section 4

12.1 As outlined in the paper. – Approved by Daniel Wright Head of Comms and Marketing.

List of Appendices Included

A Final Summary of Successful Providers

Background Papers

None

Appendix 1 - List of successful providers appoint to each Lot as advertised for Adult Education Budget.

Lot 1 Suppliers	Lot 1 Suppliers
003. Aim 2 Learn (Business Development)	062. netcom training Ltd (Procurement)
004. Apprentice Team Ltd (Employment and Skills)	064. North Lindsey College (Business Development Directorate)
005. Babington Group Ltd (Business Growth)	067. PeoplePlus Group Ltd (Business Development)
006. Back 2 Work Complete Training (Training)	070. Portland Training (Portland Training)
010. Blue Apple Training Ltd (Business Development)	071. Potential4Skills (Head Office)
012. Bright Direction Training Limited (Management)	073. Prospect Training (Yorkshire) Ltd (NA)
013. B-Skill Ltd (B-Skill)	075. Realise Learning and Employment Limited (Business Development)
014. C&G Assessments and Training (Administration)	076. Release Potential Ltd (New Business)
015. Castle View Group Training Limited (contracts)	077. Remit Training (Business Development)
016. CECOS Computing International (Administration)	078. Right Track Social Enterprise Ltd (Contracts/Quality)
018. Chesterfield College (Bids)	080. SB Skills Solutions Ltd (training)
019. Connect2employment (Education)	082. Sheffield College (Business Development)
021. CT Skills (Senior Management Team)	084. Skills Training UK (Business Development)
024. Dimensions Training Solutions (Business Development)	087. Standguide Limited (Head Office)
025. dip [trading name of dip (Batley) Ltd (dip)	090. System Group Limited (Tenders)
027. Dynamis Enterprises Ltd (Management)	092. Talented Training Limited (Management)
028. Eden Training Solutions (Eden Training Solutions)	093. The Childcare Company Ltd (TCC)
029. EFL Trust (Communities)	094. The Construction Skills People Ltd (Funding)
034. Free To Learn Ltd (Training)	095. The Developer Academy Ltd (Director)
035. Gateway Managed Services Ltd (Exec)	098. The Growth Company Limited (All Tender Opportunities)
037. Gloucestershire College (Centre for Adult & Community Learning)	100. The Skills Network (Business Development)
038. GNR Training limited (Rail)	101. Think Employment Ltd. (HQ)
039. Go Train (Employability and Skills)	102. Total Training Provision Ltd (funded qualifications)
040. Grimsby Institute of Further and Higher Education (Project Development)	103. Training Strategies Ltd (Executive Team)
043. hills bridge services ltd (management)	104. TRN (Train) Ltd (TRN (Train) Ltd)
046. Independent Training and Education Consultants Limited (Training and Education)	105. TWA Lean Consulting Limited (Lean transformation)

Lot 1 Suppliers	Lot 1 Suppliers
047. Innovative Alliance Ltd (Employment Services)	109. Vocational Skills Solutions Limited (Senior Management)
048. Instep UK Ltd (Sales Team)	110. Waltham International College Ltd. (Further Education)
049. Intec Business Colleges Ltd (Apprenticeships & Recruitment)	111. White Rose School of Beauty and Complementary Therapies (Management)
050. Intertrain Uk Ltd. (Business Development)	113. Woodspeen Training (Management)
051. ITS Group (Delivery)	114. Workers' Educational Association (Business Development Team)
053. LAD Training (Training)	115. WorkPays (Business Development)
054. Learning Curve Group (Training)	116. Xtol Development Services Ltd (Senior Management Team)
058. Meadowhall Training Limited T/A The Source Academy (Strategic)	117. YH Training Services Ltd (Head Office)
059. MJ Skills4Careers (Business Development)	119. Yorkshire Training Partnership Ltd (Operations)
060. Momentum Technical College (Security / Recruitment / Training)	
061. Morthyng Vocational College (Head Office)	

Lot 2 Supplier	Lot 2 Supplier
003. Aim 2 Learn (Business Development)	064. North Lindsey College (Business Development Directorate)
005. Babington Group Ltd (Business Growth)	065. Northern Care Training (Business Development)
006. Back 2 Work Complete Training (Training)	067. PeoplePlus Group Ltd (Business Development)
012. Bright Direction Training Limited (Management)	070. Portland Training (Portland Training)
014. C&G Assessments and Training (Administration)	072. Profound Services Ltd (SMT)
016. CECOS Computing International (Administration)	073. Prospect Training (Yorkshire) Ltd (NA)
022. dbc training (Kerry)	075. Realise Learning and Employment Limited (Business Development)
024. DimensionsTraining Solutions (Business Development)	076. Release Potential Ltd (New Business)
025. dip [trading name of dip (Batley) Ltd (dip)	080. SB Skills Solutions Ltd (training)
027. Dynamis Enterprises Ltd (Management)	084. Skills Training UK (Business Development)
028. Eden Training Solutions (Eden Training Solutions)	085. Solvo Vir Ltd (Funding)
029. EFL Trust (Communities)	094. The Construction Skills People Ltd (Funding)
048. Instep UK Ltd (Sales Team)	098. The Growth Company Limited (All Tender Opportunities)
051. ITS Group (Delivery)	101. Think Employment Ltd. (HQ)
052. Key Training Ltd. (Head Office)	102. Total Training Provision Ltd (funded qualifications)
054. Learning Curve Group (Training)	103. Training Strategies Ltd (Executive Team)
055. Learning Skills Partnership (adult education)	109. Vocational Skills Solutions Limited (Senior Management)
056. Logistica Training Limited (Director)	110. Waltham International College Ltd. (Further Education)
058. Meadowhall Training Limited T/A The Source Academy (Strategic)	112. Wildes Education (Head office)
060. Momentum Technical College (Security / Recruitment / Training)	113. Woodspeen Training (Management)
	119. Yorkshire Training Partnership Ltd (Operations)

Lot 3 Supplier	Lot 3 Supplier
001. Acis Group (Marketing)	060. Momentum Technical College (Security / Recruitment / Training)
003. Aim 2 Learn (Business Development)	068. PET-Xi Training Ltd (PET-Xi Training)
006. Back 2 Work Complete Training (Training)	081. Sentinel Education (Education)
011. Bright Box Makerspace (Community Projects)	082. Sheffield College (Business Development)
017. Centrepoint Soho (Skills and Employment)	083. Skill Step Training (Education and Training)
028. Eden Training Solutions (Eden Training Solutions)	084. Skills Training UK (Business Development)
030. Employment & Skills team (Lifelong Learning Skills and Communities)	088. Street League (Operations)
032. EN:Able Communitites (EN:Able Communitites)	099. The Northern College for Residential Adult Education (Community & Partnership Learning)
041. Headstart Health & Training Limited (Senior Management)	111. White Rose School of Beauty and Complementary Therapies (Management)
046. Independent Training and Education Consultants Limited (Training and Education)	115. WorkPays (Business Development)
048. Instep UK Ltd (Sales Team)	
054. Learning Curve Group (Training)	
058. Meadowhall Training Limited T/A The Source Academy (Strategic)	

Lot 4 Suppliers
001. Acis Group (Marketing)
002. Adult Family & Community Learning Doncaster (AFCL)
009. Big Ambitions CIC (Big Ambitions CIC)
026. Doncaster Deaf Trust (Business Development)
029. EFL Trust (Communities)
030. Employment & Skills team (Lifelong Learning Skills and Communities)
031. Employment and Skills Service, Barnsley Metropolitan Borough Council (Employment and Skills Service)
041. Headstart Health & Training Limited (Senior Management)
058. Meadowhall Training Limited T/A The Source Academy (Strategic)
081. Sentinel Education (Education)
084. Skills Training UK (Business Development)
086. South Yorkshire Housing Association (Care and Supported Housing)
097. The Employers Forum (Job Broker)
114. Workers' Educational Association (Business Development Team)

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Education Skills and Employability Board

15 June 2021

Skills Strategy Development – Road Map

Is the paper exempt from the press and public?	No
Purpose of this report:	Policy Decision
Is this a Key Decision?	No
Has it been included on the Forward Plan?	No not a key decision

Director Approving Submission of the Report:

Helen Kemp, Director of Business and Skills

Report Author(s):

Roger Wilde

Roger.Wilde@sheffieldcityregion.org.uk

Executive Summary:

This paper seeks members' support for proposals to commence the development of a Skills and Employability Strategy. It seeks agreement for the overall approach and proposed timeline that will enable development of a procurement specification to support the work. The paper also seeks members' feedback on emerging themes for the strategy to help us prioritise the forward plan of work.

What does this mean for businesses, people and places in South Yorkshire?

Development of a skills strategy is an opportunity to secure better outcomes for all residents across South Yorkshire. Investment in education, skills and employability will be used to drive a change in the ambitions of our South Yorkshire residents, put employers at the heart of skills and employability system; contributing to inclusion, prosperity, and growth.

Recommendations:

That the Board consider and agree:

1. The overall approach to the work and skills strategy structure and the timeline proposed.
2. The proposed scope of the skills and employability strategy based on emerging priority themes.
3. The process to enable the commissioning of Labour Market Intelligence (LMI) research and consultant analysis of evidence base.

Consideration by any other Board, Committee, Assurance or Advisory Panel

None

1. Background

- 1.1 Members have commissioned the development of a strategy for skills that would allow us to set short and longer term priorities to address these issues in the context of the wider ambitions for economic growth as set out in the Strategic Economic Plan and our commitment to a stronger, greener and fairer future.
- 1.2 The skills strategy will support two significant plans published in 2020 by the Mayoral Combined Authority and Local Enterprise Partnership; the Strategic Economic Plan (SEP) and the Renewal Action Plan (RAP). It will also link with and support the emerging Inclusion Plan which is in development to ensure alignment.
- 1.3 It is intended to create a living document; that has the voice and engagement of those who will be on the frontline of implementing the recommendations. This is hugely important in terms of a demand-led approach to strategic planning, alignment of regional policy and the subsequent investment in skills development. The overarching aim is to make sure that South Yorkshire can compete as a region of opportunity for both employers and the individuals who work and live here.
- 1.4 This paper sets out the footprint of the approach that we would like to take in the development of a strategy and the outline of the priorities within the agreed themes. Approval by the members will allow us to move this work into action.

2. Key Issues

2.1 Priorities and structure of strategy development

It is proposed that the skills strategy should comprise three documents, each providing standalone analysis / proposals but working together to explain how we propose to use the skills system to move from where we currently are to where we need to be, enabling residents to access more and better jobs in a more inclusive economy. The three key components are:

1. A solid **evidence base** which sets out the current skills position in South Yorkshire.
2. A robust **Labour Market Overview** providing the backdrop to current Labour Market Intelligence and signalling direction of travel for skills demand for the future.

3. A **skills strategy document** which sets out how we will use the mechanisms and levers of strategic influence, partnership working and funding to help residents improve their skills for greater inclusion and social mobility and to ensure they increasingly provide the supply of skills employers need.

2.2 Delivering the Skills Strategy

The process to develop the strategy will follow this footprint (Appendix A).

2.3 Stage 1. Evidence Base Analysis:

We have an existing body of current evidence and data such as the Local Skills Report completed by Warwick University, to commence the analysis and development of the strategy. However more South Yorkshire place-based analysis may be required to identify any differentials between localities within the region and help understand the issues to be addressed in partnership with local authorities. The Skills Advisory Network (SAN) will be invited to support this process and in identifying any areas where we need to drill below the level of data and evidence that we already have.

Timeframe is determined by procurement however an interim draft is expected by September 2021. It will help inform the emerging Inclusion Plan as attainment is a key part of the inclusion agenda, ensuring alignment to make sure that the documents reinforce each other.

Based on the agreed priority themes the strategy analysis and development will be brigaded under the following streams (Appendix B). Ultimately there are common factors and cross cutting issues to be recognised.

2.4 These priority streams will help ensure impact for all residents, where:

- all individuals from birth to old age, will have a greater awareness of the value of skills development and easier access to training available
- unemployed people will have a better chance to find a job through effective diagnosis of their skills needs and greater support to move into sustainable work
- low-skilled workers will have more chances to gain qualifications and more opportunities to develop their careers in the workplace
- small firms will have easier access to relevant training for their employees
- Management skills, competitiveness and productivity will improve
- employers will have more influence over skills delivery and greater incentives to invest in skills across all levels
- Upskilling and portable, economically valuable qualifications throughout the entire workforce will ensure improved labour supply

2.5 Stage 2: Labour Market Intelligence Research

The LMI will not only provide insight into current and future employment trends and skills demands but is an essential component of the Skills Strategy delivery, combined with existing data analysis. A specification is being completed to secure specialist consultancy for this work.

It is important to recognise that the LEP will have an important role in getting the right structure and content into the Overview and how we use it to provide context for our use of LMI. There is also an opportunity to work with the Local Skills Improvement Plan Trailblazer that the Chambers are jointly leading on.

(Department for Education has invited proposals from employer groups to submit bids to become trailblazers in finding ways to better articulate the skills needs of employers. Doncaster Chambers have submitted a proposal on 25th May 2021, having worked with the MCA and other partners to put a bid together.)

This stage of development will include consultation to challenge and question the research findings as well as support the direction of travel.

The process for will be consultative and inclusive, drawing in views from residents, business, and stakeholders across South Yorkshire.

- Shaped by boots-on-the-ground and how the strategy needs to work in practice.
- Recognising the legacy of the Covid 19 pandemic and planning for the future not only for the young but also the challenges faced by older residents.

2.6 Stage 3: Skills Strategy and Delivery Plan

We need to create a 'living' strategy that is relevant, reflects and responds to the life changes our residents undergo, to enable them to aspire and thrive. It is anticipated that initial consultations will commence towards late summer 2021.

- 2.7 The South Yorkshire Skills Strategy will be relevant and live if it has the needs and aspirations of those it is to support at the heart. So, the strategy will comprise of an overarching, aspirational document which incorporates a set of actions against each of the identified priority areas. This will then provide the basis for a delivery plan with short, medium- and long-term goals against which we can measure progress.

The delivery plan will include targets, timescales, actions and responsibilities, like pieces of a jigsaw comprising the complete landscape of activity across South Yorkshire. It will recognise where activity is currently or planned to take place in conjunction with the specific work to be undertaken to fulfil the aims of the strategy.

3. Options Considered and Recommended Proposal

3.1 Option 1

Recommend that members support the proposed structure for the strategy

- 3.2 Recommend that members support the proposed footprint for delivery of the strategy

3.3 **Option 1 Risks and Mitigations**

At this stage the risks will be minimal however a more comprehensive risk register will be required once the Skills Strategy is drafted.

Risk – Potential reputational risk if the Skills Strategy is not developed for the region.

Mitigation – Support existing provision and stakeholders to manage provision and risk

3.4 **Option 2**

Do nothing

3.5 Leave the region to manage skills and delivery on a local uncoordinated basis

3.6 **Option 2 Risks and Mitigations**

Risk - Patchy and disconnected training and skills acquisition across the region

Mitigation – Each locality to address any shortfall or need, on an individual basis as appropriate

4. **Consultation on Proposal**

4.1 The strategy will be consultative and inclusive involving structured stakeholder analysis, drawing in views from residents, business and stakeholders across South Yorkshire. The engagement will be at key stages of development to include consultation that will challenge and question the research findings as well as support the direction of travel.

4.2 Stakeholder analysis will be undertaken, and a communication plan developed in conjunction with Marketing and Communications Team. The consultation will involve in some cases creating focus groups as well as using existing assemblies

5. **Timetable and Accountability for Implementing this Decision**

5.1 Commissioning this work will allow an initial draft report by September 2021, with the finalised delivery plan in the following months. A more detailed timetable will be produced once the Skills Strategy is drafted. This strategy is required in order to respond to the challenges of poor educational achievement, endemic low skills levels, poverty and worklessness - and the short-term impact of the pandemic. Failure to commission the work will result in delayed activity and interventions.

6. **Financial and Procurement Implications and Advice**

6.1 No additional funding will be required to fund the development of the strategy as above. All development will be undertaken by existing policy budgets for 2021/22, with no additional requirement for further funding at this time.

7. Legal Implications and Advice

- 7.1 The Barnsley, Doncaster, Rotherham, and Sheffield Combined Authority (Functions and Amendment) Order 2020 provides the MCA with specific functions and powers relating to education, skills and training. Any procurement of consultants to undertake the LMI and other work will need to comply with the MCA's Procurement rules

8. Human Resources Implications and Advice

- 8.1 None at this stage

9. Equality and Diversity Implications and Advice

- 9.1 EIA completed with no implications identified at this stage. Will be revisited periodically during strategy development process.

10. Climate Change Implications and Advice

- 10.1 None at this stage. To be revisited when recommendations are developed

11. Information and Communication Technology Implications and Advice

- 11.1 None at this stage

12. Communications and Marketing Implications and Advice.

- 12.1 None at this stage. Communications and Marketing are developing a plan to run the consultation exercise, they will work with the board to ensure the right stakeholders are engaged in the process

List of Appendices Included

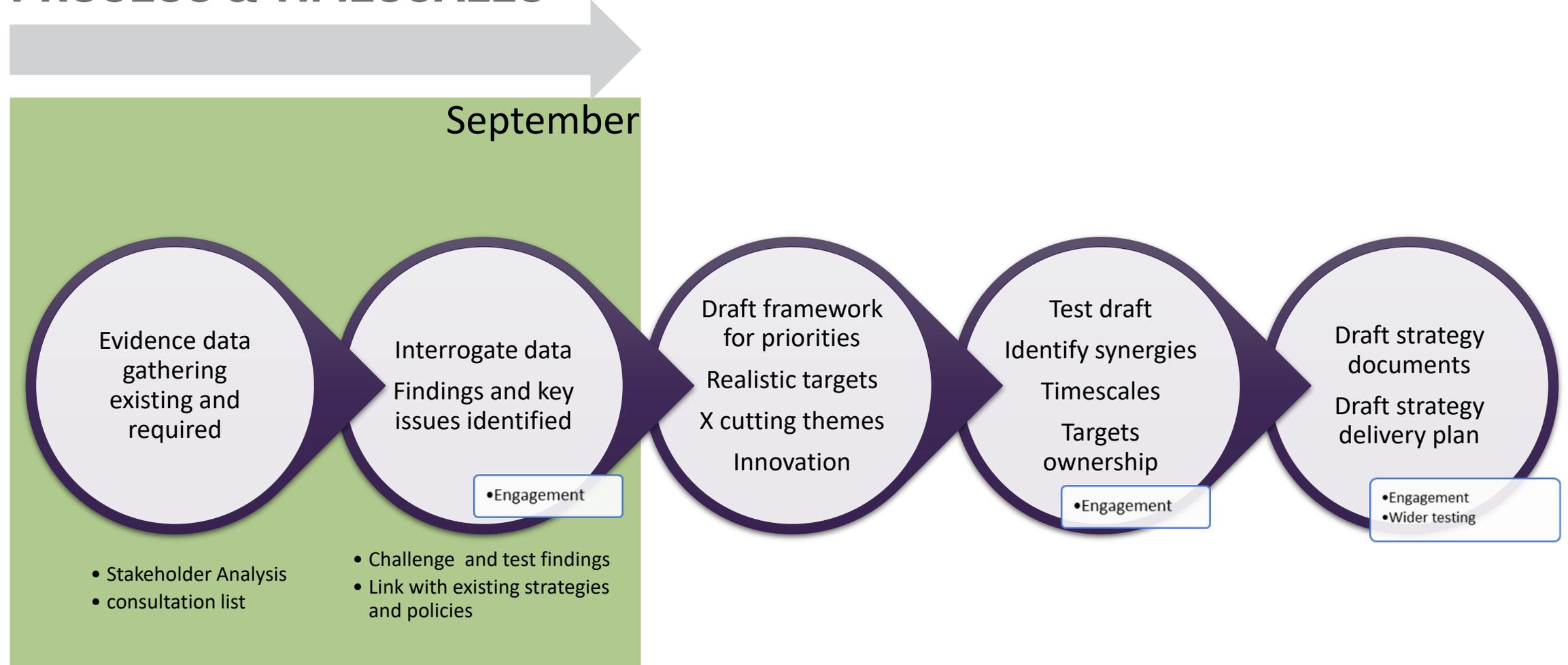
- A Skills Strategy Footprint
- B Skills Strategy Priorities - Streams
- C Equality Impact Assessment

Background Papers

None

SOUTH YORKSHIRE SKILLS STRATEGY

PROCESS & TIMESCALES



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SOUTH YORKSHIRE SKILLS STRATEGY

Priority themes

- 1. **More jobs, better jobs – beyond Covid**
 - LEP and Labour Market Overview - growth sectors
 - Strategic Economic Plan and Recovery Action Plan
 - Local Skills Improvement Plan trailblazers
 - Marginalised communities
 - Aspirations/destinations

- 2. **Releasing Talent and Raising Aspiration**
 - All age IAG for careers, effectiveness of careers support
 - Celebrating success – good news stories, case studies
 - A step change for young people – a Youth Offer?
 - Traineeships and Apprenticeships – higher level and entry level
 - Supporting womens' aspiration (Mayoral commitment)

SOUTH YORKSHIRE SKILLS STRATEGY

Priority themes

→ 3. Opportunity and progression

- **Adult education - review of the approach and delivery in South Yorkshire**
- **Skills for Life – basic English, maths and digital skills**
- **Achievement at Level 2 / 3 (inc Full Level 2 funding, T Levels)**
- **Local pathways for progression – plotting a course within SY**
- **Creating opportunities**

→ 4. Inclusion and skills retention

- **Importance of place and accessibility of opportunity**
- **Youth employment / NEETs – especially hidden NEETs and post Covid**
- **Opportunities for people facing barriers inc people with LLDD (Mayoral commitment)**
- **Older people facing unemployment – skills ‘pivot’; mentoring**
- **Working Win / health led trials**

SOUTH YORKSHIRE SKILLS STRATEGY

Priority themes

→ 5. Skills for employment at the heart – high-level skills and economic transformation

- STEM, Digital etc
- Staff development
- Graduate retention
- Aspirations/destinations
- Working with DWP programmes – Kickstart, Restart
- South Yorkshire Jobs Fund
- Leadership and management skills

→ 6. A strong and collaborative skills landscape

- Collaborative provider base – FE, HEI and ITP
- Role of the SAN
- Role of 3rd sector
- Post Eighteen Education Partnership
- Strengthening the North
- Working with government

Appendix B

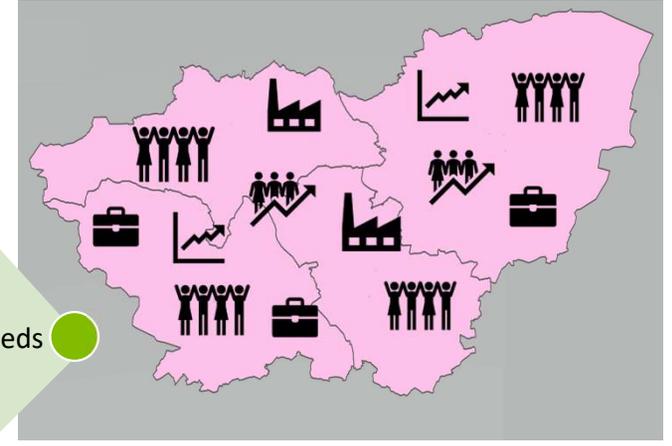
SOUTH YORKSHIRE SKILLS STRATEGY



Page 38



Employer Skill Needs



Equality Impact Assessment Form (EIA)

An Equality Impact Assessment (EIA) is an evidence-based approach designed to help organisations ensure that their policies, practices, events and decision-making processes are fair and do not present barriers to participation or disadvantage any protected groups from participation. This covers both strategic and operational activities.

The term ‘policy’, as used throughout this document, covers the range of functions, activities and decisions for which Sheffield City Region is responsible, including for example, strategic decision-making, arranging strategy & funding panels and meetings.

The EIA will help to ensure that:

- We understand the potential effects of the policy by assessing the impacts on different groups, both external and internal.
- Any adverse impacts are identified, and actions are planned to remove or mitigate them as far as is practicable.
- Decisions are transparent and based on evidence with clear reasoning.

When might I need to complete an EIA?

Ideally, an EIA should form part of any new policy, event or funding activity and be factored in as early as one would for other considerations such as risk, budget or health and safety.

Section 1 – Initial Screening

a	Name proposal. <i>If a policy, list any associated policies</i>	Skills Strategy Development
b	Type of proposal:	New
c	Name of department:	Skills and Employment
d	Lead Officer:	Roger Wilde
e	Date of EIA:	24/05/21
f	Names of those involved in the EIA (Should include at least two other people):	Roger Wilde Helen George

g. Summary of the aims and objectives of the proposal – if this is an existing policy please state the current aims and objectives.

Members have commissioned development of a strategy for skills that would allow us to set short and longer term priorities in the context of the wider ambitions for economic growth as set out in the Strategic Economic Plan and our commitment to a stronger, greener and fairer future. We need to create a 'living' strategy that is relevant, reflects and responds to the life changes our residents undergo, to enable them to aspire and thrive.

h. What are the proposed changes (if an existing policy/funding activity/event)?

The development of a skills and employability strategy based on priority themes.

i. Why is this being proposed (eg, policy, deliverables, changes to systems/processes)?

A collaborative and forward-facing skills and employability system in South Yorkshire will equip our people with information and high-quality provision enabling them to develop the skills needed to aspire and achieve their full potential. It will also support increased local productivity in an inclusive economy future proofed for everyone. In order to give focus to the skills system locally, we need a skills and employability strategy.

j. What equality information is available? Include any engagement undertaken and identify any information gaps you are aware of.

The strategy development will include consultation to challenge and question the research findings, identify gaps as well as support the direction of travel. It will be consultative and inclusive, drawing in views from residents, business and stakeholders across South Yorkshire.

k. What are the arrangements for monitoring and reviewing the actual impact of the proposal?

The strategy specification will include stakeholder analysis and structured consultation to ensure that it be relevant and inclusive, so that it has the needs and aspirations of those it is to support at the heart.

I. Will this proposal affect people with protected characteristics and, if so, in which group?

Characteristic	Impact Level	State any evidence you have, and explain what you feel the impact may be
Age	Positive	The strategy will be fully inclusive and expect any proposals to have a positive impact
Disability	Positive	The strategy will be fully inclusive and expect any proposals to have a positive impact
Gender reassignment	Positive	The strategy will be fully inclusive and expect any proposals to have a positive impact
Marriage/Civil Partnership	Positive	The strategy will be fully inclusive and expect any proposals to have a positive impact
Pregnancy/Maternity	Positive	The strategy will be fully inclusive and expect any proposals to have a positive impact
Race	Positive	The strategy will be fully inclusive and expect any proposals to have a positive impact
Religion/Belief	Positive	The strategy will be fully inclusive and expect any proposals to have a positive impact
Sex	Positive	The strategy will be fully inclusive and expect any proposals to have a positive impact
Sexual Orientation	Positive	The strategy will be fully inclusive and expect any proposals to have a positive impact

m. Is a full EIA required? No - there are no foreseen negative impacts

EIA Summary – please provide a summary of the outcome here:

The strategy development will aim to support all residents of South Yorkshire and therefore all interventions will allow for a 'whole person' approach to meet the needs of the individual and the employer. The EIA will be revisited and if necessary revised once the strategy is developed and the effects of any impact can be assessed.

Level of negative impact (please tick one):

High

Medium

Low

Education Skills and Employability Board

15 June 2021

Careers / Labour Market Intelligence

Is the paper exempt from the press and public?	No
Purpose of this report:	Discussion
Is this a Key Decision?	No
Has it been included on the Forward Plan?	No not a key decision

Director Approving Submission of the Report:

Helen Kemp, Director of Business and Skills

Report Author(s):

Tina Slater

Tina.slater@sheffieldcityregion.org.uk

Executive Summary:

This paper provides members with an update on activity relating to careers provision within South Yorkshire. It provides information on steps we are taking to merge two Careers and Enterprise Company funded hubs into a single Sheffield City Region (SCR) Combined Authority (CA) hub. This paper also presents for consideration some proposals for future development and enhancement of the Mayoral Combined Authority's (MCA's) approach into all-age careers service within South Yorkshire and the governance needed to support it.

What does this mean for businesses, people and places in South Yorkshire?

Businesses in South Yorkshire will have access to a talent pipeline of people looking for employment that can help ensure employers survive, adapt and thrive.

Businesses will have access to clearer communications and governance arrangements relating to careers activity in South Yorkshire.

People in South Yorkshire will be more informed on the local labour market, raising aspirations, and skills they need to either; progress in work, secure employment and or access further / higher education.

At **place** there will be an infrastructure for careers in communities across South Yorkshire that helps to reduce unemployment and drive economic improvement.

Recommendations:

That the board:

1. Note continued investment by the Careers and Enterprise Company (CEC) in South Yorkshire and the potential to use the opportunities of further CEC funding for 21/22, and also the move to a single Hub to renew and strengthen our focus on careers activity.
2. Note the continuation of the Opportunity Area in Doncaster and that the START platform provides a first step towards an all-age careers service.
3. Approve the recommendation to carry out scoping with partners.
4. Approve a proposal for the MCA to establish a Careers Operational Group to co-ordinate activity with partners across South Yorkshire.
5. Approve a proposal to apply for CEC Incubation Funding for a project with pupils and parents / carers.
6. Approve the recommendation to host a South Yorkshire Skills and Apprenticeship fair.
7. Note the Authority's work to develop relevant accessible Labour Market Intelligence (LMI).
8. Consider whether filling the gaps in Careers Education Information and Guidance (CEIAG) is a skills priority should further funding become available within the MCA.

Consideration by any other Board, Committee, Assurance or Advisory Panel

None

09 April 2021

1. Background

As part of its commitments to improve the supply of skills across South Yorkshire, the Authority made a commitment in its Strategic Economic Plan to design and deliver an all-age careers service. As a starting point for that work, this paper sets out some of the building blocks that are already in place in terms of careers provision and what we are doing to improve effectiveness.

Careers and Enterprise Company Hub

- 1.1 The Careers and Enterprise Company (CEC) was established by government in 2015 to help link schools and colleges in England to employers, to increase young people's exposure to the world of work.
- 1.2 Since 2015, the CEC have been working, alongside LEPs, to build a network of enterprise advisors who are senior business volunteers that help schools and colleges to develop bespoke career plans based on the needs of their young people, whilst also helping them to make connections with employers, training providers and further / higher educational institutes.
- 1.3 The SCR Mayoral Combined Authority is funded by the CEC to deliver the enterprise adviser network throughout Barnsley, Doncaster, Rotherham and Sheffield. This is delivered in partnership with each of the local authorities through 8 co-funded Enterprise Co-ordinator posts.

- 1.4 Doncaster has also received funding from DfE through its Opportunity Area (OA) status and this has funded a careers hub for the borough. This has provided Doncaster with capacity to help local children and young people get the best start in life, no matter what their background, including raising aspirations, broadening horizons and working with employers to improve young people's access to the right advice and experiences.
- 1.5 CEC allocated funding for a South Yorkshire (SY) careers hub in 2020 and we are now working to bring the two hubs together to create a more joined up and coherent offer across South Yorkshire. This includes bringing together the work of the 'enterprise coordinators' across the four local authority areas.
- 1.6 Currently the Career Hub is working with 88 mainstream, SEND schools and FE colleges across the four South Yorkshire local authority areas. Performance of the Hub is measured through progress against the [Gatsby Benchmarks](#) (Appendix A). Unsurprisingly in the pandemic, progress on providing young people with experience in the workplace (benchmark 6) has slowed. We are also falling behind on ensuring each one of our schools has a stable careers programme in place (benchmark 1). The Hub will be putting in place a plan to improve performance and we will be backing that up with additional requirements in the Authority's funding agreement.

Opportunity Area

- 1.7 As a condition of the fourth and recently announced fifth year of Opportunity Area funding for the programme, DfE explicitly asked that all OAs develop plans to work with other areas in similar demographic circumstances and to share good practice with them. Twinning funds have been ringfenced by the OA for this activity.
- 1.8 A key strand of the activity that has supported the Careers Hub in Doncaster has been the development of an online careers service, 'Start Doncaster' developed and delivered by U-Explore. This is the enhancement of an existing platform but tailored with content relevant to Doncaster, including:
 - Doncaster labour market information
 - Details of key employers in Doncaster
 - Interviews with Doncaster apprentices and learners.

Doncaster MBC has partnered with the Opportunity Area to expand the original U-Explore proposition for an online platform focused on young people so that it will now include content that will be targeted at supporting adults into work and further learning. This project has been identified for Twinning funds and the four South Yorkshire local authorities have agreed to contribute to the cost of the service so that it can be enhanced and made available to residents across South Yorkshire. Further information on the twinning work of Doncaster Opportunity Area programme is detailed in Appendix B.

Labour Market Information (LMI)

- 1.9 Good quality, accessible Labour Market Information (LMI) is key to successful careers advice and the impact of the pandemic illustrates how important the currency of LMI is. Feedback from careers leaders in schools suggests that they do not have access to up to date Labour Market Information and struggle to understand how to interpret it. The Authority has access to regular updates and we are seeking ways to understand the formats needed to effectively present the data to various audiences and support careers advisers so that it can be embedded into careers programmes. In addition to schools delivering LMI as part of their careers guidance services, other stakeholders also need to be considered for example: HEPP (Higher Education Progression Partnership), DWP (Department for Work and Pensions), Local Authorities and Chambers of Commerce.

2. Key Issues

- 2.1 Whilst there is an abundance of enthusiasm from stakeholders and delivery partners on careers, we risk losing some of the impact because action is unfocused and uncoordinated. If we are to improve the performance and impact of careers advice we need to secure better strategic alignment with the MCA's priorities and greater co-ordination to help us close gaps and avoid duplication.
- 2.2 There is a need for an effective monitoring system to be in place that will track careers activity across South Yorkshire and improve the impact of CEC work against the Combined Authority's ambitions as set out within the authority's Strategic Economic Plan and the Recovery Action Plan.
- 2.3 Whilst the roll out of an online careers website for all residents is a welcome development, we need to acknowledge that this is a tool to aid careers and personal guidance discussions between practitioners and residents of South Yorkshire and not a standalone service. Many residents, particularly those who have been employed and are looking for help to support a career-change, will need personalised support to consider upskilling / reskilling needs as part of a package of careers advice. Some elements of that service are in train, such as the proposed Skills Swap advisers supported through DWP's Flexible Support Funding which the Combined Authority is applying for currently. However, the offer is unlikely to be enough to reach those residents who most need help and support but who are least likely to know how to access what they need from the current system.
- 2.4 The Combined Authority's levers are limited in this sphere; beyond making better use of CEC funding through the Careers Hub, there is no identified funding for developing an all age careers service. Our key levers for change are our ability to coordinate and influence other partners. Board members will want to be aware that local authorities are collaborating to support development of the regional START online platform. Board members are invited to consider whether developing a case to secure funding to close the gaps in our careers offer should be a priority for any future MCA funding that becomes available for skills and employment.

3. Recommended Proposals and Options

- 3.1 As detailed in the Authority's Strategic Economic Plan, 'we will deliver an all-age careers service that meets the needs of our people and industry and enable our people to access training, upskill or reskill and progress in work'. In order to do this we need better strategic alignment with the MCA's priorities and better co-ordination across partners.

We recommend that Board members support the Authority by approving establishment of an Operational Careers Group that would provide oversight and co-ordination in working with partners across the region. The group would be set up and led by MCA officials and would report through them to the ESE Board for decisions.

Do members support this?

- 3.2 It is recommended that members support the authority to undertake a scoping exercise, alongside the Career Hubs that will engage key stakeholders to help understand the breadth of Careers related groups and activity in South Yorkshire and to also understand what an all-age careers service could / should look like. The scoping exercise will include understanding challenges faced in local communities and workplaces specifically around work progression and in work poverty. It will provide the authority with the information needed to inform programme development.

Do members support this?

It is intended that the scoping exercise, in addition to providing an overview of careers activity, will also provide the opportunity for analysis to understand gaps in provision which will help to shape and drive new projects.

- 3.3 The CEC has also invited MCAs and LEPs to submit proposals to run one of a series of developmental projects supported with Incubation Funding. Working with key partners, including Sheffield Hallam University and the Higher Education Progression Partnership, we are developing a proposal focused on improving the reach of careers advice to pupils through their parents and carers. The proposal so far has had positive feedback from CEC. If successful, it would result in £100k funding to be spent in 2021/22.

Do members support further work on this application?

- 3.4 The authority has received an indicative funding offer from CEC for the 21/22 academic year but final figures have yet to be confirmed. We expect that the number of schools eligible to sign up to the Careers Hub will increase from 88 to 112 and so funding for the South Yorkshire Hub will increase in line with that expansion.

We expect a formal grant offer by the middle of June. The new grant contract from CEC will provide the authority with an opportunity to improve, develop and implement more robust measures to track outcomes at place against the ambitions set out in the Strategic Economic Plan and the Recovery Action Plan. 2020/21 financial spend against the CEC grant contract value is depicted in Appendix C.

Members to note that as there will be no ESE board until September 2021, the grant paper will be submitted to the MCA Board for approval.

- 3.5 The Careers Hub would like to make a recommendation to host a South Yorkshire Skills and Apprenticeship fair in the Autumn term of academic year 21/22, as supported by the Skills Advisory Network Group.

This would provide an opportunity for young people to develop their networks, whilst raising awareness and aspirations. It would allow businesses, and skills providers the opportunity to showcase the wealth of opportunities on offer across the region. Schools would be supported in achieving the targeted benchmarks by engaging their pupils with the network of organisations.

The Careers Hub's central hub fund would be used to fund this event with clear branding that is aligned to the Hub's offer for schools.

This would allow the profile of the Hub to be raised, demonstrating alignment to the MCA's vision of an all-age careers service set out within the SEP, providing opportunities to not just engage with schools but to a much wider audience.

Do members support this?

- 3.6 It is recommended that members support the authority to explore how the MCA's range of different LMI data, which is shared with local authorities and other colleagues can dovetail into the U-Explore online platform as well as provide user-friendly formats to be disseminated elsewhere.

Do members support this?

3.7 **Option 1**

Recommend that members support the proposals outlined in this paper to commence the MCA's work of an all-age careers service.

3.8 **Option 2**

Do nothing and leave the region to carry on delivering careers services as is.

3.9 **Option 2 Risks and Mitigations**

The MCA do not deliver on their ambition of delivering an all age careers service.

3.10 **Recommended Option**

Option 1

4. Consultation on Proposal

- 4.1 Stakeholders already engaged on the proposals set out within this paper include Career Hub leads, internal authority colleagues, and Doncaster's Opportunity Area lead.

- 4.2 Further consultation will be inclusive, ensuring engagement with SY Local Authorities, Chambers of Commerce, businesses, residents, CEIAG providers, Enterprise Coordinators, further/ higher education establishments and other key stakeholders identified upon analysis.

Stakeholder engagement will consist mainly of semi-structured interviews, focus groups and workshops.

5. Timetable and Accountability for Implementing this Decision

- 5.1 Resource is ready to be deployed once a board decision has been made. Initial scoping exercises undertaken will start to shape the timetable and accountability for this piece of work.

6. Financial and Procurement Implications and Advice

- 6.1 No funding currently exists for any additional costs incurred in the development of the Careers Hub. Further external funding or identification of internal budget will need to be identified for any additional costs identified.

7. Legal Implications and Advice

- 7.1 The Barnsley, Doncaster, Rotherham and Sheffield Combined Authority (Functions and Amendment) Order 2020 provides the MCA with specific functions and powers relating to education, skills and training. The MCA also has economic development powers. These functions/powers taken together will facilitate the MCA's proposals contained in this report.

8. Human Resources Implications and Advice

- 8.1 From 2021/22, the CEC will be funding a single Careers Hub in South Yorkshire, with the current Doncaster's Careers Hub becoming part of that wider team. In order to help the Hub join up effectively we would like the current Doncaster lead role to move from Doncaster Council into the MCA from September 2022. Our current expectation is that funding to cover the cost of this role will continue to be drawn down from CEC funds.

9. Equality and Diversity Implications and Advice

- 9.1 Will be positive for young people; a full EIA will be undertaken at a later stage.
- 9.2 Careers advice is critically important to young people in opening up their understanding of the world of work and helping them make good personal choices about their next steps into learning or work. The interventions described in this paper are designed to help schools meet the Gatsby benchmarks, acknowledged as the standard for good careers provision in schools. The measures will help reach young people in some of the most disadvantaged areas and so will support people from disadvantaged groups to move into work or further learning and progress.

10. Climate Change Implications and Advice

- 10.1 Not at this stage. To be developed once recommendations are developed.

11. Information and Communication Technology Implications and Advice

- 11.1 Not at this stage. To be developed once recommendations are developed.

12. Communications and Marketing Implications and Advice.

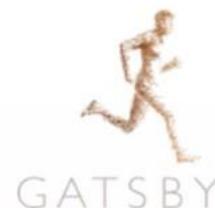
12.1 No immediate implications, but communications and marketing activity will be developed with partners as the service is aligned.

List of Appendices Included

- A Gatsby Benchmarks
- B Doncaster Opportunity Area Programme
- C Financial summary, CEC Contract

Background Papers

None



The eight Gatsby benchmarks of Good Career Guidance

1. **A STABLE CAREERS PROGRAMME** - Every school should have an embedded programme of career education and guidance that is known and understood by pupils' parents, teachers, and employers.
2. **LEARNING FROM CAREER AND LABOUR MARKET INFORMATION** – Every pupil and their parents, should have access to good quality information about future study options and labour market opportunities.
3. **ADDRESSING THE NEEDS OF EACH PUPIL** – Opportunities for advice and support need to be tailored to the needs of each pupil. A school's careers programme should embed equality and diversity considerations throughout.
4. **LINKING CURRICULUM LEARNING TO CAREERS** – All teachers should link curriculum learning with careers. For example, STEM subject teachers should highlight the relevance of STEM subjects for a wide range of future career paths.
5. **ENCOUNTERS WITH EMPLOYERS AND EMPLOYEES** – Every pupil should have multiple opportunities to learn from employers about work, employment and the skills that are valued in the workplace.
6. **EXPERIENCES OF WORKPLACES** – Every pupil should have first-hand experiences of the workplace through work visits, work shadowing and / or work experience.
7. **ENCOUNTERS WITH FURTHER AND HIGHER EDUCATION** – All pupils should understand the full range of learning opportunities that are available to them. This includes both academic and vocational routes and learning in schools, colleges universities and in the workplace.
8. **PERSONAL GUIDANCE** – Every pupil should have opportunities for guidance interviews with a careers adviser, who could be internal (a members of school's staff) or external, provided they are trained to an appropriate level.

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Doncaster Opportunity Area – Update on proposals for Twinning Partnership including the development of an All Age Careers Website

Background

The Opportunity Area (OA) Programme is a DfE funded programme that was originally established to improve social mobility outcomes for children and young people in the twelve OAs. As a condition of the fourth and recently announced fifth year of funding for the programme DfE explicitly asked that all OAs develop plans to work with other areas in similar demographic circumstances and to share good practice with them. £240,000 has been ringfenced for this 'twinning' activity across the two years, with £90,000 in 2021/22 and £150,000 in 2022/23.

The Careers Hub expansion into Sheffield City Region (SCR) is a collaboration that has evolved naturally, with the Doncaster Careers Hub becoming part of the SCR Hub funded through the successful bid to the Careers and Enterprise Company (CEC). This existing relationship and shared activity made this an ideal focus for the wider sharing of practice and Doncaster OA has therefore focused twinning efforts in this area.

Year 4 plans

Through consultation with colleagues across the four local authorities the OA developed a set of key projects initiated in Doncaster that could be shared and expanded upon across SCR. These are as follows:

- The expansion of the all age careers platform with content tailored to the needs of each local authority and a separate landing page and tailored content on key sectors, labour market information, employers and post 16 providers. This work has been awarded to U-Explore who currently provide Start in Doncaster <https://www.startindoncaster.com/> ;
- The development of tailored resources linking careers to the curriculum aligned to the large employers of each region. This would build on the current Panjango platform <https://panjango.com/pages/panjango-online> but add relevant buildings into a specific landscape for each of the participating Councils;
- A suite of support for SEN schools across the region including meaningful encounters with a range of disability confident employers and dedicated SEN labour market information materials.

Year 5 plans

In year 5, twinning will focus on identified areas of weakness across the city region, namely the following:

- effective careers strategy planning and implementation
- embedding careers in the curriculum
- meaningful encounters with employers and
- experiences of the world of work.

A focus on engaging parents and hard to reach communities is also anticipated.

As in previous years, the responsibility for determining the exact focus of the twinning investment lies with the Councils, the Mayoral Combined Authority, and the schools we serve. The OA propose working up suggestions over the coming month with a view to agreeing next year's programme by the end of this academic year.

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Careers and Enterprise Co - Careers Hub and Enterprise Adviser Network

Funded activity	Total Claims to Date	Contracted / GL Value	Balance
Barnsley MBC	£ 6,361.26	£ 15,000.00	£ 8,638.75
Rotherham MBC	£ 10,628.97	£ 25,000.00	£ 14,371.04
Doncaster Chamber	£ 10,492.43	£ 25,000.00	£ 14,507.57
Sheffield CC	£ 32,176.80	£ 62,500.00	£ 30,323.20
DMBC	£ 29,557.14	£ 60,000.00	£ 30,442.86
Doncaster Chamber OAN	£ 20,907.86	£ 50,000.00	£ 29,092.14
SCR MCA	£ 16,434.41	£ 60,000.00	£ 43,565.59
Cetral Hub Fund (<i>Development plan in place to spend funds during this academic year across SY</i>)	£ -	£ 88,000.00	£ 88,000.00
TOTALS	£ 126,558.86	£ 385,500.00	£ 258,941.14

	£ -	£ -	£ -
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£ 385,500.00

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Education Skills and Employability Board

15 June 2021

Skills Bank 3 Operating Model

Is the paper exempt from the press and public?	No
Purpose of this report:	Funding Decision
Is this a Key Decision?	No
Has it been included on the Forward Plan?	No not a decision

Director Approving Submission of the Report:

Helen Kemp, Director of Business and Skills

Report Author(s):

Wendy Dodson
Wendy.dodson@sheffieldcityregion.org.uk

Helen George
Helen.george@sheffieldcityregion.org.uk

Executive Summary:

Since 2015 the Skills Bank programme has been a key part of the Sheffield City Region/Growth Hub offer to businesses. The second iteration of the programme, Skills Bank 2, completed delivery at the end of March 2021. The Education, Skills and Employability (ESE) Board previously approved the use of the Skills Bank reserve funds to support a future regional Skills Bank offer.

As part of the development work for the future programme the Skills Bank principles have already been reviewed and approved by the ESE Board and at the March meeting, Board members agreed proposals for a more outcome focussed programme covering both economic and social value outcomes. The next stage of development was to agree the Operating Model which is linked to the key Skills Bank principles. The Board, whilst acknowledging the tight timescale, requested that officers arrange a session for key stakeholders and members of the Board to review the Operating Model to ensure we have the optimal version.

This paper outlines the work which was done by that group to review each element of the Operating Model. The paper seeks consideration and approval from the ESE Board which will enable officers to move forward with the development of a specification for Skills Bank 3 and progress to procurement of a delivery agent.

What does this mean for businesses, people, and places in South Yorkshire?

The Skills Bank programme directly supports business growth through investment in the skills of its workforce and in turn this growth will contribute to job creation and raising income levels, both of which are outlined within the Strategic Economic Plan (SEP) as crucial for the region's economic development. The new focus on outcomes and social value will support inclusive growth, support more people to achieve higher level skills and will be better focussed on industry needs.

At a time when businesses are facing significant challenges, continuing the Skills Bank offer helps to reduce the risk of a significant economic impact for our businesses and gives greater business confidence of a sustainable and available offer over the next three years as businesses seek to grow, refocus or maintain resilience as a result of COVID.

Recommendations

Each element of the Skills Bank Operating Model is linked to previously reviewed and agreed principles and has been considered by the stakeholder group. Their recommendations can be found in the table at Appendix A.

This paper seeks members' approval of the shape of the Operating model and funding of the future regional Skills Bank programme. It seeks agreement to the development of a specification for the future programme which takes account of previous decisions made and the agreed options presented at Appendix A.

Board members are asked to:

1. Consider the operating model options and accept the recommendations made by the stakeholder group
2. Agree to a specification being developed based on previously approved principles, economic and social value outcomes and the operating model as presented in this paper.

Consideration by any other Board, Committee, Assurance or Advisory Panel

Local Enterprise Partnership

01 July 2021

1. Background

- 1.1 Skills Bank 2 ceased delivery in March 2021 and a short interim Skills Bank programme as approved by the January ESE Board has been launched to ensure skills support to employers can continue without a gap in provision. Directed by the Board, officers have undertaken a series of activities as part of the development of the new regional Skills Bank programme.

- 1.2 The Board have already considered and approved:
- The Key Skills Bank principles
 - The need for a focus on outcomes, both economic and social value, to be central to the development of a specification for Skills Bank 3
 - That Marketing and Comms should not be outsourced
- 1.3 The final aspect of the programme to be considered is the Operating Model which directly links to the Skills Bank principles. The Operating Model has now been reviewed by a group of key stakeholders and officers, recommendations from this work are presented here for consideration of the Board.

2. Key Issues

2.1 Skills Bank Principles

The original Skills Bank model was based on a defined set of principles aimed at stimulating private sector growth through supporting business diversification and increased levels of investment.

As part of the development process for Skills Bank 3, these principles were presented to the ESE Board for review in January and Board members agreed that the original founding principles for the Skills Bank programme were still valid and well-focused and should continue to form the basis for the next Skills Bank programme.

These principles form the foundation of the new programme and the basis on which to build the Operating Model.

2.2 Outcome focussed

Whilst reviewing the principles the Board expressed the need for the programme to increase its focus on outcomes. A piece of work was subsequently carried out and presented at the March ESE Board to identify and incorporate a more robust set of economic and social value outcomes which aligned to 'good' employer behaviour. As a result, an additional principle of Social Value Outcomes has now been included in the list of principles. The Board agreed that development of the specification should include a focus on these agreed economic and social value outcomes.

2.3 Growth

The Skills Bank programme was designed as part of the region's business support offer seeking to stimulate growth and not as an offer to remediate deficits in education or training amongst the working aged population nor to focus on supply-led skills development.

2.4 Marketing and Comms

As one of the key principles Marketing and Comms was discussed further at the March ESE Board meeting where it was agreed it should not be outsourced to the Skills Bank operator.

2.5 **Timing**

An interim Skills Bank programme is now in delivery in order to avoid any gaps in provision, the programme is due to close at the end of December 2021. The recruitment of a Managing Agent for any future programme will require the development of a detailed specification and a full procurement exercise, anticipated to take around 6 months. With this final piece of development work in place we are on track to procure the next programme and avoid a gap in provision.

3. **Operating Model - Options Considered and Recommended Proposal**

3.1 **Options**

Some elements of the Operating Model have already been discussed and approved by the Board at earlier meetings. The remaining elements have now been considered and reviewed by a group of key stakeholders and officers, other options were considered, and recommendations made for the Board to consider.

3.2 Appendix A sets out the individual elements of the Operating Model, current practice and reasons for any differences from the original Skills Bank programme in operation from 2015 – 2018. Alternative options are included along with key points from discussions and a recommended proposal.

3.13 **Recommended Option**

Recommended options for each element of the operating model can be found in Appendix A and are summarised below:

- An Independent Managing Agent should be appointed as the Skills Bank Operator and the operator should not form part of training delivery
- Brokerage and business support should remain independent from the Managing Agents role
- Skills Advisors should be directly employed by the MCA and linked to Growth Hub
- Retain the principle of Co-investment in deals so that recipients will need to contribute to the cost of training
- Levels of investment should be linked to both growth and the social return on investment (differential deals)
- Training should be delivered through a training supply chain model managed by the appointed Managing Agent
- Marketing and Communications to be retained within the MCA Executive team
- A range of application routes should be developed/adopted offering businesses more options to access the programme
- The programme should adopt a more outcomes-based focus

4. Consultation on Proposal

- 4.1 A group of key stakeholders were involved in the development of this proposal, members of the group included representatives from the following organisations:
- Local Authorities
 - Chambers of Commerce
 - Private sector employers
 - Previous Skills Bank recipients
 - LEP Board member
 - ESE Board member
 - MCA Officers

5. Timetable and Accountability for Implementing this Decision:

- 5.1 At present the Interim Skills Bank programme is scheduled to conclude at the end of December 2021 and in order to avoid any gaps in provision the new programme needs to be live from January 2022. A full procurement process will need to be undertaken involving the development of a detailed specification.
- 5.2 The specification would need to be complete and ready for commencement of Invitation to Tender activity in September to allow time for receipt and consideration of bids. Contract award would need to be secured in November to secure the start of programme activity from January. This is a very tight timescale although could be flexed if the interim programme was extended to March 2022.

6. Financial and Procurement Implications and Advice

- 6.1 The total Skills Bank Reserve held by the MCA on behalf of the LEP is £6.6M with a further £2.2M already held by the Skills bank Operator and potentially a further £3.0M forecast to be generated by June 2021 although this figure will change as final activity is reconciled. This could provide a total fund of £11.8M. After funding the 12 month extension of £1.1m, this will give a Skills Bank 3 fund of £10.7m. Based on the current spend profiles and as this is a finite reserve it is envisaged that this could sustain the Skills Bank for three additional years.
- 6.2 The fund of £10.7 million would be used to fund £3m of learning activity (1375 learners per annum across the 3 year programme), plus delivery costs of £900k, which includes both external management fees as well as internal costs of managing the fund. This amount specifically includes amounts to fund the external procurement process prior to the beginning of the programme as well as the formal evaluation at the end of 3 years.
- 6.3 Plans for usage of the surplus, to fund additional learners or additional activity for example, will form the basis of a future paper to this Board for consideration.

7. Legal Implications and Advice

- 7.1 The Barnsley, Doncaster, Rotherham and Sheffield Combined Authority (Functions and Amendment) Order 2020 provides the MCA with specific functions and powers relating to education, skills and training. Any procurement of consultants to manage any aspect of the Skills Bank 3 programme will need to comply with the MCA's Procurement rules. Any subsidy control implications in respect of providing funding to recipients will be considered as part of any individual funding offers.

8. Human Resources Implications and Advice

- 8.1 The preferred option would result in the need to recruit directly employed Skills Advisors.

9. Equality and Diversity Implications and Advice

- 9.1 The Skills Bank was not originally designed as an approach to improving social inclusion, however The Board have previously agreed that there needs to be an increased focus on differentiating deals where there is greater social value which could support the achievement of these outcomes. This will be incorporated into the specification to attract options and proposals from potential bidders.
- 9.2 Similarly, as part of the development process it has been agreed to increase the focus of the programme on outcomes including social value outcomes. Social value outcomes cover a wide range of aspects, many of which relate to equality and diversity.

10. Climate Change Implications and Advice

- 10.1 No direct Climate Change implications but the programme could be asked to consider applications which do have an impact. Social Value will become a key aspect of the programme both in terms of the focus of the programme and in the level of support offered to businesses. Some of this will cover environmental impacts.
- 10.2 Social Value questions, including environmental aspects will also be built into the procurement process for appointment of a Managing Agent.

11. Information and Communication Technology Implications and Advice

- 11.1 No additional ICT implications

12. Communications and Marketing Implications and Advice

- 12.1 The communications and marketing strategy will be developed following the Board's steer. The MCA executive team will engage with members and advisors to develop the strategy so it meets the desired outcomes. Alignment with the MCA's mainstream business support offer will be crucial to ensure the desired reach and targeting is achieved

List of Appendices Included

A Skills Bank Operating Model Proposals and Recommendations

Background Papers:

Minutes of the March 21 Education, Skills and Employability Board

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Minutes of the January 21 Education, Skills and Employability Board

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Appendix A

Skills Bank Operating Model – Proposals and recommendations

Skills Bank Principle	Skills Bank 2 model (current)	Other options/Additional information	Comments/notes from consultation	Recommended proposal /Agreement reached
Skills Bank Operator	<p>Independent of the training delivery infrastructure Contractually prohibited from training delivery thus maintaining an independent overview.</p> <p>This was a change from the original Skills Bank programme where the Managing Agent also delivered training and managed the allocation of training to other providers.</p>	<p>External</p> <ul style="list-style-type: none"> • Procurement exercise required to secure an independent managing agent. Much reduced resource required at MCA for programme and contract management. Maintains independence and increased transparency <p>Internal</p> <ul style="list-style-type: none"> • Closer management of activity/control of spend/retention of stronger links to SEP/RAP strategy and removes the need for a procurement exercise but has already been ruled out by ESE Board. Resource issue. <p>Evaluation of SB1 identified models integrating management of a programme alongside delivery had an increased potential for a business to be sold the training offer of the Managing agent and often at the expense of a more dispassionate impartial discussion and the building of a wider local training supply chain.</p>	<p>Should remain independent of training delivery infrastructure</p> <p>Less visibility of Managing Agent</p> <p>Important to retain independent brokerage into other elements of support</p>	<p>Independent Managing Agent</p> <p>Operator should not be part of training delivery</p>

Skills Bank Principle	Skills Bank 2 model (current)	Other options/Additional information	Comments/notes from consultation	Recommended proposal /Agreement reached
<p>Independent Brokerage</p>	<p>Skills Advisors are currently employed on a consultancy basis rather than as direct employees but are an integral part of the business support offer through the Growth Hub, their role is as much about supporting a business access other national and regional offers including apprenticeships, AEB and Kickstart for example as it is about accessing the Skills Bank funding.</p> <p>This was a change from the original programme where Brokers were employed by the Managing Agent and brokerage integrated into delivery model.</p>	<p>Other options could include:</p> <ul style="list-style-type: none"> • Direct employment by Managing Agent as in Skills Bank 1. • Direct Employment by MCA. Possibly a cheaper option than current but would require more control over hours worked and workloads. • Link Skills Advisors to LA's similar to current RAP Advisor model. Would assist collaboration/links with RAP Advisor teams. Risk of operating in silo's and becoming disjointed. Less control from Managing Authority to direct focus/work when changes are required. <p>The first phase model was perceived to perversely skew the operator to delivery of Skills Bank first deals as opposed to exploring other options including AEB and apprenticeships</p>	<p>One of the strengths of SB is that the Advisors are not associated with the Managing Agent Maintain clear separation between Managing Agent and Skills Advisors</p> <p>Impartial and working together as a team seen as a real positive The interface between the Growth Hub and Skills Advisors is key as it is linked to growth – need to retain the cross working/referrals between them</p> <p>Businesses value an impartial service that could have a wider discussion on other options including apprenticeship provision or mainstream AEB</p>	<p>Brokerage and support should not form part of Managing Agent role and is kept fully independent.</p> <p>Skills Advisors to become direct employees of MCA and linked to Growth Hub</p>

Skills Bank Principle	Skills Bank 2 model (current)	Other options/Additional information	Comments/notes from consultation	Recommended proposal /Agreement reached
Co-investment in deals linked to business growth	<p>Recipients make a contribution to their training costs. The extent of the co-investment is determined by the perceived return to the economy and made where there is a credible and demonstrable business growth story and a requirement for training to realise this growth. In response to the current issues facing businesses a limited number of training offers have been made at a higher rate, some fully funded to support business recovery.</p>	<p>Other options to consider:</p> <ul style="list-style-type: none"> Remove co-investment need and offer fully funded training. Reduces value placed on training. Creates confusion with other programmes e.g. SSW which is fully funded. Would reduce impact in terms of number of businesses/learners supported. Funding would run out earlier. Match with funding from other sources (SPF?). Little match available at present. Would bring additional rules/parameters which might not fit with Skills Bank. May make programme more complex. Could reduce co-investment amounts required. May delay programme if other funding not available in time. 	<p>This was a mandatory design principle and should not be changed.</p> <p>All deals should be growth centric</p> <p>Value of training higher when contribution is made by employer</p>	<p>Co-investment is a mandatory design principle, so should remain through to the next programme.</p> <p>Not 100% funded</p>
Differential Deals	<p>Varying intervention rates awarded to applicants with businesses rewarded for growth potential and elements of social value, limited to recognition of activity which supports local supply chain and raising ambition amongst local residents (Up to 5% max awarded for each)</p>	<p>Other options to consider:</p> <ul style="list-style-type: none"> Operate with set intervention rates - remove varied intervention rates and the link to growth story/social value. Easier message for PR/Comms. Perceived to be fairer as all applicants would receive same proportion of funding. Could reduce funding/funding could run out earlier. Does not support investment in region by businesses. Does not encourage social value activity/environmental focus. Little reward for those businesses supporting local economy/environment. Removes incentive 	<p>Economic and Social Outcomes table presented to ESE Board in March.</p> <p>Link this to the RAP and connect to the Fairer/Greener/Stronger agenda</p>	<p>Retain the differential deals approach but link further to social return on investment/rewarding desirable employer behaviours.</p> <p>Link outcomes to Fairer/Greener/Stronger principle of SEP</p>

Skills Bank Principle	Skills Bank 2 model (current)	Other options/Additional information	Comments/notes from consultation	Recommended proposal /Agreement reached
		<p>for businesses to look at social value. Does not support principles and key aspects of SEP.</p> <ul style="list-style-type: none"> • Lower base intervention rate but increase amount placed on social value elements. Increased rewards for those committed to social value, encourages ‘good employer behaviour’. 		
Locally Based training delivery supply chain	<p>The Managing Agent recruits and manages a (primarily) locally based training supply chain, made up of our colleges and Independent Training Providers complemented by regional or national providers where local provision does not exist, e.g. where specialist training is required.</p>	<p>Other options to consider:</p> <ul style="list-style-type: none"> • Removal of provider network linked to Skills Bank. Quality and efficiency of provision may be an issue. Inconsistencies in provision would be difficult to manage. Communication of offer complicated. • Procuring a smaller list of training providers. Easier to manage delivery/consistency/quality of training. Capacity of individual providers may be an issue. May not be able to offer full range of training required by employers 	<p>Recruitment of training providers should not be restricted to those on ROTO – but need to secure quality Due diligence process for training providers needs to be simplified and made easier for smaller training providers.</p>	<p>Operate a training supply chain model to ensure variety of training offer to employers but inclusion on framework should not be linked to ROTO.</p>
Marketing and Communication of the Skills Bank service	<p>Brought in house for Skills Bank 2 within the MCA Executive function and is developed in conjunction with the Managing Agent.</p>	<p>Other options to consider:</p> <ul style="list-style-type: none"> • Outsource all marketing and Comms activity (procurement exercise would be needed). Removes resource requirement from contract. Responsiveness to changes may be compromised. Less control over key messages/parameters and way of working. 	<p>Branding impartiality is key. Need to be clear on our customer base – who are we targeting Identify gaps and operate a more targeted approach, e.g. sector/geographic/size of business Scope for closer work with LA’s</p>	<p>ESE Board have already agreed to retain Marketing and Comms activity within MCA.</p>

Skills Bank Principle	Skills Bank 2 model (current)	Other options/Additional information	Comments/notes from consultation	Recommended proposal /Agreement reached
	<p>Dedicated Comms resource (part of Comms team) allocated to Skills Bank, working alongside Growth hub Comms.</p> <p>SB 1 Comms were managed directly by the Managing Agent with little input or influence from MCA</p>	<p>Costs could be higher. Would still need an approval route for all Comms.</p> <ul style="list-style-type: none"> Retain as part of MCA function <p>Stronger link and closely aligned to Growth Hub Gives greater control of the key messages, greater alignment with LEP, MCA and Growth Hub communications and campaigns. Opportunity to flex communications to respond to specific business priorities as and when required</p>	<p>Consider use of existing training providers to target those employers we haven't yet reached.</p>	
Three application routes to access a Skills Bank deal	<p>The application process was overhauled by the second Skills bank operator to develop three application routes rather than limiting to one direct application route:</p> <ol style="list-style-type: none"> A direct single business application An aggregated application made on behalf of a group of businesses (usually for very small businesses who do not have the capacity to apply individually) A training provider application where there is shared demand 	<p>Options to consider:</p> <ul style="list-style-type: none"> Retain the three existing routes to application. Possibly need to promote wider. Remove the aggregated route Focus on direct single applications only. Increases the potential for lots of smaller applications, administration and resource implications. 	<p>Recognition that for some smaller companies/applications the admin task of application becomes a deterrent.</p>	<p>Retain the existing three routes</p>
Outcomes based focus	<p>Current programme not outcomes based</p>			<p>Focus on outcomes based programme already agreed by ESE Board</p>

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Education Skills and Employability Board

15 June 2021

Skills Support for Redundancy

Is the paper exempt from the press and public?	No
Purpose of this report:	Discussion
Is this a Key Decision?	No
Has it been included on the Forward Plan?	No – not a key decision

Director Approving Submission of the Report:

Helen Kemp, Director of Business and Skills

Report Author(s):

Helen George
 Helen.george@sheffieldcityregion.org.uk

Executive Summary:

In preparation for the end of the Government's furlough scheme, Board members asked Sheffield City Region Mayoral Combined Authority (SCR MCA) officers to consider what provision is in place to provide skills support for people being made redundant in South Yorkshire in preparation for them finding new roles. This paper sets out the current offer and recommends further work to help us prepare for an increase in redundancies should that arise.

What does this mean for businesses, people and places in South Yorkshire?

Ensuring there is an effective and coordinated offer in place to help residents upskill / reskill if they face redundancy will help to minimise the length of time that they are unemployed and depending on benefits. It will also help them to progress into new work and potentially more valuable employment. Effective skills support also helps employers prepare their workforce for inevitable change, helping them maintain a more positive and constructive relationship.

Recommendations:

The Board is invited to:

- Note the current mix of provision available;
- Note the learning from other areas;
- Approve further work by the MCA to lead some joint work with partners to develop a coherent offer (para 2.6)

Consideration by any other Board, Committee, Assurance or Advisory Panel

None

1. Background

- 1.1 Although the pandemic does not appear to have a significant impact on redundancies to date, there have been some notable cases and there is a risk of further substantial increases as and when the furlough scheme comes to an end. South Yorkshire residents are particularly vulnerable because 1 in 3 people work in low paid jobs which have been disproportionately impacted either directly through business closures or indirectly because the pandemic has accelerated changes to the nature of businesses that were already in train.
- 1.2 In either case, people with lower skills levels and those who have not engaged in recent learning are likely to find it harder to secure new jobs meaning that their lives and those of their families could be blighted by longer spells of unemployment. This has an impact on the communities and places where those people live and on the businesses that serve them.
- 1.3 Ensuring access to skills provision which helps people build on their existing skills through re-skilling or upskilling so that they can pivot into a new job, ideally before they actually become unemployed is a priority. This is also important for businesses who want to offer roles to people with recent relevant experience even if not in exactly the same industry.
- 1.4 This paper sets out what is currently available to support employees who are faced with redundancy. It also identifies a number of gaps and recommends where we could do some more work to upgrade the service so that we are ready to deploy the right level of support should that become necessary.
- 1.5 The current support package is available to businesses with 15 or more employees. It comprises three elements with an underpinning redundancy notification process. Those elements are:
 - Department for Work and Pensions (DWP) funded Rapid Response to Redundancy – analysis of the workforce and the roles being made redundant, vacancy matching service, access to Flexible Support Funding to support vocational training
 - National Careers Service, delivered in South Yorkshire through Prospects – skills analysis, referral into training, CV writing and interview practice
 - Skills Support for Redundancy delivered by the Growth Company through an ESF funded contract – delivery of knowledge-based training eg basic skills.

- 1.6 The package is triggered once a business identifies a threat of redundancy and notifies DWP. Once the process is triggered, a Redundancy Team comprising people from each of the elements above will make contact with the employer and begin the process of understanding who is likely to be made redundant, what their roles are and how they can best be supported to find new work.
- 1.7 On an ongoing basis, the Redundancy Team work together to share intelligence on potential redundancies and this helps the Team to start gearing up support and identify new opportunities ahead of the formal redundancy process.

2. Key Issues

- 2.1 The elements of support described here are common across the country. However, experience from other areas suggests that the effectiveness of support can be vastly different depending on how prepared an area is, how well the Redundancy Team works together and with other partners and how and when support is deployed.
- 2.2 We have looked at examples in Greater Manchester and Lancashire where significant improvements have been made to the service by putting energy and effort into the way that intelligence is gathered and used by the Redundancy Team and improving joint working between partners. Simply investing in regular contact as a team has helped improve understanding of where redundancies might arise, the speed and agility of communications and the understanding of respective roles thus providing a smoother and more coherent service for employers and employees.
- 2.3 In South Yorkshire, DWP, Prospects and the Growth Company share intelligence on potential redundancies. Effective links with local authority business and skills teams are critically important for up to date intelligence, but more needs to be done to develop those relationships across the area to support proactive rather than reactive working and to benefit from links to existing support such as the Advance programme . Building links between the Redundancy Team and the local authority-based RAP advisers and the MCA Growth Hub could also provide useful intelligence.
- 2.4 There is a gap in support for employees of organisations with fewer than 15 staff. Support from DWP's Rapid Response to Redundancy would not be triggered in in smaller organisations resulting in a risk that those redundancies may be under the skills and employment support radar with people left to find their own way through support offered by DWP once they have made a claim for benefits. Ideally, we want support in place earlier to avoid unemployment where possible.

- 2.5 There is a risk that due to the pressing need to help people avoid becoming unemployed which for many people will be a real priority, our support for people faced with the threat of redundancy becomes transactional rather than developmental. For many people, redundancy will be a part of life. Where possible, and subject to personal circumstances and priorities, redundancy could be a trigger for reskilling or upskilling that would help people to progress into work, in some cases through an apprenticeship, or at higher levels or in alternative sectors where opportunities may be more resilient to economic changes. This opportunity to 'pivot' into new roles, taking skills learnt previously and applying them in a different context has the potential to be really valuable in South Yorkshire. Not only is it valuable to individuals themselves, but also to the economy in terms of retention of valuable skills within the region.
- 2.6 Our recommendation is that Board members approve work to be led by MCA officers working collaboratively with local authorities and with the core members of the Redundancy Team to explore how to improve our preparedness for dealing with redundancy across the area. In particular, the work should consider;
- Intelligence gathering
 - Co-ordination and joint working in delivering support
 - Ways to secure better outcomes for individuals and employers who are coming through the process.
 - Understanding how the gap in support for employers with 15 or less employees can be stemmed.
- 2.7 Board members should also note that the ESF funded contract under which the Growth Company provides Skills Support for Redundancy will end in 2023 and it is likely that final recruits to skill provision would need to be enrolled during 2022. This means that we will have a gap in support. Our AEB funded provision will be available to fund some learners, but there will be a displacement effect if, for example, a big redundancy cohort took up provision and others who may have taken up learning are no longer able to access provision. The UK Shared Prosperity Fund may offer some additional support, but as a region we will need to be ready to make a case to prioritise skills support in the case of redundancies in line with the SEP and RAP.

3. Options Considered and Recommended Proposal

3.1 Option 1 (Recommended)

South Yorkshire Task Force to consider how to improve our readiness for responding to redundancy situations and securing the best outcomes for individuals, employers and the economy.

3.2 Option 1 Risks and Mitigations

Failure to communicate and brief the full range of partners who could be involved would undermine the work.

3.3 Option 2

Do nothing additional and leave partners currently involved to resolve coherence in working. Fail to prepare a solid proposal for support to the UK shared Prosperity Fund or other fund that offers continuing support after ESF finishes.

3.4 Option 2 Risks and Mitigations

We will be constantly behind the curve in terms of our readiness for instances of redundancy which may risk. We will have inadequate funding to support large cohorts of people with knowledge-based learning if they are made redundant.

3.5 Option 3

Delegate the co-ordination task to another body, eg local authorities.

3.6 Option 3 Risks and Mitigations

There is no guarantee that this option would provide any better coherence in provision than the current arrangement.

3.7 Recommended Option

Option 1

4. Consultation on Proposal

4.1 Not at this stage.

5. Timetable and Accountability for Implementing this Decision:

5.1 Task force to be in place over the summer with a report back to the Board in September.

6. Financial and Procurement Implications and Advice

6.1 The recommendation of Option 1 will be undertaken by existing members of the MCA – no additional budget requirements have been identified at this time. Further budget may be required at a future point after work has been commenced. This will need to be allocated from existing resource should alternative funding sources not be identified.

7. Legal Implications and Advice

7.1 No legal implications arising from the contents of this report. SD.

8. Human Resources Implications and Advice

8.1 None

9. Equality and Diversity Implications and Advice

9.1 Proposals support provision for people at risk of redundancy and unemployment. Supports some of our most vulnerable people.

10. Climate Change Implications and Advice

10.1 No climate implications at this stage.

11. Information and Communication Technology Implications and Advice

11.1 None

12. Communications and Marketing Implications and Advice. Please also refer to consultation undertaken as per Section 4

12.1 None

List of Appendices Included

None

Background Papers:

None

Education Skills and Employability Board

15 June 2021

Skills Advisory Network (SAN) Update – Apprenticeship Hub Proposal

Is the paper exempt from the press and public?	No
Purpose of this report:	Discussion
Is this a Key Decision?	No
Has it been included on the Forward Plan?	No – not a key decision

Director Approving Submission of the Report:

Helen Kemp, Director of Business and Skills

Report Author(s):

Helen George
 Helen.george@sheffieldcityregion.org.uk

Executive Summary:

The Sheffield City Region Renewal Action Plan (RAP) aims to provide immediate help over the coming 12-18 months for local people, employers and places. One of the key elements in the RAP is the SCR jobs programme called “South Yorkshire Works” which has 4 interventions:

1. **Train to work:** to upskill the workforce at scale.
2. **Back to work:** to match people to opportunity, especially in industries like clean energy, health and care, advanced manufacturing and construction.
3. **Young people’s skills guarantee:** support young people to progress.
4. **Overcome barriers:** remove barriers to training and employment for vulnerable groups.

Apprenticeships form an important element of the RAP proposals. The Education, Skills and Employability Board (ESEB) considered a paper at the January Board on the approach to stimulating apprenticeships. Following that discussion, officers sought support from the Skills Advisory Network to consider options for development of an independent and impartial Apprenticeships Hub that is targeted at Small to Medium Enterprises (SMEs) in the region who haven’t employed apprenticeships before. This Hub will provide these SMEs with a one stop shop service to support them to take on new apprentices and to introduce an appropriate training provider(s) who will deliver the apprenticeship training programme.

The dedicated apprenticeship hub will consist of a central team of employer engagement consultants to engage with SMEs in the region who have not had apprentices before, to identify apprenticeship opportunities, and working with employers determine the most suitable apprenticeship programme(s) and training provider that meets their needs.

Underpinning the initiative it is proposed that SCR consider an option to fund an apprenticeship wage subsidy scheme in the form of a grant that will enable SMEs to take on apprentices at a time when payroll costs are under pressure due to the economic disruption caused by COVID-19.

What does this mean for businesses, people and places in South Yorkshire?

The proposal is designed to support the delivery of all four interventions of the SCR jobs programme with a specific focus on achieving the outcomes for the “Train to Work” intervention that has a stated outcome of an increase of 3,000 apprentices in the SCR within the next 18 months

Recommendations:

To ask Officers to work with the SAN and stakeholders to develop a fully costed proposal. This proposal to come to the September meeting of the Board for a decision.

Consideration by any other Board, Committee, Assurance or Advisory Panel

None

1. Background

- 1.1 At its meeting on 5th January 2021 the Board endorsed the proposal to explore an Apprenticeship Hub model to help address the drop in apprenticeship starts in the region.
- 1.2 As part of its commitment to help rebuild the economy and support the communities it serves the South Yorkshire Colleges Group (SYCG) has been working on a proposal that will help deliver on the Sheffield City Region’s Renewal Action Plan (RAP) commitment to support the provision of 3,000 apprenticeships and other training positions.
- 1.3 SYCG have engaged with the SCR Provider Network which represents both Independent Training Providers (ITPs) and Colleges, and the Network is fully behind this proposal.
- 1.4 The proposal was presented to the region’s Skills Advisory Network (SAN) on 5th May 2021 and was strongly supported with the recommendation that it go to the SCR Education, Skills and Employability Board.

2. Key Issues

- 2.1 Apprenticeship opportunities and completions have fallen across South Yorkshire in comparison with 2019. This follows a national trend but is exacerbated in South Yorkshire because of the low education and skills attainment levels across the region. The overall trend is in part a result of reduced opportunities as a result of COVID, but there was already an issue in the number of people accessing apprenticeships and that very few of them were at advanced (Level 3) or Higher (Levels 4,5,6). The trend is likely to be exacerbated in coming years as smaller and medium sized businesses struggle to recover and grow.
- 2.2 The SCR Renewal Action Plan aims to provide immediate help over the coming 12-18 months for local people, employers and places. One of the key elements in the RAP is the SCR jobs programme called “South Yorkshire Works” which has 4 interventions:
1. **Train to work:** to upskill the workforce at scale.
 2. **Back to work:** to match people to opportunity, especially in industries like clean energy, health and care, advanced manufacturing and construction.
 3. **Young people’s skills guarantee:** support young people to progress.
 4. **Overcome barriers:** remove barriers to training and employment for vulnerable groups.

The “Train to Work” intervention has a stated outcome of an increase of 3,000 apprentices in the SCR within the next 18 months.

This proposal will help achieve this target.

3. Options Considered and Recommended Proposal

3.1 Option 1

To deliver on SCR’s Train to Work apprenticeship target, the SAN discussed how an independent and impartial Apprenticeships Hub could be established. The hub would target SMEs in the region who haven’t employed apprentices before. This Hub will provide these SMEs with a one stop shop service to support them to take on new apprentices and introduce them to an appropriate apprenticeship training provider. The SAN recognised the need for employers to help shape the hub and that success would happen incrementally as employers became more confident in the offer.

- 3.2 The dedicated apprenticeship hub will consist of a central team of employer engagement consultants to engage with SMEs in the region who have not had apprentices before, to identify apprenticeship opportunities, and working with employers determine the most suitable apprenticeship programme(s) that meets their needs.

- 3.3 Following consultation with the SAN, the focus of the Hub team will be to promote apprenticeships at level 2 and level 3 as the basis for the entry route into careers with further progression opportunities. This would form one part of our future apprenticeship activity, with a recognition that there is a need to develop a proposal to support employers recruiting higher level apprenticeships separately from this offer. It is unlikely that a single approach could properly satisfy all needs.

- 3.4 Once an employer's skills need has been identified then the Apprenticeship Hub will refer the requirement to the most appropriate training provider who will help recruit the apprentice (if required) and deliver the training, recognising that the final choice of provider rests with the employer.
- 3.5 Supporting the team will be a range of relevant marketing and communications activities including a SCR apprenticeship website with links to other organisations and initiatives, a series of SME focused industry sector events, and social media activity. There is an opportunity to tie into future careers events to highlight the service for potential apprentices.
- 3.6 The initiative will seek to attract the following learner groups to take up apprenticeship vacancies generated by the work of the Hub: young people; women; people with disabilities; people from minority ethnic backgrounds; and people from disadvantaged backgrounds.
- 3.7 Underpinning the initiative and recognising the need to de-risk apprenticeships, it is proposed that SCR fund an apprenticeship wage subsidy scheme that will enable SMEs to take on apprentices at a time when payroll costs are under pressure due to the economic disruption caused by COVID-19. This can be administered by the Apprenticeship Hub via a grant scheme and paid out to the employer in instalments. This grant will be on top of any national Government incentive that may be available noting that the current employer incentive is currently due to close at end of September 2021.
- 3.8 The key elements of the proposal are:
- Establishment of an SCR Apprenticeship Hub that is independent and impartial, and co-ordinates activity
 - The Hub to have a central team of employer engagement consultants to proactively engage and work with SMEs in the region who haven't had an apprentice before
 - High profile campaign to raise awareness amongst employers of benefits of recruiting an apprentice (website, social media, events, press activity) including a region wide apprentice fair
 - Simplified process for employers for apprenticeship recruitment and training delivery
 - Deployment of existing school liaison teams to raise profile of apprenticeship opportunities in schools
 - Administration of the SCR apprenticeship grant for employers
 - Detailed and regular management reports on the progress of the programmes
- 3.9 Critical to the success of the Hub is that it must be independent of any specific training provider(s) and impartial. To ensure this, the Hub will have an Oversight Board whose membership will consist of representatives from employers, training providers, local authorities and the SCR LEP with an independent Chair. This Board will set the key targets for the Hub and will have oversight on the work of the Hub to ensure that it is meeting the region's needs. The Hub manager will report to the Board through the MCA.

3.10 The proposed hub will enhance our approach as a region to apprenticeships. In addition to the hub, there may be some specific requirements that demand a more specific type of support – for example, delivery of apprenticeships at higher levels. More work needs to be done to develop options for these circumstances and officers will report to the Board in September on the broad picture of recommendations, including how we improve use of the levy across South Yorkshire.

3.12 Option 1 Risks and Mitigations

This paper contains the report of a proposal from the Skills Advisory Network and the recommendation it makes is for further development work to be carried out so that a more worked up proposal can be brought to the Board in September. The work will include fully developed risks and mitigations. An initial assessment suggests the key risk is failure of the hub to stimulate new apprenticeship vacancies due to insufficient employer support / lack of confidence in the offer. Mitigation will be to seek employer engagement in developing the hub proposal and including employers in the oversight of the Hub.

3.13 Option 2

Do nothing, leaving employers to find their way back to apprenticeships once recovery from the pandemic is underway.
Doing nothing does not support RAP objectives and represent failure to follow up the Board's discussion on apprenticeships in January.

3.14 Option 2 Risks and Mitigations

There is a significant risk that failure to implement an apprenticeship hub would delay any recovery in the numbers of apprenticeship vacancies across South Yorkshire. This would have an impact on our ability to deliver against the RAP.

3.15 Recommended Option

Option 1

4. Consultation on Proposal

4.1 The next steps are to engage with key stakeholder to develop this into a fully costed proposal to come back to the Board for a decision

5. Timetable and Accountability for Implementing this Decision

5.1 Further work to be undertaken by MCA officers working with the Skills Advisory Network develop proposals for implementation, with a worked-up proposition to be brought back to the Board in September.

6. Financial and Procurement Implications and Advice

6.1 This paper provides an update for discussion and as such, no costs have yet been identified for this programme. Subject to approval of this proposal by the Board, further detailed work will need to be undertaken to develop a full cost model, which will be brought to a future Board for consideration. All proposals for RAP funding will require a business case to be presented through the formal SCR assurance framework.

7. Legal Implications and Advice

- 7.1 No legal implications at this point in time. Any procurement to establish the Hub will need to comply with the MCA's procurement rules.

8. Human Resources Implications and Advice

- 8.1 None

9. Equality and Diversity Implications and Advice

- 9.1 Apprenticeships are an essential part of the skills landscape for helping young people and adults reach their potential. The proposal for an apprenticeship hub is being made as a way of stimulating more apprenticeship opportunities across South Yorkshire with a particular focus on providing support for people from more disadvantaged backgrounds to access apprenticeships.

10. Climate Change Implications and Advice

- 10.1 No climate issues arising from this update report.

11. Information and Communication Technology Implications and Advice

- 11.1 None

12. Communications and Marketing Implications and Advice. Please also refer to consultation undertaken as per Section 4

- 12.1 None

List of Appendices Included

None

Background Papers:

Gainshare ESE Paper on Apprenticeships 05/01/2021 meeting paper 09