

**SKILLS EXECUTIVE BOARD**

**Date: Thursday 14 January 2016**

**Venue: AMP Technology Centre, Brunel Way, Rotherham**

**Time: 8.30 am**

**AGENDA**

Item	Subject	Method	Lead	Page
	<b><u>Introduction</u></b>			
1	Welcome and Apologies	Verbal	Chair	
2	Minutes and Actions of the Previous Meeting	Paper	Chair	1 - 6
3	Declarations of Interest	Verbal	All	
4	Urgent Items/Announcements	Verbal	All	
	<b><u>Business Items</u></b>			
5	Gainshare - £30m x 30: Priority Setting	Presentation	RA	
6	Social Inclusion	Paper	RA/ED	7 - 10
	<b><u>Updates</u></b>			
7	Devolution	Paper	CB	11 - 18
8	ABR Update	Paper	CB	19 - 28
9	Skills Capital/Glass Academy	Paper	RA	To Follow
10	Performance Dashboard	Paper	CB	29 - 42

Item	Subject	Method	Lead	Page
<b><u>Actions &amp; Forward Planning</u></b>				
11	Agree Actions	Verbal	Chair	
	Agree items for:			
12	<ul style="list-style-type: none"> <li>• Combined Authority Meeting 1<sup>st</sup> February 2016</li> </ul>	Verbal	Chair	
13	AOB	Verbal	All	

## SCR SKILLS EXECUTIVE BOARD

19 NOVEMBER 2015

AMP, WAVERLEY, ROTHERHAM

No.	Item	Action
1	<p><b><u>Welcome and Apologies</u></b></p> <p>Present:</p> <p><u>Board Members</u>            Nigel Brewster, Brewster Pratap, CHAIR            Cllr Chris Read, RMBC            Jo Miller, DMBC            Dorcas Bunton, DDDC</p> <p>Apologies were received from Board Members Julie Kenny, Pyronix / LEP and Cllr Ann Syrett (BoDC)</p> <p><u>In Attendance / Advisory Members</u>            Tony Tweedy, Sheffield CC            Conor Moss, SHU            Simon Perryman            Dan Fell, Doncaster CoC            Claire Bowie, SCR Executive Team            Emma Pashley, SCR Executive Team            Tom Smith, BMBC            Stuart Cutforth, Chesterfield College            Craig Tyler, Joint Authorities Governance Unit</p> <p>For item 5: Phil White, ARUP</p> <p>For item 6.1: James Farr, SCR Executive Team</p> <p>The Chair welcomed Board members, advisory members and officers to the meeting.</p>	
2	<p><b><u>Minutes of the Previous Meeting</u></b></p> <p>The minutes of the previous meeting held on 8<sup>th</sup> October were agreed to be an accurate record.</p> <p>All actions were noted as complete.</p> <p>It was confirmed that the resolution record of the previous meeting</p>	

	was noted by the Combined Authority without comment.	
3	<p><b><u>Declarations of Interest</u></b></p> <p>No declarations of interest relating to the business to be transacted on today's agenda were noted.</p>	
4	<p><b><u>Urgent Items / Announcements</u></b></p> <p>Jo informed the group of the CA Leaders' motion to maximise support for TATA employees at risk of redundancy and noted this needs to be on the radar of the Board.</p> <p>It was noted that a task group has been convened to devise proposals for how best to support displaced workers (voluntary redundancies expected in December, compulsory redundancies in March 2016).</p> <p>A full update on the emerging proposals will be brought before the next meeting.</p> <p><b>Action: Claire to ensure the Skills Board Members have the opportunity to input into the work of the task group</b></p>	CB
5	<p><b><u>Skills Capital</u></b></p> <p>Members were reminded that at the Board Meeting 17th July 2015, the decision was approved to provide preliminary funding to undertake a review of the scale of the work required to enable the Glass Training Centre proposal to come forward to full business case (FBC). This work has been undertaken by ARUPs funded via LGF and managed directly by the SCR Exec Team.</p> <p>The Board welcomed Phil White ARUP who outlined the review work undertaken on the Board's behalf</p> <p>Detailed findings and information garnered from stakeholders were appended to the report.</p> <p>Executive Board Members considered the findings and what the next steps for the project should be.</p> <p>Noting the breadth and complexity of the findings, the Board agreed that the glass training centre proposal should actually be best considered as a wider 'innovation' project. It was agreed that the potential scope for the proposal is wider than 'skills' and it was agreed to refer this matter to the SCR Business Growth Executive Board / Innovation spoke for further consideration and to receive a further report at the January meetings.</p> <p><b>Action: Claire to engage the Executive Board officers working on the Business Growth theme ASAP and devise a mutual action plan</b></p>	

	<p>It was agreed that this position should be shared with BIS and key stakeholders to provide assurance that the proposal is being progressed.</p> <p><b>RESOLVED: that the Board:</b></p> <ul style="list-style-type: none"> <li>• <b>Note the findings of the ARUP report</b></li> <li>• <b>Instruct officers to work with the Business Growth theme to ensure the wider potential of the proposal has been considered</b></li> </ul>	<b>CB</b>
<b>6</b>	<p><b><u>Devolution and Area Based Review Group</u></b></p> <p>Members were reminded that in September 2015, Sheffield City Region entered into the first wave of Area Based Reviews (ABR); a process designed to assure the future viability of the post 16 education landscape beyond the Spending Review and to strengthen its links with local economic priorities</p> <p>Whilst the process is underway, Sheffield City Region as chair of the ABR Steering Group has extended the original timescales as set out by Government to ensure a full and comprehensive analysis is undertaken to inform the final recommendations of the process.</p> <p>Members were also reminded that running concurrently to the ABR process, the Skills Employment and Education board approved the creation of five Task &amp; Finish Groups at a meeting convened in September 2015 to take forward key areas of devolution.</p> <p>Members were asked to note that whilst the primary driver of the ABR is to create sustainable post 16 education institutions, there is a direct correlation between these two key areas of work. This correlation was outlined in the accompanying report.</p> <p><b><u>6.1 Devolution 19+ Working Group – SCR Outcomes Based Agreement</u></b></p> <p>The Board welcomed James Farr, James has been appointed to lead the work of the 19+ task and finish group.</p> <p>James reported on the working group’s activities underway to consider how the City Region can achieve its ambitions for 19+ skills funding and commented on emerging findings and how these may manifest into revised strategic and funding policies. James provided a number of examples to explain how policy change processes might be implemented and over what timescales.</p> <p>The group was, however, advised that reduced funding nationally is likely to mean that everything can’t be protected.</p> <p>It was noted that work is underway to establish a greater understanding of how the 19+ sector is currently delivered, i.e. what courses are available and whether these are subcontracted etc.</p>	

	<p>It was noted that worked up proposals will be presented to the next Skills Executive Board meeting.</p> <p>Jo reiterated the importance of maintaining a dialogue with BIS regarding developments.</p> <p><u>6.2 Area Based Review</u></p> <p>The group was informed of the revised meeting scheduled introduced to address earlier delays in the programme.</p> <p>The group noted some observations regarding how the ABR steering group is operating and offered suggestions regarding how this group might become more effective.</p> <p>It was suggested that it would be useful for CA Leaders and Chief Executives to be provided with an informal update at the next CA private pre-meet (7<sup>th</sup> December)</p> <p><b>Action: Nigel to draft an update</b>  <b>Action: Claire to request the item be added to the pre-meet agenda (via Ben Still)</b></p> <p>The Board approved the draft options assessment criteria designed to appraise options produced from the Area Based Review.</p> <p><b>RESOLVED: that the Board:</b></p> <ul style="list-style-type: none"> <li>• <b>Note progress made in both areas of work</b></li> <li>• <b>Approve the post 19 funding working group to proceed to local consultation on a draft outcome based agreement</b></li> <li>• <b>Approve draft options assessment criteria designed to appraise options produced from the Area Based Review</b></li> <li>• <b>That Leaders and Chief Executives will be presented with an update on the ABR work.</b></li> </ul>	<b>NB CB</b>
7	<p><u>Performance Dashboard</u></p> <p>Item deferred.</p>	
8	<p><u>Social Inclusion Framework</u></p> <p>The Board was informed of the work of the SCR Social Inclusion framework which ‘cross cuts’ the 5 executive themes. It was noted reports will be presented to the next round of Executive Board meetings.</p>	
9	<p><u>Actions and resolutions</u></p>	

	Actions and resolutions were agreed	
10	<b><u>Date of Next Meeting</u></b> 14 <sup>th</sup> January, 8.30am at AMP, Waverley Rotherham.	

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**SCR COMBINED AUTHORITY SKILLS, EDUCATION AND EMPLOYMENT  
EXECUTIVE BOARD**

**19.01.2016**

**SOCIAL INCLUSION FRAMEWORK**

## Summary

- **The Social Inclusion Framework – a framework for measuring the impact of social inclusion in communities across SCR – aims to consider strategies and techniques to promote social impact to accompany the growth delivered through city region investments.**
- **The SCR Social Inclusion Framework is seeking to create a small number of high level objectives and measures for each of the SEP policy areas and areas of investment**
- **The paper appraises the Executive Board on the progress of this work and requests input in the next phase of its development.**

## 1. **Issue** – Topic & Timescale

1.1. SCR CA and LEP is seeking to endorse a detailed social inclusion framework, as an integral companion to its Strategic Economic Plan (SEP), by the end of March 2016. The aim being to work towards a more inclusive economy and stronger local growth.

1.2. The Social Inclusion Advisory Board have recommended three key objectives underpin the SCR Framework. These three objectives will be the focus of measurement, to assess the impact that the investments made in SCR are having on households and communities.

- More people in employment and paid a living wage,
- More people in work taking up training opportunities and progressing in work, and
- More people living in affordable and decent quality homes

- 1.3. Skills, Employment and Education are core drivers for social inclusion and have a positive effect on communities. Two of the three underpinning objectives have strong alignment to the work and priorities of the Skills, Employment and Education Board. In the development of its programmes and in assuming greater devolved responsibilities for co-design of employment and skills funding approaches the Exec Board to consider and endorse the two objectives as integral to its work.
2. **Recommendations** – clear & definitive include all actions and decisions
  - 2.1. The Skills, Employment and Education Executive Board approve the suggested objectives recommended as the focus for the Social Inclusion Framework, and
  - 2.2. The Skills, Employment and Education Executive Board support the work to develop the Social Inclusion Framework where objectives relate to the policy and commissioning led by the Board, to ensure the development of the framework has a ‘fit’ with skills, employment and education measures and targets.
3. **Background Information**
  - 3.1. The SCR SEP details an aspiration to achieve accelerated levels of growth and an ambition to secure local ownership of policy and operational programmes. With this ambition and aspiration comes opportunities and challenges. For example the desire to increase GVA as a primary indicator of economic success can mask unintended consequences of higher than average unemployment, inactivity, disparities between communities and areas within the SCR and multiple social problems creating pressures on wider public services.
  - 3.2. As SCR seeks to refresh its SEP and operationalise its growth and devolution deals there is a desire from the CA and LEP to ensure that the SCR programme is cognoscente of both economic and social inclusion considerations through development and implementation of a SCR Social Inclusion Framework.
  - 3.3. A working group, of the Social Inclusion Advisory Board, is developing the framework for measuring and understanding the impact of social inclusion with the aim of completing the social inclusion framework for presentation to the SCR CA and LEP Boards in March 2016.
  - 3.4. The developing framework recommends that the changes will be assessed through incorporating social inclusion framework considerations within the remit/ terms of reference of the five Executive Boards, specifically to address:
    - Governance structures – do the Exec Boards have relevant expertise in this area or does membership require strengthening, what is the interface between the Social Inclusion Advisory Board?

- Programme Management process review – how does the programme management process of the SCR (outline and full business case processes) capture social inclusion considerations?
  - Indicators the SCR should consider – What is the appropriate measurement and reporting format, what are the externalities to consider?
  - Wider policy considerations including integration of the public equalities duty etc.
- 3.5. The framework will test and apply a model that has fit' with other sets of measures and targets, executive leads within the City Region and integration with the public equalities duties. It will take account of and include practice that is effective and well recognised on a national basis. As part of the further development and commissioning of the SCR evaluation strategy measurement of progress against indicators will be integrated. To understand the economic impact where there are barriers to economic and social inclusion.

#### 4. Implications

##### i. Financial

Currently the financial commitment is some independent support to assist in the development of the framework and the continuation of costs for the seconded Social Inclusion Officer. Future financial commitments will be included in the budget for the development of the SCR evaluation strategy and commissioning of the programme of evaluation.

##### ii. Legal

There are no legal requirements mandating the Combined Authority to maintain a Social Inclusion Framework. However, adopting a Framework is a commendable move and would be considered good practice in discharging the SEP objectives.

##### iii. Diversity

Many of these households will be from a number of ethnic communities, those who have traditionally been under represented in the labour market or operating in the lower paid jobs. Evaluation and monitoring will also cover those groups who are most at risk of experience of disadvantage in the labour market, people with disabilities, through race, age, sex and pregnancy or maternity, marriage or civil partnership, sexual orientation, religious beliefs.

##### iv. Equality

Through the development, endorsement and implementation of the Social inclusion Framework SCR is actively promoting an approach to increase access to economic opportunity for households who are the either not working or in work and below the poverty line.

**REPORT AUTHOR  
POST**

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Social Inclusion Project Officer**

**Officer responsible: Ruth Adams, Director Skills and Performance**  
**SCR Executive Team**  
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Background papers used in the preparation of this report are available for inspection at:

- Sheffield City Region Executive Team, Advanced Manufacturing Park, Brunel Way, Rotherham, S60 5WG

Other sources and references:

- SCR proposal on devolution to government.
- Social Inclusion Strategy Green Paper
- JRF reports on city growth and addressing poverty – More jobs Better Jobs
- Stronger Growth, better outcomes , sustainable services SCR report
- How can local skills JRF and Skills Policy SCR
- Monitoring poverty & social exclusion 2015 - JRF

**SCR COMBINED AUTHORITY SKILLS EMPLOYMENT AND EDUCATION  
EXECUTIVE BOARD**

**14<sup>TH</sup> JANUARY 2016**

**DEVOLUTION**

## **Summary**

- **Four of the five devolution working groups are underway with varying levels of progress made, as outlined within this paper.**
- **Each group has begun to analyse the impact of the Spending Review in their respective areas including initial meetings with Government officials from BIS, DWP and Cities and Local Growth Team.**
- **This paper is highlighting to the board progress made in each of the five areas including implications of the Spending Review and emerging resource requirements**

## **1. Issue**

- 1.1. The paper highlights to the board progress made in the devolution working groups including implications of the spending review and emerging resource requirements

## **2. Recommendations**

- 2.1. To note progress made in each working group
- 2.2. To approve a review of ESF allocations in line with the Work & Health Programme and wider SCR CA plans to secure Intermediate Body status
- 2.3. To approve the secondees identified to support the co-design of the Work & Health programme
- 2.4. To approve the SCR executive team in seeking revised wording to the devolution deal to become co-commissioners with DWP

2.5. To endorse the development of a proposal for an SCR Apprenticeship growth service funded through the SCR “gainshare pot”

### 3. **Background Information**

3.1. In September 2015 the board approved the creation of five devolution working groups. Four of these groups are now in progress with updates outlined in Annexes A-D of this report.

3.2. The impact of the Spending Review in November 2015 has led to a number of matters arising for the board to consider, in particular in the area of employment.

3.3. **Employment** – the Spending Review announcement to fund a new Work & Health Programme with a significantly reduced budget, potentially provides greater leverage to the city region in negotiating elements of co-design with DWP. This would be on the basis that SCR aligns its ESF funding (and/or other funds) with DWP budgets. In investing SCR funding in the Work & Health Programme the board is also advised to seek revised wording in the SCR devolution deal in line with that of greater Manchester and London as “Co-commissioners” with DWP.

3.4. This also raises issues of timing with current ESF opt-in arrangements between SCR and DWP. For example, the SCR ESF Progress to Work service was designed before the new Work & Health Programme was announced yet it will be procured at a similar timescale creating potential conflicts. Furthermore, the SCR CA has plans in place to secure Intermediate Body (IB) status which will influence the commissioning of ESF funding. As such, it is recommended that the board approves a review to ensure a) alignment of current ESF allocations with the new Work & Health programme and b) consideration of how this fits with wider SCR CA plans to secure Intermediate Body status.

3.5. **Wider matters arising** from the remaining working groups which the board are asked to consider include:

- Development of an Apprenticeship Growth Service funded through the SCR “gainshare” pot. See Annex C for more detail.

### 4. **Implications**

#### i. Financial

4.1. There are no financial implications of this report.

#### ii. Legal

4.2. There are no legal implications of this report.

#### iii. Diversity

4.3. There are no diversity implications of this report.

iv. Equality

4.4. There are no equality implications of this report.

**REPORT AUTHOR  
POST**

Officer responsible: **Claire Bowie, Head of Skills and Employment  
SCR LEP  
0114 254 1222, [claire.bowie@sheffieldcityregion.org.uk](mailto:claire.bowie@sheffieldcityregion.org.uk)**

Background papers used in the preparation of this report are available for inspection at

Other sources and references:

## **ANNEX A: Employment working group update**

- 1.1. The working group has been tasked to develop and progress two key elements of the devolution deal.
  - The first is the co-design of a future employment programme with DWP for current Work Programme and Work Choice claimants.
  - The second is to develop a pilot designed to support the harder to help claimants in the city region.
- 1.2. In development of the pilot, the working group developed and submitted a pilot proposition to Government pre-Spending Review. Following submission of this paper a meeting was scheduled for December 2015 between SCR and DWP for further discussions.
- 1.3. In the meantime, announcements were made within the Spending Review to replace DWP's current flagship Work Programme with the Work & Health Programme. Other announcements included the creation of a Joint Work & Health unit between DWP and Department of Health with a budget of £40m to commission health and work related pilots. As such, the meeting convened in December 2015 was extended to include discussions on the co-design of the Health & Work Programme as well as the SCR pilot proposition.
- 1.4. Key points from the meeting in December 2015 with DWP are as follows:

### ***Co-design of Work & Health Programme***

- The budget will reduce significantly from £400m per annum to £130m per annum; significantly reducing the value of individual contract package areas and increasing the ratio of local to national funding (should ESF or other local funding be aligned to the programme). It was made clear by DWP they are seeking as much ESF contributions as possible.

***Recommendation:*** SCR is currently proceeding with an opt-in arrangement with DWP to procure the ESF funded Progress to Work service. In light of the Spending Review and the fact that procurement of this service will run concurrently to procurement of the Work & Health Programme, it is recommended that the board approve the SCR Executive Team to explore whether alignment of SCR ESF funding with the Work & Health Programme is better use of funding than the current DWP opt-in arrangements.

- DWP are looking to finalise the design of the Work & Health Programme by summer 2016. DWP's proposal is to offer LEPs with devolution deals the opportunity to decide on the extent to which they play a role in the design, procurement and contract management phases. Further detail to follow January 2016 with the expectation of an MOU between SCR and DWP.
- Greater Manchester and London are being treated differently as "Co-commissioners" reflecting the different wording in their respective devolution deals. This also in part reflects current arrangements between

DWP and these areas, where both areas have used ESF and/or Local Authority budgets to co-commission pilot programmes with DWP budgets. Furthermore, both areas have resourced dedicated teams to work in partnership with DWP to deliver these pilot programmes.

**Recommendation:** Co-design of the Work & Health Programme will require a period of intensive and specialist support. The SCR is currently working with an expert from the University of Sheffield (Adam Whitworth who is also currently seconded to DWP) as part of the working group, and recommends the board offer a secondment for Adam to join the SCR team from February to August 2016 to lead on co-design activity with DWP. Furthermore, a critical success factor in the co-design of the programme will be the ability to create an integrated, place based offer of Local Authority provision. Our recommendation is to appoint a full time secondee from a Local Authority to lead on this element of the programme, ensuring full alignment with public service reform activities.

**Recommendation:** SCR opt to play a full role in all aspects of co-design whilst simultaneously seeking the ability to revise the wording of its devolution deal to reflect that of Greater Manchester and London as co-commissioners.

### ***SCR pilot proposition***

- DWP stated in December 2015 that funding had not been made available within the Spending Review to co-fund the pilot proposal agreed within the SCR devolution deal. As such, discussions regarding the detail of the pilot proposal submitted by SCR were limited.
- Subsequently, the Cities and Local Growth Team has revealed that this is not the case and a budget of £10m has been allocated to DWP to fund such activities. This is being pursued as a matter of urgency by the working group in January 2016.

## **ANNEX B: Post 19 working group update**

- 1.1. The group has developed a draft statement of skills priorities based on labour market evidence (see separate report circulated). The next step is to consult with local stakeholders including this board on these local priorities.
- 1.2. In turn these priorities will be translated into individual delivery agreements for Colleges by March 2016 for the academic year 15/16.
- 1.3. Alongside this work we are working closely with BIS and SFA to map out in detail the journey from now until full devolution of the Adult Education Budget in 2018/19, including the 'readiness conditions' required of SCR by Government. An indicative draft milestone plan is included in the report circulated separately. However, further intensive work is required over the forthcoming quarter to develop this in more detail.

## **ANNEX C: Apprenticeship working group update**

- 1.1. The group has met twice and is tasked with developing a city region strategy to maximise Apprenticeship growth in light of recent reforms which will come into effect in 2017. Key themes emerging include the need to develop a multi-pronged strategy that addresses both supply and demand side issues.
- 1.2. In light of the Spending Review, businesses with a payroll in excess of £3m will be expected to pay the Apprenticeship levy. In the city region we expect this to affect over 500 businesses. Businesses that are exempt from the levy will still be required to make a cash contribution when recruiting an Apprentice, although this can be claimed back in part through the tax system.
- 1.3. The key point being that businesses will be affected in different ways by the reforms, yet the view of Government is that a national digital service will be a sufficient mechanism to support businesses through this transition – from October 2016 an online portal will be made available designed to enable employers to select the most appropriate apprenticeship, choose a training provider and pay for the training and assessment. This is a point in which we disagree with, learning from the feedback from businesses supported through services such as Skills Made Easy, which support them in navigating the skills system and recruiting an Apprentice.
- 1.4. In July 2016 the Skills Made Easy service will come to an end. In addition, the AGE grant, which provides a financial incentive to employers when recruiting an Apprentice for the first time, will be devolved for a further year in 2016 to SCR but will be phased out before reforms are implemented.
- 1.5. To ensure continued Apprenticeship growth across all employers in SCR, including the public sector, we believe some form of provider neutral mechanism or gateway is required to effectively implement reforms and maximise growth.

**Recommendation:** Endorse development of a proposal to secure funding from SCR's "gainshare pot" to develop and implement a city region wide Apprenticeship growth service.

## **ANNEX D: Careers working group update**

- 1.1. The group met for the first time in November 2015 and is tasked with developing a careers strategy for the city region, in spite of no devolution deal. Instead, the group will be required to develop a strategy using influence over existing services commissioned across a range of Local and national Government Departments and agencies.
- 1.2. The group is in the early stages of mapping existing provision. It is also seeking to engage David Cragg - an expert in the field currently supporting Birmingham and Manchester on this agenda. A further update will be provided at the next board meeting.

**SCR COMBINED AUTHORITY SKILLS EMPLOYMENT AND EDUCATION  
EXECUTIVE BOARD**

**14<sup>TH</sup> JANUARY 2016**

**AREA BASED REVIEW**

## **Summary**

- **At the midpoint of the ABR process, following ABR steering group 3, opportunities have arisen for SCR to consider its asks of Government as part of the process**
- **Specifically, these asks relate to the availability of restructuring funds from Government to support the implementation of ABR recommendations; the development of priorities for an Institute of Technology (IoT); and, the development of an Apprenticeship Strategy**

## **1. Issue**

- 1.1. This paper highlights to the board progress made in the review process, a summary of discussions held at the last steering group meeting and actions/next steps, which includes a number of specific points for consideration as outlined within the recommendations

## **2. Recommendations**

- 2.1. To consider the type of requests SCR would expect from Government restructuring funds ahead of any final recommendations being made through the ABR process
- 2.2. To consider priorities in the development of an SCR Institute of Technology
- 2.3. To instruct the Apprenticeship Working Group to finalise a strategy in line with ABR findings and timescales

## **3. Background Information**

- 3.1. In the last board report we outlined the delays incurred in the ABR process including the postponement of the third steering group from 23rd November to 17<sup>th</sup> December to allow for further analysis of curriculum and estates to be undertaken by the Joint Area Review Delivery Unit (JARDU). During this period of postponement the LEP met with College Principals several times to work with them to identify possible College 'options' that could be modelled and appraised as part of the review process.
- 3.2. These options were presented by the Chairs and Principals at the third steering group meeting held on 17<sup>th</sup> December 2015 (See Annex A for meeting minutes).
- 3.3. The position of Sixth Form Colleges and their ambition to work towards academy status was presented at the steering group following a new ruling within the Spending Review allowing Sixth Form Colleges the opportunity to convert to academy status or join a multi-academy trust.
- 3.4. Wider options discussed at the steering group included a potential federation/merger of Dearne Valley and Doncaster Colleges with a potential phase two merger with the RNN Group, although there appeared to be some confusion at the meeting regarding the intent of Dearne Valley College between their preference for a federation over a merger which could impact this option of proceeding further.
- 3.5. In addition, both Chairs of Governors from Sheffield and Barnsley outlined their ambition to expand upon and improve the status quo. Although the extent of these ambitions were not outlined in detail at the steering group, Barnsley did reference an option to explore a merger with Dearne Valley and Doncaster.
- 3.6. Matters arising from steering group 3 for the board to consider include:
- ***The opportunity to access re-structuring funds from BIS to support the implementation of ABR recommendations*** – these time limited funds will be allocated by Government on a case by case basis, with early indications suggesting areas with ABR recommendations that go the furthest in their reforms being more likely to receive a greater proportion of investment, or any at all.
  - ***Institutes of Technology (IoT)/Apprenticeship strategy*** – it was suggested that the LEP/CA take a lead on developing a credible IoT concept for the city region as well as an Apprenticeship growth strategy. Feedback from within BIS appears to suggest a preference for using the AMRC as a basis for an IoT. Further discussions with BIS are scheduled in January.
  - ***Governance*** – it was recommended that the SCR Board begin to consider future Governance arrangements between the LEP/Combined Authority and Colleges in relation to the implementation of ABR findings.

#### 4. Implications

##### i. Financial

4.1. Whilst there are no immediate financial implications of this report, there are longer term financial implications to the SCR CA in relation to the development of a future commissioning strategy for LGF Skills Capital funding. This strategy will need to take into account recommendations of the Area Based Review and the potential development of an Institute of Technology.

##### ii. Legal

4.2. There are no legal implications of this report.

##### iii. Diversity

4.3. There are no diversity implications of this report.

##### iv. Equality

4.4. There are no equality implications of this report.

#### REPORT AUTHOR POST

Officer responsible: **Claire Bowie, Head of Skills and Employment**  
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Background papers used in the preparation of this report are available for inspection at

Other sources and references:

**ANNEX A: ABR Steering Group 3 meeting minutes**

**Sheffield City Region Area Review**  
**Steering Group Meeting 3 - Minutes**

**Thursday 17 December 3-5pm**

**AMP Technology Centre, Advanced Manufacturing Park, Brunel Way, Rotherham,  
S60 5WG**

**Classification of Document: OFFICIAL**

**Present at meeting:**

**Nigel Brewster**, Sheffield City Region Private Sector LEP Board Member (co-chair)

**Dr David Collins**, FE Commissioner

**Marilyn Hawkins**, Lead FE adviser

**Bobbie McClelland**, Deputy Director, Department for Business Innovation and Skills

**Jo Miller**, Chief Executive, Doncaster MBC and Lead Chief Executive for Skills  
Employment and Education, Sheffield City Region

**Ruth Adams**, Director, Sheffield City Region Local Enterprise Partnership

**Simon Perryman**, Chair of Governors, Barnsley College

**Chris Webb**, Principal, Barnsley College

**Frank Smith OBE**, Chair of Governors, Chesterfield College

**Stuart Cutforth**, Principal, Chesterfield College

**Vicky Martin**, Chair of Governors, Dearne Valley College

**Martin Harrison**, Principal, Dearne Valley College

**Paul Pascoe**, Chair of Governors, Doncaster College

**George Trow**, Principal & Chief Executive, Doncaster College

**Atholl Stott**, Chair of Governors, North Nottinghamshire College

**John Connolly**, Principal, North Nottinghamshire College

**Gill Alton**, Principal, Rotherham College

**Richard Wright MBE**, Chair of Governors, Sheffield College

**Paul Corcoran**, Chief Executive, Sheffield College

**Paul Jagger MBE**, Chair of Governors, Thomas Rotherham College (SFC)

**Dr Richard Williams**, Principal, Thomas Rotherham College (SFC)

**Cath Orange**, Chair of Governors, Longley Park SFC

**Tom Smith**, Head of Employment and Skills, Barnsley Council

**Claire Bowie**, SCR Executive Team

**Paul Williamson**, EFA representative

**Clive Howarth**, SFA representative

**Damon Boxer**, Joint Area Review Delivery Unit

**Rajina Begum**, Joint Area Review Delivery Unit

**Apologies received from:**

**Ken Barass**, Chair – Rotherham College

**Peter Mucklow**, SFC Commissioner

**Julie Kenny** CBE DL, Sheffield City Region Private Sector LEP Board Member (co-chair)

**Cllr Chris Read**, Leader of Rotherham Council and Lead Leader for Skills, Employment and Education, Sheffield City Region

**Mo Nisbet**, Principal, Longley Park SFC

**Jenny Bexon-Smith**, Regional Schools Commissioner

**Tony Tweedy**, Director Lifelong Learning, Skills and Communities, Sheffield City Council

## 1. Welcome and action points from previous meeting

Nigel Brewster, Co-Chair, opened the meeting.

Progress on the Action Points from the previous meeting were noted:

***ACTION 1:*** JARDU to provide school curriculum analysis, adult learner data without ESF and other funded learners and analysis of provision from private providers: **Curriculum Analysis presentation on Agenda for SG3**

***ACTION 2:*** JARDU to provide further information on quality, success rates and progression data. **Partly covered by Curriculum Analysis presentation but success rates not available until Jan 2016**

***ACTION 3:*** Nigel Brewster to discuss with principals at the meeting arranged with them the scope to establish work streams across key areas to devise options in e.g. finance, curriculum, estates/back office. **Options have been discussed and presentation of options and current thinking by the Colleges is on the Agenda.**

***ACTION 4:*** JARDU to bring a list of most successful colleges nationally over £50m to the next Steering Group Meeting; **Bobbie McClelland referred the group to a report published by BIS in June 2015 titled 'Current Models of Collaboration – Post 14 Further Education' which covers the benefits of large institutions. She also noted that although increasing size can bring benefits, it is vital that there is good leadership and management of the change.**

***ACTION 5:*** JARDU to provide further analysis of the adult data to confirm whether overlaps in provision exist **Curriculum Analysis presentation on Agenda for SG3**

***ACTION 6:*** SCR Executive to provide current and future labour market information to identify any gaps in the provision and areas for expansion. **Will be provided when data sharing agreement is in place.**

***ACTION 7:*** Steering group 3 to be moved to December 17<sup>th</sup> with a revised work plan by JARDU for further curriculum analysis and Estates and Shared Services analysis; **Completed**

**Martin Harrison flagged an issue in the previous minutes that quoted him when he didn't attend**

## 2. Objectives for meeting

Nigel Brewster advised the group that the substantive agenda item is item 5 on agenda so that has now moved up to agenda item 3. The main objective for the meeting is to review the information received by Colleges on their plans and ambitions and explore the emerging options. Each College/SFC will make a presentation after which there can

be discussion and questions regarding the emerging options as presented by the FE Colleges and SFCs in their proposals.

### **3. Emerging options (Marilyn with college Chairs)**

Each FE College/SFC presented to the steering group their paper/proposal, which was circulated ahead of the meeting, on their current thinking, plans and ambitions.

The following colleges made a presentation:

1. Thomas Rotherham College (SFC)
2. Longley Park (SFC)
3. RNN Group (FE)
4. Dearne Valley College (FE)
5. Doncaster (FE)
6. Barnsley College (FE)
7. Sheffield College (FE) and
8. Chesterfield College (FE)

Thomas Rotherham outlined their preference in moving toward Academy status, but did not recognise that the status quo was not an option. They are currently exploring joining a Multi Academy Trust with a number of schools in the locality in which they already work closely with.

Longley Park outlined their position as similar to that of Thomas Rotherham in that they are looking to achieve Academy status, which could include Multi-Academy Trust status with Thomas Rotherham or other schools in the locality.

Rotherham North Notts Group outlined the work undertaken to date in merging two Colleges and outline their discussions to develop shared services with other Colleges. They also outlined the development of a joint venture arrangement currently being explored with Doncaster and Dearne Valley Colleges to improve their Apprenticeship capability and respond to forthcoming reforms.

Dearne Valley College provided an update from a governors meeting held 15 December, confirming that governors had decided that, rather than moving straight to a merger with Doncaster, as had been discussed with the latter, their preference would be to federate with Doncaster College in the first instance, possibly working towards a future merger. The federation would see each college retain assets and branding.

Doncaster College confirmed that they had not been made aware of the Dearne Valley decision so their presentation was based on the assumption, which they would still support: that they did not support a single College entity / model for the Sheffield City Region and were proposing a 2 phased approach, with Doncaster College and Dearne Valley College merging first and then exploring the possibility of joining the RNN Group.

Dates for proposed mergers were that the RNN Group would complete its merger on 1<sup>st</sup> February 2016 with the initial proposed merger between Dearne Valley College and Doncaster College planned for Sept 2016.

Barnsley College outlined their position as an Outstanding College and their ability to stand alone in its current financial position. However, they expressed an ambition to move beyond the status quo and would consider a single operation covering Barnsley, Doncaster and Dearne Valley on the basis that the city region would benefit from a 2-3 College solution.

Sheffield College re-iterated their position in using the ABR process as a positive opportunity for change and outlined the critical elements required for any successful merger, regardless of size. They outlined their position to enter into discussions with other institutions to explore opportunities for collaboration/merger.

Nigel Brewster thanked the Chair of Governors for being here and presenting the plans of their institutions. Ahead of the final presentation from Chesterfield College, Nigel wanted to take stock of the presentations so far and reaffirm that the scale and ambition from City Region around employment and skills is huge and FE will play a big part in that. The group needs to consider whether as individual institutions and collectively, the landscape in the City Region is in the best position to meet that challenge and whether the emerging options coming through will meet that challenge effectively.

Chesterfield College made the final presentation at which they confirmed their intention to not make any structural changes as part of the Sheffield City Region area review but to explore any potential structural options as part of the Derbyshire area review.

Jo Millar suggested that SCR needs no more than 2 or 3 College groupings and that she did not see the proposals as currently compelling enough, in the round, to meet the skills and education needs of the area. A single unified college would also be the wrong approach, and that the 2 or 3 college grouping, each supported by its own shared company, was the right balance of efficiency and competition.

David Collins asked Dearne Valley College and Doncaster College to clarify as soon as possible how the federation model would work, and confirming that it would still enable the longer term linking to RNN Group. Following that two-phase solution would create a 3 FE College solution for the SCR, which, subject to testing, could prove sufficient.

Ruth Adams asked whether JARDU could provide additional resource to undertake analysis of the potential phase 2 option between Dearne Valley, Doncaster and the RNN Group before SG4. It was agreed that this would be possible.

The group discussed and agreed that there is a need to have a regional approach to take forward the Skills agenda so as a group they need to start thinking about the implementation and development groups to take that forward.

David Collins suggested that it would be helpful if LEP and Local Authority were to create a group that allowed them to lead the area review proposals into implementation, to ensure they continued to support the shared goal of driving drive Apprenticeships and developing a credible IOT. Nigel Brewster confirmed that the current working group with the Principals can explore what the apprenticeship model for the region could look like.

Chesterfield College confirmed their plans for collaboration with Derby College, which are not expanded on here given the sensitivity of discussions.

Nigel Brewster asked the group whether there is an appetite to look at a different type of model and solution that might trigger support from the restructuring fund. There was support from the group for further discussion. Ruth Adams confirmed that the focus has to be on a solution that meets the needs of the area and not because of the availability of financial support to implement a model.

Bobbie McClelland informed the group that the more radical the Colleges are in their thinking/proposal then the more likely there is to get financial support to support the restructuring, if the solution is what the region needs. But the group needs to focus on the solution rather than any financial support that maybe available to support the plans.

Damon Boxer suggested that as the meeting had overrun, we could apply the curriculum analysis and estates to the emerging options rather than present what we have at the moment. The group agreed that this would be more beneficial.

**ACTION 1:** LEP and Local Authority to lead on developing an apprenticeship and IoT plan for the region including considering implementation and development groups to take forward any plans

**ACTION 2;** Paul Williamson to contact both SFCs regarding process for establishing a multi-academy

**ACTION 3:** LEP, Local Authority, College Chairs only (as agreed by the group) to meet to further discuss emerging options and explore more ambitious options, which if appropriate for the region, could get support from the restructuring fund to enable implementation.

**ACTION 4:** Dearne Valley and Doncaster to clarify their position on a merger or federated model

**ACTION 5:** JARDU to test the emerging options with curriculum analysis and estates modelling, including detailed analysis of the potential phase 2 option between Dearne Valley, Doncaster and RNN Group.

**ACTION 6:** College Group to continue their work on scoping a collaborative 'commercial' apprenticeship model in line with those Colleges previously in agreement about contributing to this work and present an update that SG4

#### **4. Close**

**Next meeting:** Steering Group 4 – Tuesday 2<sup>nd</sup> February (previous date for SG5), 3-5pm, at AMP Technology Centre, Advanced Manufacturing Park, Brunel Way, Rotherham, S60 5WG

**SCR COMBINED AUTHORITY SKILLS EMPLOYMENT AND EDUCATION  
EXECUTIVE BOARD**

**14<sup>TH</sup> JANUARY 2016**

**PERFORMANCE DASHBOARD**

## Summary

- **At the Board Meeting 8<sup>th</sup> October 2015 a 2015/16 business plan was approved for Skills Employment and Education.**
- **The business plan outlined strategic and operational activity against four thematic areas 1) Projects supporting jobs 2) Projects supporting employment 3) Projects supporting skills 4) Infrastructure**
- **Subject to this approval a draft performance dashboard has been designed in line with the business plan to demonstrate performance achieved to date, milestones and key risks**

### 1. Issue

- 1.1. This paper is highlighting to board members a performance dashboard for Skills Employment and Education activity in the city region.

### 2. Recommendations

- 2.1. To approve the performance dashboard and frequency of reporting to the board

### 3. Background Information

3.1. In June 2015 the SCR CA agreed to adopt new governance arrangements including the creation of five Executive Boards with schemes of delegation from the main CA board. Within the new governance arrangements each Executive Board is required to approve a 2015/16 business plan for its thematic area.

3.2. At a meeting convened on 8<sup>th</sup> October 2015 the Skills Employment and Education Board approved a business plan for 2015/16.

3.3. Subsequent to this a performance dashboard has been designed to ensure the Board are able to effectively monitor performance to date including actual performance against targets, progress against milestones and escalation of key risks.

3.4. Once approved by the Board, the performance dashboard will be implemented by the SCR Executive team and will be reported to the board with the forward plan of board meetings.

#### 4. **Implications**

i. Financial

4.1. There are no financial implications of this report.

ii. Legal

4.2. There are no legal implications of this report.

iii. Diversity

4.3. There are no diversity implications of this report.

iv. Equality

4.4. There are no equality implications of this report.

**Claire Bowie**  
**Head of Skills and Employment**

Officer responsible: **Ben Still SCR CEX**  
**Tel: 0114 254 1334**  
**Email: [Ben.Still@sheffieldcityregion.org.uk](mailto:Ben.Still@sheffieldcityregion.org.uk)**

Background papers used in the preparation of this report are available for inspection at

Other sources and references:

## Skills programme

### Monthly Performance Dashboard

Version: draft\_03  
Date: 27/11/2016  
Author: T&T

**Q3 15/16**

Report date - 06/01/2016

#### PROGRAMME STATUS

**Amber**

**1,611**

JOBS CREATED

**217**

PEOPLE ASSISTED WITH EMPLOYMENT

**1,319**

PEOPLE ASSISTED WITH SKILLS

**£ 0.0m**

INFRASTRUCTURE SPEND

#### Monthly highlights

**Programmes delivering jobs:** *Skills Made Easy (SME) - 1,986 new apprentices delivered to the end of November 2015 against a target of 4000 (note: actuals figure includes 375 students from large businesses).*

**Grant for Apprenticeships (GAP) - Total actual starts 882 out of a forecasted 1,705 starts April to December 2015. Students cannot be claimed for until they have been an apprentice for 4 months so there is a lag in the funding claim.**

**Programmes supporting employment:** *Ambition SCR - 754 starts on programme to date. Job outcomes are ahead of profile with 217 young people having moved into a job and having stayed in it for a minimum of 4 weeks. Sustained outcomes are at 30 which is 50% below a profile of 60. Sustained outcomes are measured at 26 weeks which goes some way to explain the delay in the data.*

**Programmes supporting skills:** *Skills Made Easy (SME) - Overall people assisted with skills is over target at 1,319 against a programme target of 1,000. Delivery within the 2014/15 year was hugely over target with 1,068 people assisted against a target of 300. 2015/16 delivery has been slower with 251 people assisted against a target of 475 (note: actuals do not include December 2015 data but target includes December as part of Quarter 3).*

**Infrastructure:** *North Notts College Capital build - the final contract is with the college for signature.*

#### Programme summary

Thematic programme	RAG status this month	RAG status last month	Headline Risk Commentary	Actions escalated to Programme Board
Programmes delivering jobs	Amber	Amber	Skills Made Easy - no major concerns. GAP - no major concerns.	Not applicable
Programmes delivering employment	Amber	Amber	Ambition SCR - Changes to DWP staffing has raised some concerns in relation to referrals and the quality of them (they are the sole referral body). The contract holder is working closely with DWP to ensure communication channels are improved. Skills for jobs - currently in the procurement phase.	Not applicable
Programmes supporting skills	Green	Green	Skills Made Easy - no major concerns.	Not applicable
Infrastructure	Amber	Amber	NNC Capital - awaiting contract sign off	Not applicable

#### Top 3 risk per programme

	Risk	Owner	Movement in month	Current actions	Future actions
Programmes delivering jobs	Skills Made Easy - Supply of young people	Sheffield City Council	New Jan 16. Activity on-going.	SCC are working with SCR schools, organisations supporting young people and JCP to generate referrals to the programme.	TBC if required
	SME - Perception of the project terminating on the 31st July 2016	Combined Authority	New Jan 16. Activity on-going.	Communication in terms of the projects residual activity which will be ingoing for up to 4 years until the last apprentice completes their apprenticeship.	TBC if required
	GAP - Actions to identify and contact potentially eligible employers yield volumes of applicants that lead to over-subscription of the fund	Sheffield City Council	Limited	SFA contacted for clarification regarding 0 coded records. SFA contacted to request a monthly R19 report. Assessment of potential costs/liabilities underway.	Dependant on SFA response regarding 'reverse engineering' approach and agreement to supply relevant reports.
	GAP - Wide variations in timeliness of training provider ILR uploads mean confirmation of eligible grant applications is undermined leading to either delays in payment of payment at risk.	Sheffield City Council	Limited	All training providers contacted to remind of the importance of timely uploading of data. Telephone and email contact with each employer regarding the confirmation of continuing employment and learning. Developing 'belt and braces' approach to confirmation of grant qualification requiring both employer and provider to sign and return independent confirmations with undertaking to repay if subsequent data shows the qualification period was not fulfilled.	Seek support of SFA in requiring on time data uploads. Explore the possibility of adding a field to the SFA data indicating the date the record was last amended or confirmed.
Programmes supporting employment	Ambition SCR - Number of referrals from DWP	Sheffield City Council/JCP	Limited	Changes to staff structure at DWP	On-going programme of review meetings with DWP managers, team briefings and breakfast meetings for DWP frontline staff.
	Ambition SCR - Quality of referrals from DWP	Sheffield City Council/JCP	Limited	Changes to staff structure at DWP	On-going programme of review meetings with DWP managers, team briefings and breakfast meetings for DWP frontline staff.
Programmes supporting skills	Skills Made Easy - Perception of the project terminating on the 31st July 2016	Combined Authority	New Jan 16. Activity on-going.	Communication in terms of the projects residual activity which will be ingoing for up to 4 years until the last apprentice completes their apprenticeship.	TBC if required
Infrastructure					

#### Performance against SEP targets

- \* Increase GVA by £3.1bn - TBC
- \* 30,000 higher level skills - TBC
- \* 70,000 new jobs - TBC
- \* Reduction in SCR unemployment - TBC
- \* Increase in SCR residents employment - TBC
- \* XX progressing into work - TBC
- \* XX progressing into learning - TBC

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# Programmes delivering jobs

## Monthly Performance Dashboard

### OUTCOMES

Skills Made Easy

**3,095**  
NUMBER OF TARGET  
JOBS TO DATE

**1,611**  
ACTUAL JOBS  
CREATED

**-1,484**  
VARIANCE

### OUTCOMES

Grant for Apprenticeships

**£ 1.6m**  
TARGET  
DISTRIBUTION TO  
DATE

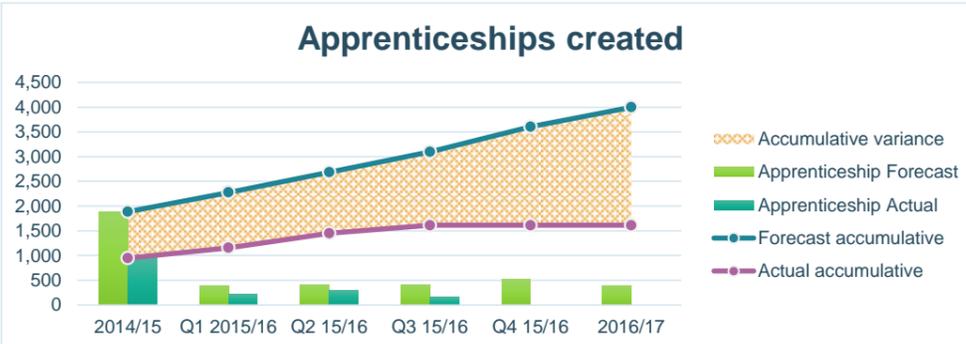
**£ 0.4m**  
ACTUAL  
DISTRIBUTION TO  
DATE

**-£ 1.3m**  
VARIANCE

### Key milestones & change control

## New Apprentices - Performance to date

QUARTERLY OVERVIEW	2014/15	Q1 2015/16	Q2 15/16	Q3 15/16	Q4 15/16	2016/17	Target
Apprenticeship Forecast	1,887	388	411	409	510	395	4,000
Apprenticeship Actual	946	210	293	162			1,611
Forecast accumulative	1,887	2,275	2,686	3,095	3,605	4,000	4,000
Actual accumulative	946	1,156	1,449	1,611	1,611	1,611	1,611
Accumulative variance	-941	-1,119	-1,237	-1,484	-1,994	-2,389	-2,389



#### Narrative on progress to date:

\* Quarter 3 data to end November only.

\* Start up trend data secured from providers demonstrates a two year period is required to achieve full operational performance. This has been achieved.

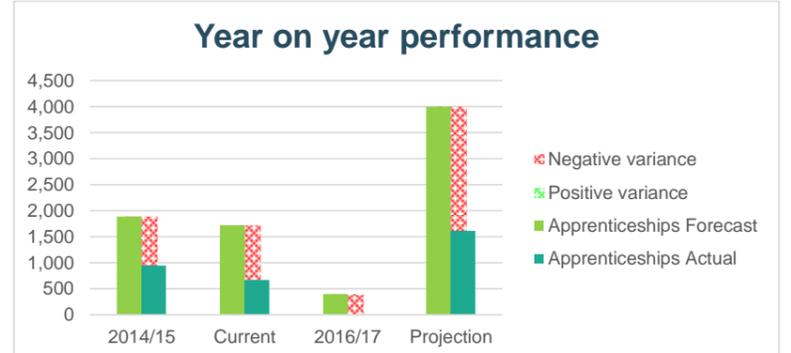
\* Whilst the supply of apprenticeship-ready young people remains a risk, it is anticipated the programme will realise 2,875 to 3,375 apprentices in total.

## New Apprentices year on year performance

Year on year review	2014/15	Current	2016/17	Projection
Apprenticeships Forecast	1,887	1,718	395	4,000
Apprenticeships Actual	946	665	0	1,611
Variance	-941	-1,053	-395	-2,389
% Achieved	50.1%	38.7%	0.0%	40.3%

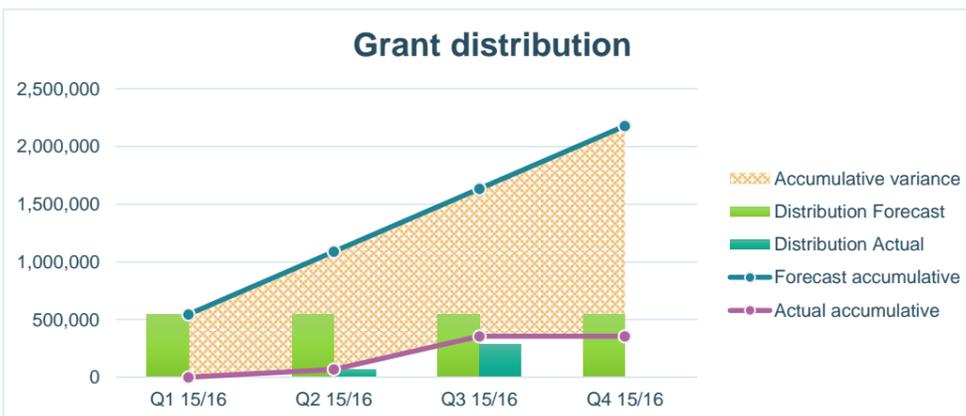
#### Assumptions:

- Current Total is based on the re baselined total to ensure target is achieved by July 2016
- Projection is calculated on average % achieved to date in current year and rolled forward to 2016/17



## Grant for Apprenticeships - Distribution performance to date

QUARTERLY OVERVIEW	Q1 15/16	Q2 15/16	Q3 15/16	Q4 15/16	Target
Distribution Forecast	544,250	544,250	544,250	544,250	2,177,000
Distribution Actual	0	67,000	287,860		354,860
Forecast accumulative	544,250	1,088,500	1,632,750	2,177,000	2,177,000
Actual accumulative	0	67,000	354,860	354,860	354,860
Accumulative variance	544,250	1,021,500	1,277,890	1,822,140	-1,822,140



#### Narrative on progress to date:

\* The project commenced on 1/4/15, but the first tranche of data was only received from the SFA on 13/7/15 .

\* The SFA data has almost 1,400 employer returns lacking the code necessary to confirm grant eligibility. SFA and the accountable body are seeking to resolve this.

\* The time lapse from an application to payment is 4 months to ensure the apprentice is both in place and has begun 'training' with a registered training provider. The earliest a payment could be made was quarter 2. The payment lag will remain throughout the programme.

\* Applications were low in the start up phase, but the brokerage team is now generating 60+ a day. To date 536 applications have been received equating to £672,000, eligibility is to be confirmed for

## Performance against key milestones

Milestones		Planned completion	Forecasted completion	Actions	Owner	RAG status
SME apprenticeships	Ministerial Agreement Secured	Jun-12	Jun-12	Delivered	Combined Authority	Green
	Negotiations Complete	Oct-12	Oct-12	Delivered	Combined Authority	Green
	Procurement Activity	Dec-13	Dec-13	Delivered	Combined Authority	Green
	Programme in Delivery	Mar-13	Mar-13	Delivered	Sheffield City Council	Green
	It systems Live - Website and Mi System	Jan-14	Jan-14	Delivered	Sheffield City Council	Green
	Evaluation	Sep-16	Sep-16		Accountable Body	Amber
	Project Live	Apr-15	Apr-15	Delivered	Accountable Body	Green
SFA Data Sharing Workshop	May-15	Jul-15	Delivered	SFA/Accountable Body	Green	

# Programmes delivering jobs

## Monthly Performance Dashboard

GAP	Combined authority and SFA conclude Data Sharing Agreement	Apr-15	Jul-15	Delivered	Combined Authority	Green
	SFA provide GAP data	Jun-15	Jul-15	Delivered	Sheffield City Council	Green
	Payments released	Jul-15	Sep-15	Delivered	Combined Authority	Green
	SFA confirmation of queried records' status on data supplied	Oct-15	Jan-16	In progress	Sheffield City Council	Amber
	Close down process	Jul-17	Jul-17		Combined Authority	Red
	Evaluation	Jul-17	Jul-17		Sheffield City Council	Red

## Change control

Project	Change	Proposer	Reason	Status

# Programmes delivering employment

## Monthly Performance Dashboard

### Job outcomes - Performance to date

QUARTERLY OVERVIEW	2014/15	Q1 15/16	Q2 15/16	Q3 15/16	Q4 15/16	2016/17	Target
Job outcomes Forecast	2	29	85	92	103	337	648
Job outcomes Actual	2	50	81	84			217
Forecast accumulative	2	31	116	208	311	648	648
Actual accumulative	2	52	133	217	217	217	217
Accumulative variance	0	21	17	9	-94	-431	-431



**Narrative on progress to date:**

- \* Staggered start from December 14 to April 15 but all local authority areas are now in delivery.
- \* Early performance indications are positive with job outcomes 4% above profile. Strong employer engagement and keyworker support for both the employer and the young person is an integral part of the model. This has provided a wide range of job opportunities and ensured both the employer's and the job seeker's commitments to the programme are understood.
- \* In some local authority areas there are early warning signs of referrals to the programme dropping below those profiled. Jobcentre Plus are the sole referral agent and discussions are

**OUTCOMES**  
Ambition SCR

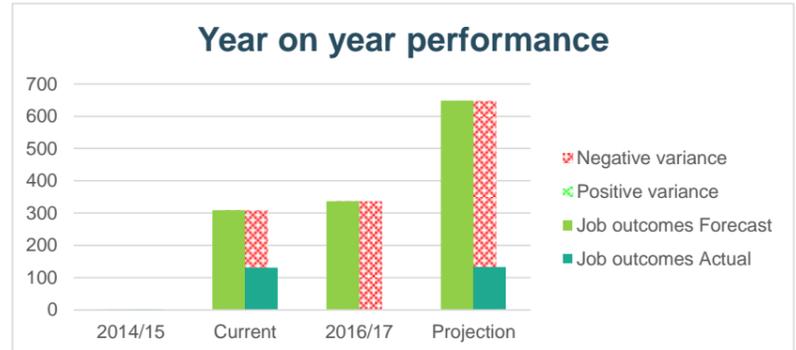
**208**  
JOB OUTCOME  
TARGET TO DATE

**217**  
JOB OUTCOMES  
ACHIEVED TO DATE

**9**  
VARIANCE

### Job outcomes year on year performance

Year on year review	2014/15	Current	2016/17	Projection
Job outcomes Forecast	2	309	337	648
Job outcomes Actual	2	131		133
Variance	0	-178	-337	-515
% Achieved	100.0%	42.4%	0.0%	20.5%



**Assumptions:**

1. Current Total is based on the re baselined total to ensure target is achieved by July 2016
2. Projection is calculated on average % achieved to date in current year and rolled forward to 2016/17

### Sustained Job outcomes - Performance to date

QUARTERLY OVERVIEW	2014/15	Q1 15/16	Q2 15/16	Q3 15/16	Q4 15/16	2016/17	Target
Job outcomes Forecast	0	0	6	54	69	351	480
Job outcomes Actual	0	0	7	23			30
Forecast accumulative	0	0	6	60	129	480	480
Actual accumulative	0	0	7	30	30	30	30
Accumulative variance	0	0	1	-30	-99	-450	-450



**Narrative on progress to date:**

- \* Quarter 2 provides is the first point where jobs sustained can be measured. Once the young person enters employment, the programme provides a further 26 weeks of support to both the employer and young person. This support, coupled with the 'Back to Work Bonus' (a £500 incentive in staged payments to the young person over a 6 month period) is proving beneficial in terms of sustained job outcomes at this stage in the programme.

**OUTCOMES**  
Ambition SCR

**60**  
SUSTAINED JOB  
OUTCOME TARGET  
TO DATE

**30**  
SUSTAINED JOB  
OUTCOMES  
ACHIEVED TO DATE

**-30**  
VARIANCE

### Job outcomes year on year performance

Year on year review	2014/15	Current	2016/17	Projection
Job outcomes Forecast	0	129	351	480
Job outcomes Actual	0	30	82	112
Variance	0	-99	-269	-368
% Achieved	#DIV/0!	23.3%	23.3%	23.3%



**Assumptions:**

1. Current Total is based on the re baselined total to ensure target is achieved by July 2016
2. Projection is calculated on average % achieved to date in current year and rolled forward to 2016/17

# Programmes delivering employment

Monthly Performance Dashboard

**Key milestones & change control**

## Performance against key milestones

	Milestones	Planned completion	Forecasted completion	Actions	Owner	RAG status
Ambition SCR	Phased role out begins	Jan-15	Jan-15	Delivered	Sheffield City Council	Green
	Role out complete	Apr-15	Apr-15	Delivered	Sheffield City Council	Green
	Mi system live	May-15	May-15	Delivered	Sheffield City Council	Green
	Contract Performance Review	Nov-15	Nov-15	Delivered	Sheffield City Council	Green
	Year 2 funding & target redistribution	Dec-15	Dec-15	Delivered	Sheffield City Council	Green
	Evaluation	Aug-17	Aug-17		Sheffield City Council	Amber
Skills for Job growth	Service requirements submitted to DWP	May-15	May-15	Delivered	Combined Authority	Green
	Tender specifications developed	Jul-15	Jul-15	Delivered	Combined Authority	Green
	EU funds approved (UK Gov)	Sep-15	Sep-15	Delivered	Combined Authority	Green
	Procurement	Jan-16	Jan-16		Combined Authority	Red
	Appoint provider	Jun-16	Jun-16		Combined Authority	Red
Progress to Work	Service requirements submitted to DWP	May-15	May-15	Delivered	Combined Authority	Green
	Tender specifications developed	Jul-15	Jul-15	Delivered	Combined Authority	Green
	EU funds approved (UK Gov)	Sep-15	Sep-15	Delivered	Combined Authority	Green
	Procurement	Jan-17	Jan-17	Awaiting update from DWP	Combined Authority	Red
	Appoint provider	Jan-17	Jan-17		Combined Authority	Red

## Change control

Project	Change	Proposer	Reason	Status

# Project supporting skills

## Monthly Performance Dashboard

### OUTCOMES Skills Made Easy

**775**  
TARGET NUMBER OF PEOPLE ASSISTED WITH SKILLS TO DATE

**1,319**  
ACTUAL NUMBER OF PEOPLE ASSISTED WITH SKILLS TO DATE

**544**  
VARIANCE

### OUTCOMES Skills Bank (pilot)

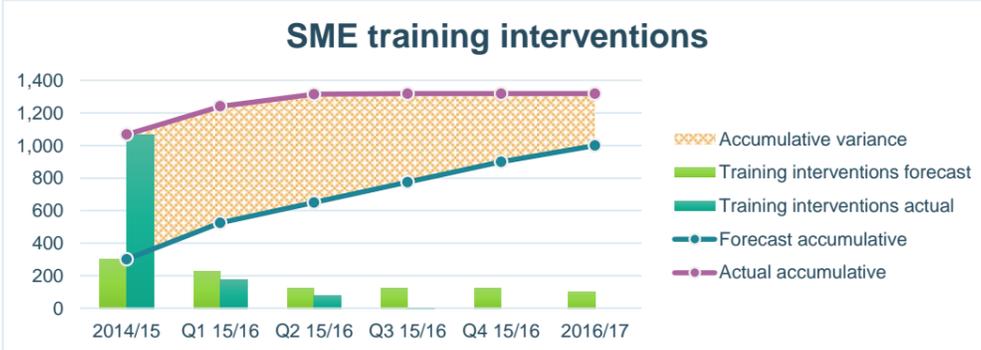
**0**  
TARGET NUMBER OF PEOPLE ASSISTED WITH SKILLS TO DATE

**0**  
ACTUAL NUMBER OF PEOPLE ASSISTED WITH SKILLS TO DATE

**0**  
VARIANCE

## People assisted with skills (training interventions) - performance to date

QUARTERLY OVERVIEW	2014/15	Q1 15/16	Q2 15/16	Q3 15/16	Q4 15/16	2016/17	Target
Training interventions forecast	300	225	125	125	125	100	1,000
Training interventions actual	1,068	173	75	3			1,319
Forecast accumulative	300	525	650	775	900	1,000	1,000
Actual accumulative	1,068	1,241	1,316	1,319	1,319	1,319	1,319
Accumulative variance	768	716	666	544	419	319	319



#### Narrative on progress to date:

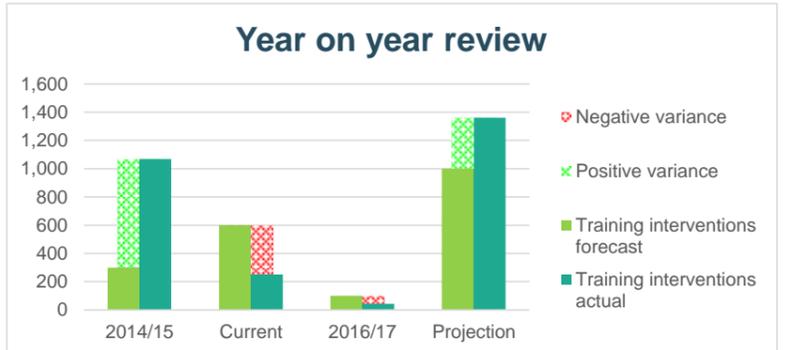
\* The programme overall is 30.6% above profile in this area. This has been achieved through the use of the programme's 'Whole Workforce Plan'. Where businesses are able to identify the skills they require for growth and sustainability. In addition, benefits in terms of retention, addressing skill shortages and savings on recruitment costs can be realised.

\* 2014/15 saw significant overdelivery with 1,068 training interventions delivered against a target of 300.

\* 2015/16 performance is currently behind profile with 4 months worth of data to go (251 people have been assisted with skills against a target of 475).

## People assisted with skills (training interventions) - Year on year performance

Year on year review	2014/15	Current	2016/17	Projection
Training interventions forecast	300	600	100	1,000
Training interventions actual	1,068	251	42	1,361
Variance	768	-349	-58	361
% Achieved	356.0%	41.8%	41.8%	136.1%

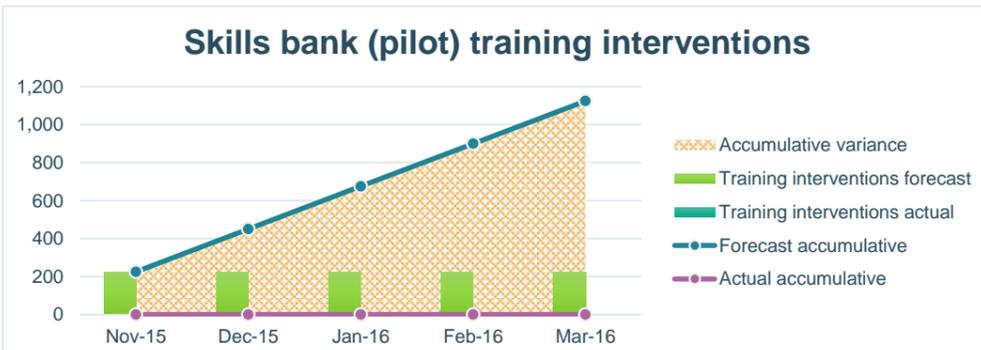


#### Assumptions:

1. Current Total is based on the re baselined total to ensure target is achieved by July 2016
2. Projection is calculated on average % achieved to date in current year and rolled forward to 2016/17

## People assisted with skills (training interventions) - performance to date

MONTHLY OVERVIEW	Nov-15	Dec-15	Jan-16	Feb-16	Mar-16	Target
Training interventions forecast	225	225	225	225	225	1,125
Training interventions actual	0	0				0
Forecast accumulative	225	450	675	900	1,125	1,125
Actual accumulative						0
Accumulative variance	-225	-450	-675	-900	-1,125	-1,125



#### Narrative on progress to date:

\* Contract signed by successful provider on the 3rd December 2015.

\* Contract clarification meeting to be held on the 19th January 2016.

\* Re-profile to be confirmed following contract clarification meeting.

# Project supporting skills

## Monthly Performance Dashboard

### OUTCOMES Skills Bank (main)

**662**  
TARGET NUMBER OF PEOPLE ASSISTED WITH SKILLS TO DATE

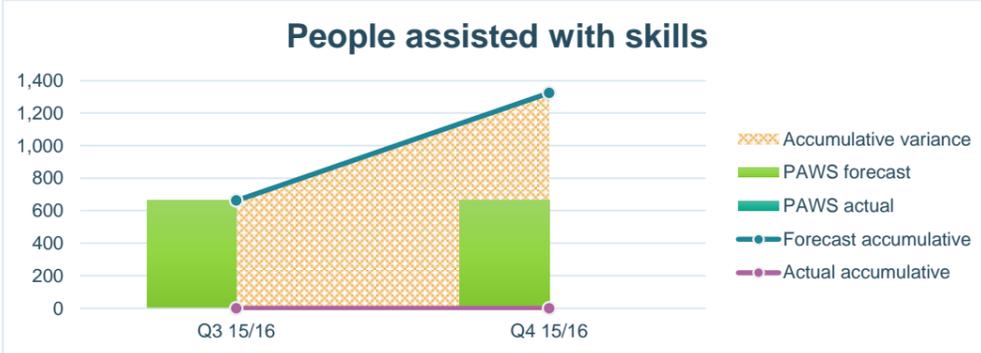
**0**  
ACTUAL NUMBER OF PEOPLE ASSISTED WITH SKILLS TO DATE

**-662**  
VARIANCE

### Key milestones & change control

## People assisted with skills (training interventions) - performance to date

QUARTERLY OVERVIEW	2014/15	Q1 15/16	Q2 15/16	Q3 15/16	Q4 15/16	2016/17	2017/18	Target
PAWS forecast				662	662			1,324
PAWS actual								0
Forecast accumulative				662	1,324			1,324
Actual accumulative								0
Accumulative variance				-662	-1,324			-1,324



#### Narrative on progress to date:

- \* Contract signed by successful provider on the 3rd December 2015.
- \* Contract clarification meeting to be held on the 19th January 2016.
- \* Re-profile to be confirmed following contract clarification meeting.

## People assisted with skills (training interventions) - Year on year performance

Year on year review	2014/15	Current	2016/17	Projection
PAWS forecast	0	1,324	0	1,324
PAWS actual	0	0	0	0
Variance	0	-1,324	0	-1,324
% Achieved	0.0%	0.0%	0.0%	0.0%



#### Assumptions:

1. Current Total is based on the re baselined total to ensure target is achieved by July 2016
2. Projection is calculated on average % achieved to date in current year and rolled forward to 2016/17

## Performance against key milestones

Milestones		Planned completion	Forecasted completion	Actions	Owner	RAG status
Skills Made Easy	Ministerial Agreement Secured	Jun-12	Jun-12	Delivered	Combined Authority	Green
	Negotiations Complete	Oct-12	Oct-12	Delivered	Combined Authority	Green
	Procurement Activity	Dec-13	Dec-13	Delivered	Combined Authority	Green
	Programme in Delivery	Mar-13	Mar-13	Delivered	Combined Authority	Green
	It systems Live - Website and Mi System	Jan-14	Jan-14	Delivered	Sheffield City Council	Green
	Evaluation	Sep-16	Sep-16		Sheffield City Council	Red
Skills Bank (Pilot)	Bid submitted	Sep-15	Sep-15	Delivered	Combined Authority	Green
	Grant Offer Received	Oct-15	Oct-15	Delivered	Combined Authority	Green
	Project Initiation	Nov-15	Nov-15	Delivered	Combined Authority	Green
Skills Bank Main	Bid submitted	Sep-15	Sep-15	Delivered	Combined Authority	Green
	Grant Offer Received	Oct-15	Oct-15	Delivered	Combined Authority	Green
	Project Initiation	Nov-15	Nov-15	Delivered	Combined Authority	Green
	Feasibility Study	Apr-16	Apr-16		Consultancy	Red
	Evaluation	Mar-18	Mar-18		PwC	Red

## Change control

Project	Change	Proposer	Reason	Status

# Infrastructure

## Monthly Performance Dashboard

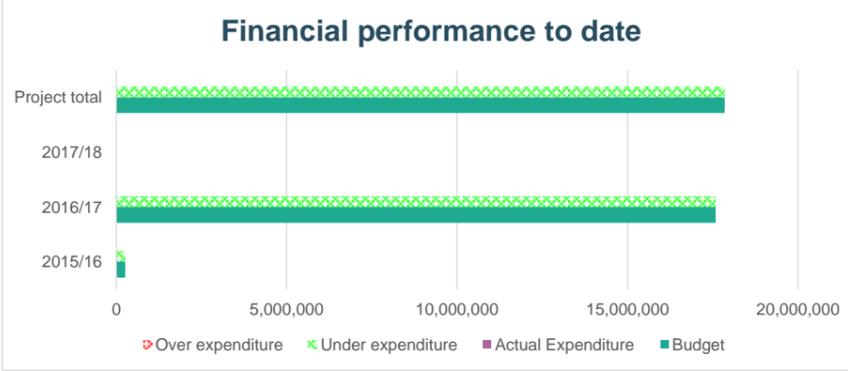
### Summary performance - Infrastructure total

Spend performance	2015/16	2016/17	2017/18	Project total
Budget	266,352	17,583,648	0	17,850,000
Actual Expenditure	0	0	0	0
Variance	-266,352	-17,583,648	0	-17,850,000
% Achieved	0.0%	0.0%		0.0%

Results	Jobs created	New business	GVA uplift
Forecast	106	0	0
Actual	90	0	0
Variance	-16	0	0
% Achieved	84.9%		

**SUMMARY PERFORMANCE INFRA**

**£ 0.3m**  
TOTAL FINANCIAL BUDGET TO DATE



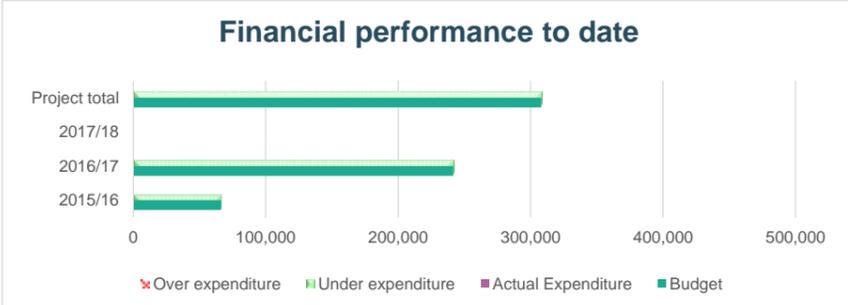
**£ 0.0m**  
TOTAL ACTUAL SPEND TO DATE

**-£ 0.3m**  
VARIANCE TO DATE

### Financial performance

Spend performance	2015/16	2016/17	2017/18	Project total
Budget	66,352	241,703		308,055
Actual Expenditure	0	0	0	0
Variance	-66,352	-241,703	0	-308,055
% Achieved	0.0%	0.0%		0.0%

*Narrative on overall progress to date:*  
4/01/16 - awaiting signing of contract by North Notts College



**FINANCIAL OUTCOMES North Notts College**

**£ 0.1m**  
TOTAL FINANCIAL BUDGET TO DATE

### Milestones and change control

Milestones	Planned completion	Forecasted completion	Actions	Owner	RAG status
Works on-going	Aug-16	Aug-16	Contracting awaiting sign off	North Notts College	Amber

**£ 0.0m**  
TOTAL ACTUAL SPEND TO DATE

Project element	Change	Proposer	Reason	RAG status

**-£ 0.1m**  
VARIANCE TO DATE

# Infrastructure

## Monthly Performance Dashboard

**PERFORMANCE**  
North Notts College

### Programme performance

Results	Jobs created	New business	GVA uplift
Forecast			
Actual			
Variance			
% Achieved			



Outputs	New Build development	Refurbished training space	Rationalised training space	People assisted with skills	Private leverage £m
Forecast		1635		628	£ 541,445.00
Actual		2000		500	£ 600,000.00
Variance		365		-128	£ 58,555.00
% Achieved		122.3%		79.6%	110.8%



**OUTCOMES**  
National Rail College - Doncaster campus

### Financial and programme performance

Spend performance	2015/16	2016/17	2017/18	Project total
Budget	0	6,000,000	0	6,000,000
Actual Expenditure				0
Variance	0	-6,000,000	0	-6,000,000
% Achieved		0.0%		0.0%

Narrative on overall progress to date:

**£ 0.0m**  
TOTAL FINANCIAL BUDGET TO DATE



**£ 0.0m**  
TOTAL ACTUAL SPEND TO DATE

### Milestones and change control

Milestones		Planned completion	Forecasted completion	Actions	Owner	RAG status
National rail College	Works on-going	Sep-17	Sep-17		National Rail College	Amber

**£ 0.0m**  
VARIANCE TO DATE

Project element	Change	Proposer	Reason	RAG status

# Infrastructure

## Monthly Performance Dashboard

### PERFORMANCE

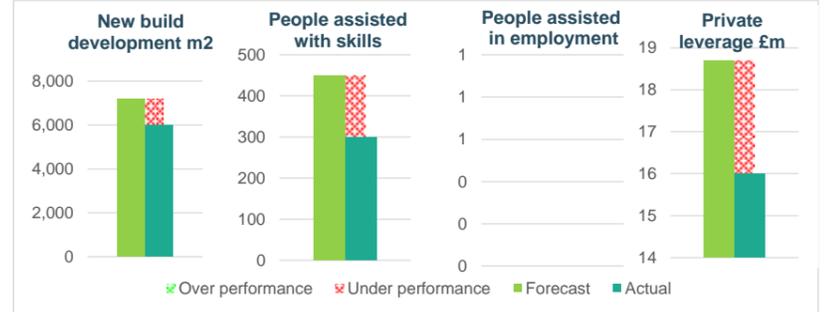
**National Rail  
College -  
Doncaster  
campus**

### Programme performance

Results	Jobs created	New business	GVA uplift
Forecast	76		
Actual	50		
Variance	-26		
% Achieved	65.8%		



Outputs	New Build development m2	People assisted with skills	People assisted in employment	Private leverage £m
Forecast	7206	450	TBC	18.7
Actual	6000	300		16.0
Variance	-1,206	-150		-3
% Achieved	83.3%	66.7%		85.6%



### OUTCOMES

**Remaining  
Competitive  
fund**

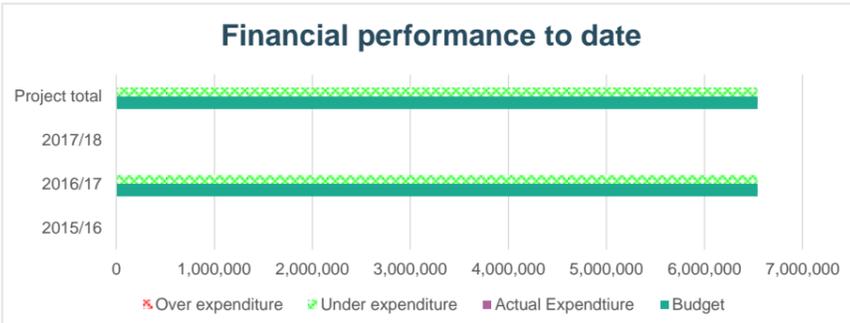
**£ 6.5m**  
TOTAL FINANCIAL  
BUDGET

**£ 0.0m**  
TOTAL ACTUAL  
SPEND

**-£ 6.5m**  
VARIANCE

### Financial and programme performance

Spend performance	2015/16	2016/17	2017/18	Project total
Budget		6,541,945	0	6,541,945
Actual Expenditure				0
Variance	0	-6,541,945	0	-6,541,945
% Achieved		0.0%		0.0%



*Narrative on overall progress to date:*

### Milestones and change control

Milestones	Planned completion	Forecasted completion	Actions	Owner	RAG status
Second round Scheme RCAT Higher Skills	Feb-16 (OBC/FBC)		Anticipated value £12m / £4m LGF funding		Amber

Project element	Change	Proposer	Reason	RAG status

# Infrastructure

## Monthly Performance Dashboard

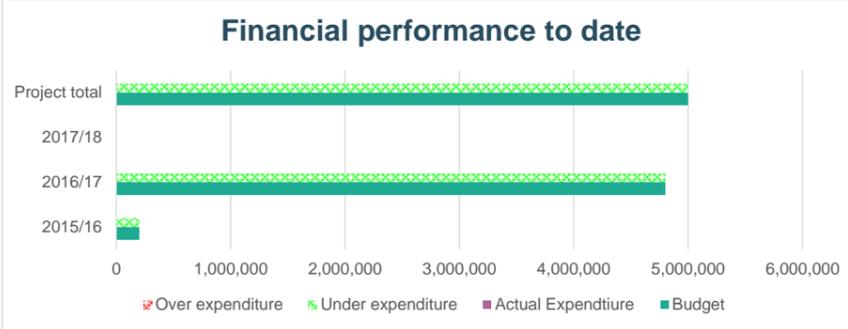
### Financial and programme performance

**OUTCOMES**  
British Glass

Spend performance	2015/16	2016/17	2017/18	Project total
Budget	200,000	4,800,000	0	5,000,000
Actual Expenditure				0
Variance	-200,000	-4,800,000	0	-5,000,000
% Achieved	0.0%	0.0%		0.0%

Narrative on overall progress to date:

**£ 0.2m**  
TOTAL FINANCIAL BUDGET TO DATE



**£ 0.0m**  
TOTAL ACTUAL SPEND TO DATE

### Milestones and change control

Milestones	Planned completion	Forecasted completion	Actions	Owner	RAG status
British Glass					

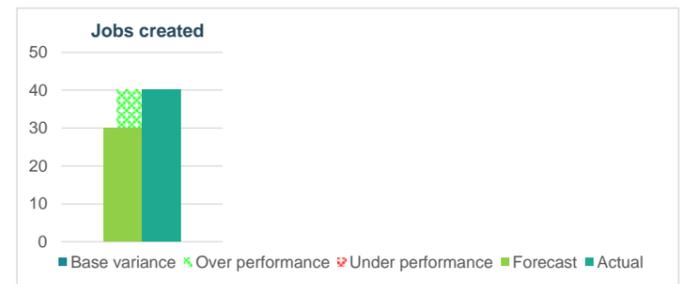
**-£ 0.2m**  
VARIANCE TO DATE

Project element	Change	Proposer	Reason	RAG status

**PERFORMANCE**  
British Glass

### Programme performance

Results	Jobs created	New business	GVA uplift
Forecast	30		
Actual	40		
Variance	10		
% Achieved	133.3%		



Outputs	New Build development m2	People assisted with skills	Private leverage £m
Forecast		6000	15.0
Actual		5000	13.0
Variance		-1,000	-2
% Achieved		83.3%	86.7%

