

SKILLS EXECUTIVE BOARD

Date: Thursday 17 November 2016

Venue: 11 Broad Street West, Sheffield

Time: 8.30 am

AGENDA

Item	Subject	Method	Lead	Page
<u>Introduction</u>				
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	
5	Matters Arising	Paper	R Adams	7 - 8
<u>Business Items</u>				
6	SCR SEP Skills & Employment Plan	Facilitated discussion	T Allen (York Consulting)	
7	Apprenticeships	Presentation	S Perryman	
8	Careers	Presentation	R Adams	9 - 20
<u>Updates for Information</u>				
9	Skills & Employment Devolution & Programme Update	Paper	D Brennan	21 - 74
<u>Actions & Forward Planning</u>				
10	Agree Actions & Summary for Resolution Log	Verbal	Chair	

Item	Subject	Method	Lead	Page
11	Forward Plan <ul style="list-style-type: none"> December paper deadlines 	Paper	R Adams	75 - 76
12	Any Other Business	Verbal	All	

DATE OF NEXT MEETING – 12th January 2017

SCR SKILLS EXECUTIVE BOARD

14th JULY 2016

BROAD STREET WEST, SHEFFIELD

No.	Item	Action
1	<p><u>Welcome and Apologies</u></p> <p>Present:</p> <p><u>Board Members</u> Nigel Brewster, Brewster Pratap / LEP Vice Chair, CHAIR Julie Kenny, LEP Jo Miller, DMBC Cllr Chris Read, RMBC</p> <p>Apologies were received from Board Members: Cllr Ann Syrett, BoDC and Dorcas Bunton, DDDC</p> <p><u>In Attendance / Advisory Members</u> Tony Tweedy, Sheffield CC Conor Moss, SHU Melanie Ulyatt, One to One Simon Perryman Ruth Adams, SCR Executive Team Claire Bowie, SCR Executive Team Roz Bentley, SCR Executive Team Richard Howard, SCC / SCR Executive Team Tom Smith, Barnsley MBC Stuart Cutforth, Chesterfield College Paul Jagger, TRC Craig Tyler, Joint Authorities Governance Unit</p>	
2	<p><u>Minutes of the Previous Meeting</u></p> <p>The Chair informed members of proactive efforts to reduce the number of agenda items presented for consideration and enable the focussing of attention on matters requiring decisions.</p> <p>The minutes of the previous meeting held on 21st April were agreed to be an accurate record.</p> <p>The following matters were noted as arising:</p> <p>6. <u>SCR Education Initiative</u></p>	

	<p>Members were advised that a series of meetings have been held to further the development of the scope for the initiative. These have taken account of a number of aligned matters e.g. the potential plans for a Northern Power House Schools Challenge (subject to the any revisions in government policy)</p> <p>It was noted the next 'milestone meeting' will be required after the Doncaster Commission work is complete i.e. mid-September.</p> <p>Action: Conor, Tony and Tom to continue to represent the SEB at meetings to develop the SCR Education Initiative</p> <p>7. <u>SCR Independent Review of Post-16 Curriculum</u> The Chair recapped the intentions and aims of the next phase of work.</p> <p>It was noted that efforts will be maintained to ensure the support of the Regional Schools Commissioner (RSC).</p> <p>The Board considered what information might be readily available to avoid reliance on the RSC for information and were informed the Gatsby Foundation had been engaged to support this work.</p> <p>8. <u>SCR Institute of Technology</u> The Board was informed of progress where there had been consensus from stakeholders for the need to develop a digital skill strategy (which was agreed should be a component of the overarching SCR Skills Strategy) and associated work to map out digital / tech-specialist businesses across the Region, whilst on a twin track basis developing the concept of a virtual Digital IoT.</p> <p>It was noted that the employers engaged have been very supportive of the work done to date.</p> <p>Action: Conor, Tony and Stuart to progress the drafting of the digital skill strategy with the SCR Executive Team.</p> <p>The Board requested whether a catch-all 'matters arising' paper could be presented at each meeting to reduce the amount of time required covering updated actions.</p> <p>Action: Claire to scope out</p>	<p>CM / TT / TS</p> <p>CM / TT / SC</p> <p>CB</p>
3	<p><u>Declarations of Interest</u></p> <p>In respect of Item 6, Julie declared an interest in the initiative by virtue of being Chair of the Maltby Learning Trust.</p>	

4	<p><u>Urgent Items / Announcements</u></p> <p>No urgent items were requested.</p>	
5	<p><u>Performance Dashboard</u></p> <p>A paper was presented to provide the Board with an update on the performance of all skills and employment programmes delivered across the City Region.</p> <p>The Board was also asked to approve a change request relating to Doncaster Borough Council and the National College for High Speed Rail.</p> <p>It was noted the performance dashboard has been developed as a tool to track and performance manage City Region employment and skills programmes, including programmes that operate on a City Region footprint but are not directly contracted by the Combined Authority.</p> <p>Headline performance information to the end of May 2016 was noted as:</p> <ul style="list-style-type: none"> • 2,041 jobs created against a target of 3,727 • 352 people assisted into employment against a target of 395 • 2,716 people assisted with skills against a target of 3,226 • £809,334 of private sector investment leveraged • And the first claim is in for the National College for High Speed Rail (£2,788,867.49). <p>Regarding Skills Bank activity, the Board was reminded the programme was launched on the 31st March 2016 and informed that to the 6th July 2016, 17 business deals have been agreed involving 322 learners equating to a total training cost of £356,395 of which 59% (£209,334) has been invested from the private sector.</p> <p>Members asked that more information in respect of Skills Bank activity be presented to the next meeting (including the potential attendance of PWC).</p> <p>Action: Claire to facilitate</p> <p>Members were asked to note potential delays in programmes and funding announcements that might be consequent of brexit related matters.</p> <p>It was suggested the dashboard information presents no major concerns for any of the SEB projects. However, members recognised the need to keep an eye on capital project spend.</p> <p>It was further noted that the overall budgetary position across the SCR finances is one of general underspend and there may</p>	CB

	<p>be opportunities to look at how additional spend might be accelerated for some projects.</p> <p>Regarding whether the post-16 curriculum review work might lead to the development of a capital-spend project, it was suggested this would be predicated on the development of a convincing business case.</p> <p>RESOLVED, that the Board:</p> <ol style="list-style-type: none"> 1. Note current performance. 2. Endorses the change request for the High Speed Rail College in Doncaster (contract with Doncaster Borough Council), affecting the projected yearly spend profile, moving £1m of 2016/17 approved spend into 2017/18 quarter 1 spend and note this does not affect the total SCR funding approval of £6m. 	
6	<p><u>Rotherham HE Centre Skills Capital Business Case</u></p> <p>A paper was presented to provide an update to the Executive Board on the current status of the proposal submitted and provide a summary of the Moderation Panel feedback following appraisal of the Outline Business Case (OBC) which was re-submitted on a twin track basis with the submission of the Full Business Case (FBC) in April 2016 (a second submission/iteration of the FBC was issued by the scheme promotor in June 2016).</p> <p>It was noted that in appraising the OBC/FBC in May 2016, the moderation panel still identified a number of significant weaknesses in the evidence provided in support of the strategic, economic and commercial cases. Further clarity was also requested regarding scheme costs and finances as the request was changed from a grant only scheme to a grant AND loan request in the resubmitted FBC. Formal feedback was therefore issued on the 26th May 2016 to the scheme promotor.</p> <p>Members were advised that after further moderation and appraisal by the Panel, the Board is recommended to agree to receive the submission of a further FBC from the scheme promotor. It was noted the scheme promoter now has the support of an additional specialist resource to ensure the next submission meets the expectations of the Moderation Panel.</p> <p>The Board considered whether the guidance provided to potential scheme promoters is appropriately robust and what might be done to limit situations such as this from arising in the future. It was suggested some 'masterclasses' for scheme promoters might be a useful undertaking.</p> <p>RESOLVED, that the Board endorses the decision for a further</p>	

	re-submission of the FBC by the scheme promotor.	
7	<p><u>Economic Shocks in SCR</u></p> <p>A report was received providing an update on work to progress a bespoke programme of support which will mitigate economic shock from large scale redundancies across the SCR.</p> <p>Members were asked to note a number of recent significant redundancy announcements which locally amount to c.2485 job losses.</p> <p>It was noted the Tata redundancy experience had enabled an opportunity to develop an encompassing, enhanced support service for employees in similar situations and helped to identify a number of additional lessons to inform potential future activity in this area. However, it was suggested that the government's support for such a proactive undertaking has disappointingly not been forthcoming, with the government asserting that other means of assisting employees should be favoured e.g. Job Centre Plus. Nevertheless, the Board reiterated its belief in the localised, proactive approach and instructed officers to continue to develop the enhanced support service model.</p> <p>Action: Ruth to continue leading work on this matter</p> <p>It was noted that work will be undertaken in partnership with other regions to consider how enhanced support for employees of major employers at risk of redundancy might be improved.</p>	RA
8	<p><u>Developing a New Skills and Employment Strategy</u></p> <p>Set against the context of the ongoing work to refresh the SCR Strategic Economic Plan (SEP), the Board was asked to note intentions to develop a defined and complementary Skills and Employment Strategy.</p> <p>Members endorsed the importance of undertaking this work and suggested this was a means of moving away from what has been to date, more a succession of knee-jerk undertakings, reactively taken on in response to funding opportunities and government announcements.</p> <p>Members recognised the need to ensure all stakeholders are involved in this work and have the opportunity to endorse the strategy. It was suggested this work may benefit from University-led support.</p> <p>The group was informed that City and Guilds have embarked on the development of a similar review of activity in comparison to strategy.</p> <p>Action: Mel to circulate further details</p> <p>It was agreed the CA / LEP need a Skills and Employment Strategy but ideally need to avoid being perceived as organisations that write</p>	MU

	<p>strategies, rather than deliver against actions.</p> <p>In light of the timescales of December for the SEP refresh, Members questioned whether this work would follow the same timescales, suggesting they did not think this was achievable and it would be preferable to get the strategy right.</p> <p>The Board therefore considered the process via which the strategy should be initially scoped out and then further developed. It was suggested this should culminate with a conference style launch at which all parties would have the opportunity to endorse the strategy and its objective-led ambitions.</p> <p>Action: Claire (with support from SEB colleagues) to devise the strategy's road-map and circulate information for comment</p> <p>Members noted the importance seeking best practise internationally and welcomes the role the 'expert panel' will play in helping to shape the strategy.</p>	CB
9	<p><u>Agree Items for Combined Authority – 1st August</u></p> <p>It was suggested there will be a requirement to report the future of ESIF to the CA at some point and the potential effects on programmes consequent of what is becoming an increasingly opaque funding picture.</p>	
10	<p><u>Any Other Business</u></p> <p>No further items requested.</p>	
12	<p><u>Date of Next Meeting</u></p> <p>25th August, 8.30am at AMP, Waverley Rotherham.</p>	

SKILLS, EMPLOYMENT & EDUCATION EXECUTIVE BOARD

17th November 2016

MATTERS ARISING

Purpose

This paper provides an update on matters arising from the previous meeting of the Skills, Employment and Education Board – 14th July 2016 and subsequent activity.

Item

no.

5. Performance Dashboard

Members asked that more information in respect of Skills Bank activity be presented to a future meeting (including the potential attendance of PWC). This was scheduled but postponed due to the meeting cancellation. If still required we would suggest an additional session on the Skills Bank activity and performance.

6. Rotherham HE Centre Skills Capital Business Case

Members suggested consideration be given to master classes and increased guidance to ensure submissions meet the requirements of the SCR Single Assurance Framework. This has been shared with the assurance and programme team and will be reviewed prior to a further commissioning round.

7. Economic Shocks in SCR

SCR Exec are continuing to progress the development of a localised programme and have secured the secondee who led on the delivery of the TATA economic shock activity to lead this detailed design and partnership work.

8. Employment & Skills Strategy

Meetings with Exec Board Members re the scope have commenced. A detailed session is scheduled for the agenda. Work is on-going on this item.

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POST

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Background papers used in the preparation of this report are available for inspection at: N/A

Other sources and references: N/A

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Sheffield City Region

CAREERS PROPOSAL

SCR Careers Working Group

CONTEXT

- Since October 2016, Careers Working Group has:
 - Gathered together a large range of stakeholders
 - Private businesses including employers
 - A recruitment agency
 - local authorities, the
 - Skills Funding Agency
 - Local colleges
 - HE representatives
 - National Careers Service
 - Understand careers landscape
 - Investigate other LEPs and CEIAG activities nationally
 - Mapped the existing SCR provision
- Further work required on aspiration to address the question ‘what does good look like in the SCR’



PROBLEMS

House of Commons BIS and Education Committees published a report on the provision of CEIAG across the country:

*“Careers education, information, advice and guidance in English schools is patchy and often inadequate. Too many young people are leaving education without the tools to help them consider their future options or how their skills and experiences fit with opportunities in the job market. **This failure is exacerbating skills shortages and having a negative impact on the country’s productivity.**” (July 2016)*

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SCR Experience

- CEIAG landscape is complex
- Provision in SCR is fragmented and incoherent
- Individuals of all ages are not getting good advice or experience
- BUT...there are pockets of good practice across the region!

EXISTING SCR PROVISION

- Many broad activities across the region, but not consistent
- Many different commissioners:
 - Schools, DWP, DfE, SFA, Careers and Enterprise Company, LAs
- Provision across wide range of activities, but not all in one district

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Level 0	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
This activity is not presently undertaken anywhere in the SCR	Activity is undertaken within at least one authority to a low level	Activity is undertaken within several authorities to a low level	Activity is undertaken within several authorities to a reasonable level	Activity is undertaken within several authorities to a good level	Activity is undertaken within several authorities to an excellent level	Activity is provided at an excellent level across the whole SCR
Apprenticeship network	Work "taster" sessions	Inspirational speakers - large event	Pop-up shops (town centres)	Role-models	Inspirational speakers - in schools	
Work with Ofsted	Careers portal	Work place visits	Post-16 progression charter	Access to UCAS progress	Large event	
	Young skills champion network	Social media activities	Employability passport framework		SCR-wide promotion of FE/HE open days	
	Employer visits	Skills Pledge			Choice of CEIAG websites	
	School survey (staff CEIAG skills, management buy-in...)	Work experience			Help with careers management skills (CVs, interviews)	
		Mentoring/ coaching				
		LMI insight				
		CEIAG Dashboard				
		QiCS awards - budget for schools				
		Training for senior management and co-ordinators in schools				

WHAT DOES GOOD LOOK LIKE?

CEIAG must be seen as a mechanism to prepare individuals for effective participation in all aspects of work and life

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WHAT DOES GOOD LOOK LIKE – VISION AND ASPIRATION

Key questions

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1. What should the aspiration be eg a young persons entitlement, an in-work entitlement etc
2. What makes an entitlement – breadth of activities, hours in quality CEIAG?
3. Should SCR entitlement focus on pre 19 or all ages?
4. Should there be different offers within the entitlement for young people in schools, FE/HE, and then for adults in work etc
5. Are there any particular cohorts SCR should prioritise in defining the offer eg women returning to work, long term unemployed, disabilities etc?

How should we engage young people, adults and businesses in scoping the entitlement?

WHAT DOES GOOD LOOK LIKE – QUALITY

Gatsby Benchmarks are used as a national guideline for CEIAG standards:

1. A stable careers programme (an encompassing benchmark)
2. Learning from career and labour market information
3. Addressing the needs of each student
4. Linking curriculum learning to careers
5. Encounters with employers and employees
6. Experiences of workplaces
7. Encounters with further and higher education
8. Personal guidance

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Quality Awards accredit the components of CEIAG through specialist assessment

1. Perfect Situation: all SCR Schools, Colleges and contracted providers are Quality Assured - reality is that this will require support and facilitated activities as an intermediate step.
2. How do we assure employers who participate eg what are the standards required.

How should we engage schools, colleges, training providers in defining the Quality requirements and assessment?

WHAT DOES GOOD LOOK LIKE – ACTIVITIES

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Activity	Target recipient / audience	New or existing activity?	Level of activity
Work experience / Experience of work	All new job seekers	Builds on existing activity	Bronze – “Must do”
LMI Insight – Jobs of the future.	All ages, parents, advisors	Builds on existing activity	
Careers Portal	All ages, parents, advisors	New activity	Silver – “Should do”
Training for senior management	Predominantly schools	Builds on existing activity	
Inspirational Speakers at events	All ages but depends on the event	Builds on existing activity	
Large CEIAG event	All ages, parents, advisors, businesses	New activity	

WHAT DOES GOOD LOOK LIKE – ACTIVITIES

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Activity	Target recipient / audience	New or existing activity?	Level of activity
Apprenticeship network	All ages	New activity	Gold –“Could do”
Role Models	Predominately schools and colleges	Builds on existing activity	
SCR to work with Ofsted	Schools	New activity	
Mentoring / Coaching	All ages	Builds on existing activity	
CEIAG Dashboard and progression data	Predominantly school and college students, parents, advisors	Builds on existing activity	
Wider participation of HE and FE	Predominantly school and college students	Builds on existing activity	

Are activities missing?

WHAT DOES GOOD LOOK LIKE – COMMUNICATION AND MESSAGING

Aspiration is to create a movement that SCR businesses, schools, families,
residents support

What could this include:

- **Jobs of the Future campaign – UKCES framework**
- **Employer Campaign – aligned to different elements of the programme of activities**
- **Other publicity**

NEXT STEPS

- **Exec Board discussion and agreement of next steps in light of the Skills and Employment Strategy work**

Sheffield City Region

SKILLS & EMPLOYMENT EXECUTIVE BOARD

17th NOVEMBER 2016

SKILLS & EMPLOYMENT DEVOLUTION & PROGRAMME UPDATE

Purpose

The purpose of this paper is to give the Skills, Employment & Education Board an update on key aspects of the Devolution Deal in relation to Skills and Employment (and current key programmes). Each update also identifies any key challenges/issues and key milestones moving forward.

1. Issue - Devolution Update

- 1.1 The Devolution Deals agreed in 2015 detailed where and how the Sheffield City Region (SCR) Combined Authority (CA) would have control or greater influence over key Government budgets in relation to the provision of skills and employment support.
- 1.2 The papers included as Appendix 1, 2 and 3 provide further detail on the following
 - Appendix 1- Skills Bank
 - Appendix 2 - Adult Education Budget
 - Appendix 3 - Employability Pilot
 - Work and Health Trial
 - Work and Health Programme (co-design)
 - Appendix 4 - Skills Bank Dashboard
 - Appendix 5 – Performance Dashboard

2. Recommendations

- 2.1 The board is asked to review the update and comment on any proposed action in relation to identified challenges/issues.

3. Background Information

3.1 The 2015 Devolution asks aimed to join together a fragmented skills and employment system to provide a joined-up response to economic challenges in our region.

3.2 The Deals SCR secured with Government included:

-Growth Deal funding to implement an employer driven 'Skills Bank' with a focus on investment of funds for training with employers who can demonstrate growth (March 2016)

-Devolution of the Adult Education Budget in 2018/19. This budget provides passport qualifications (first level 2/3 for those who didn't achieve them in mainstream 11-18-year-old education, English and maths qualifications, support for unemployed people to move into employment and learning for those from disadvantaged communities)

-Co-design of the national Work and Health programme in SCR

-Ability to design a local Employment Support programme

Separate from the Devolution deal we also secured funding from the Work and Health Unit (one of only two devolution areas) to develop an innovative trial which looks at employment in relation to key health conditions.

3.3 Progress with DWP, the SFA and what is now DfE (BIS moved into DfE following the cabinet re-shuffle) has been challenging at times and there continues to be elements that we have pushed back to Government on or where progress hasn't been at the rate or scale we anticipated.

3.4 The attached Appendices' provide further detail in relation to progress around the individual elements of Devolution and where issues or challenges are.

4. Implications

i. Financial

There are no financial implications.

ii. Legal

There are no legal implications.

iii. Diversity

There are no diversity implications.

iv. Equality

There are no equality implications.

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

Other sources and references:

Appendix 1

Sheffield City Region Devolution Update

Devolution Area:	Skills Bank (to the 30 th October 2016)
<p>Progress Update:</p> <p>Total training cost (approved deals only) of £1,308,135.40. 43% of this has been invested by employers in SCR (£565,665.16). 463 employers are registered on the website. 327 registered employers have completed skills assessments and are currently reviewing the training catalogue online. 109 skills bank applications have been received to date with 85 approved and 22 currently in appraisal. 1,393 learners have approved skills deals with a further 223 learners in the appraisal stage. To date we have approved 37 bespoke skills deals with a further 35 bespoke requests posted on the website and in the discussion stages.</p> <p>Meeting held with the Skills Funding Agency on the 27th October 2016 to work through a number of on-going issues with the coding and recording of learners onto the ILR. A way forward has now been agreed so we should start seeing some further reports from the SFA from November 2016 onwards.</p> <p>Background</p> <p>The SCR Skills Bank is working to increase GVA in the region by 10% (£3bn) through delivering interventions which help employers meet their skills challenges.</p> <p>The Skills Bank helps to provide the training needed to address a shortfall of around 30,000 higher skilled people in the region by investing £17.1m funding across two funding streams.</p> <p>Objectives</p> <p>As a part of the overall SCR growth hub; the Skills Bank is facilitating strategic business-led skills conversations that:</p> <ul style="list-style-type: none">• Create Skills Deals providing clear economic benefits for the region, the SFA and employers.• Deliver training through a high quality and diverse provider network.• Signpost to other services where the skills required can be delivered through mainstream education and training. <p>Key Deliverables</p> <ul style="list-style-type: none">• 8,676 individuals receiving training and support through the Skills Bank.• Delivery of an online portal which facilitates employers creating Skills Deals.• Creation of a provider framework which provides employers with high quality choices of training partners.• Development robust fiscal guidance policies and governance which delivers value for money and high impact from the use of public funds.	

Appendix 2

Sheffield City Region Devolution Update

Devolution Area:	Skills (Adult Education Budget)	
Progress Update: <i>The Deal:</i> The Devolution Deal agreed with Government in October 2015 in relation to the Adult Education Budget (AEB) included six Readiness Conditions for Government and the Combined Authority (CA) to work through and agree before Orders can be laid in Parliament passing statutory duties in relation to the budget from Government to the CA. Work in relation to Devolution has centred around progressing elements of these conditions as well as CA’s developing Outcome Agreement Priorities in relation to skills and understanding the mix and balance of provision from Block Grant Providers in their region (those who have an automatic allocation of AEB without having to bid for funds, these providers are Colleges and Local Authorities). <i>Activity:</i> Work with Government, post Brexit and appointment of a new Skills Minister (Justine Greening) has slowed significantly. Three weekly meeting cycles for workshops on the detail of Devolution haven’t taken place since early August and non are planned till the middle of November. Papers requesting key decisions to be made by the Minister (i.e. new funding formula, approach for National providers and details for each Readiness Condition) are yet to be approved and by their own admission mean the deadline for Orders to be laid in March 2017 for Statutory powers to pass to the Combined Authority can now only be achieved if there is no further slippage and Combined Authorities are issued with the required level of detail for each Readiness Condition before the end of the calendar year. Below is an overview of Progress against each Readiness Condition		
No	Readiness Condition	Update
1	Completion of the Area Based Review	Achieved in SCR
2	Transfer of Statutory duties from the Apprenticeship, Skills, Children & Learning Act 2009	Sections of Act identified for transfer
3/4	Agreement with central Government on arrangements to ensure funding decisions by either the CA or other funding agencies are not detrimental to provider sustainability AND sharing financial risk where providers do fail	Further work required
5	Agree how the CA will work in partnership with Ofsted who will continue to inspect AEB (including the approach to intervention for poorly performing providers)	Further work required
6	Agree details around reporting requirements and duties (if any) as a CA we pick up from the Skills Funding Agency (SFA)	Further work required

Activity within the SCR Executive Team, in relation to Devolution has continued over the summer and into early Autumn, this has included:

- Development of a baselining tool to understand the mix and balance of provision currently available in the SCR via AEB in relation to the identified priorities in our Outcome Agreement

- Testing of baselining tool with Colleges and Local Authorities
- Development of a Provider Delivery Agreement (issued 1st October) to allow Colleges and Local Authorities to demonstrate strategic alignment of provision with local residents needs and those identified by SCR
- Work with DfE to understand detail around proposed Insolvency Regime
- Initiated dialogue with Block Grant providers outside of the Region but who deliver to learners within SCR
- Work with SFA on the one-year commission of AEB activity from Private Training Providers to ensure they are aware of SCR priorities as we move towards 2018/19 and their allocation of AEB passes to the CA.

Challenges/Issues	Mitigating Action
Continued lack of detail in relation to each Readiness Condition and implications for CA	SCR Exec to commission additional technical resource (i.e. legal, finance, procurement etc) to develop an SCR response to what each Readiness Condition should include.
No further detail in relation to CA exposure to new proposed Insolvency Regime	Pushed back to Government, highlighting concerns.
Access to relevant/meaningful data in relation to delivery	Developed in-house tool to extract College/Local Authority data (in relation to our own Priorities) continue to feed back to Gov on the availability on data in SFA issued tools, e.g. LEP data Cube and LEP Dashboard- which still don't allow for detailed interrogation to understand mix and balance to make funding policy decisions
Delay on Ministerial approval of new Funding Formula for AEB (based on 'need' within a region) and potential delay of implementation till 2018/19	Pushed back to Government that SCR is ready for implementation in 2017/18 and that a delay until 2018/19 when we have full Devolution could place added pressure on Colleges/Local Authorities who may also have a new Funding Policy, Payment Structure and MI system

Key Milestones	
Date	Action
Nov 2016-Jan 2017	Colleges/Local Authorities work on populating Provider Delivery Agreement for 2017/18
w/c 7 th Nov	Devolution Workshop with DfE- awaiting detail on approved new Funding Formula for allocations and their plan for roll out.
Dec 2016	CA's provided with Readiness Conditions detail to make an assessment on implication and impact
Jan 2017	SCR Exec & Colleges/Local Authorities meet to discuss plans for delivery outlined in Provider Delivery Agreement
March 2017	Provider Delivery Agreement for 2017/18 signed off by all parties
	CA sign up to Readiness Conditions
April 2017	Orders laid in Parliament to pass Statutory duties (in relation to delivery of AEB) to Combined Authorities

Appendix 3

Sheffield City Region Devolution Update

Devolution Area:	Employment
<p>Progress Update:</p> <p><i>The Deal:</i> The SCR CA was awarded the ability to design a localised Employment Support Programme and co-design the Work and Health Programme for our region with DWP.</p> <p>The Employment Support Pilot is a critical thread in our devolution deal as it enables us to design a locally responsive service which will provide a strong evidence base of impact and savings against which we want to have conversations about scaling up devolved resources in future.</p> <p>The pilot will identify individual's at risk of being long-term unemployed at an early stage in the benefits system enabling us to lever our local assets for example, the Skills Bank, health partners, existing community support programmes. This support will fit around the needs of that individual with the allocation of an independent Key Worker working alongside JobCentre Plus and ensuring support is integrated around their needs. A payment by results model this will focus on ensuring people are in work and progressing in work. This is underpinned by a strong evaluative framework to enable us to capture learning from process, impact and savings to the public purse through the approach.</p> <p>Active stakeholder engagement is critical to the success of the work underway and we are forming a working group with JCP to actively involve all elements of the service in the design and delivery of our employment support activities.</p> <p>We continue to work with all 9 authorities to develop Local Integration Boards. We have an officers working group meeting every 2 weeks with representatives across all 9 Councils, Job Centre Plus and health. A Leads Group will be established over November to enable this work to progress, this will involve a senior representative from each local authority.</p> <p>In order to support engagement in the pilot we are developing a Local Investment Fund, based on learning from the Troubled Families programme, to look at how both risk and reward can be shared across localities. We are also pursuing the potential of social investment. A working group to model these opportunities is being established and Chief Executives have been asked to nominate financial officers to help shape this further.</p> <p>The business case for the pilot was submitted in August and we are in the later stages of the appraisal process, a positive recommendation has been sent to the two Ministers and we expect to hear back early November.</p> <p>To compliment the work around the Employment Support Pilot, we were one of only two of the devolution deal areas to be accepted by the newly formed Work and Health Unit, to co-design a health led employment trial.</p> <p>We are working with the Unit and local stakeholders to design a potential trial currently. This will underpin our vision for an end to end system of support. We are currently pushing back to the unit as their expectations of what can be delivered over a short timescale are unrealistic. Although The trial development has been challenging it has also been a positive experience for us as we are forging strong links with the health sector who are critical in delivering the change needed to support those with health conditions into sustainable work.</p>	

Should we receive successful outcomes from both our pilot and trail business case submissions this will mean that Sheffield City Region is the only area in the country outside of London and Greater Manchester, with this level of activity.

Other areas of activity continue:

We are progressing work with DWP to commission the **Work and Health Programme**, work continues to shape involvement in the procurement and performance management of the prime contractor. There have been frustrations with this process as expectations of our ability to meaningfully co-design the Work and Health Programme for the city region have not materialised. Chief Executives requested a letter be sent to the Permanent Secretary, Robert Deveraux and this was submitted in October and copied to CLG. We are waiting for the formal response. In the meantime we acknowledge we have a greater level of involvement in the contracting and performance management of this service than ever before and continue to work with DWP to achieve a positive outcome.

HEADLINE RISKS	
Challenges/Issues	Mitigating Actions
<p>There is a risk we fail to establish Local Service Integration Boards with coverage across the whole of the SCR. These are a critical element in the implementation from our Employment Support Pilot. This model needs to be developed in localities and sustained, therefore no direct budget has been created to support their establishment. There is a risk that Councils do not engage and create this essential routes to service alignment.</p>	<ul style="list-style-type: none"> • Chief Executives received a report in August 2016 and supported the model. • Meetings have been held with representatives across all 9 authorities. • We are asking all 9 local authorities to nominate a Strategic Responsible Officer (SRO) from within their Executive Team to ensure senior responsibility is embedded. • A Steering Group/Leads Group will be created involving senior representatives from each local authority, we will request these are a Director/Head of Service level. • A further report outlining what steps are needed to progress LIB development will go through the Skills and Employment Board to Chief Executives in the next cycle. • We are likely to recruit LIB Co-ordinators and house within the Exec Team to provide a resource for the LA's. • We are developing a mobilisation Toolkit including readiness conditions to support LAs. • We are looking to develop a local investment fund as an incentive to involve local authorities within the Local Integration Boards.
<p>There is a risk we are unable to meet the Trial Protocol design deadline of the end of November which will not enable us to progress further. Timescales have been tight for the design of this, the kick off meeting was 15 September, on the 25 October, half way through the design process the W&HU issued the MOU and Grant Offer letter giving us only 6 weeks to resource the work.</p>	<ul style="list-style-type: none"> • We are buying in consultancy support as soon as the MOU and Grant Offer Letter are approved by finance offers. • We are raising this as an issue with the W&HU to try and extend the deadline. • We may have to withdraw from the process.
<p>There is a risk we are unable to secure ESF investment which is critical to bolstering volumes in both the Employment Support Pilot and Health Led Trial. As we are not currently a co-financing authority, it is challenging for us to access the ESF funds. To access this we will have to bid against a call. There is a risk that in this competitive exercise and lose the ability to invest ESF in this activity as other bidders in the market may have match and a stronger track record.</p>	<ul style="list-style-type: none"> • We are pursuing becoming a Co-Financing Authority which will give us greater power over commissioning and direct contract management.

Key Milestones	
Date	Action
November 2016	Soft Market Testing for Employment Support Pilot
30 November 2016	Submission of Health Led Employment Trial Protocol to Work and Health Unit.
September - August 2017	Procurement of Work and Health Programme Prime Contractor
November - March 2017	Procurement of Key Worker Service for Employment Support Pilot
November - March 2017	Procurement of Evaluation for Employment Support Pilot
November - June 2017	Development of Local Integration Fund
November - June 2017	Development of Local Integration Boards
November - July 2017	Governance and Accountability structure for LIB's agreed and in place
November - July 2017	Programme team resources in place within Executive Team SCR
November - May 2017	Health Led Employment Trial design completed and mobilisation commences.
May 2017	Go Live for Health Led Employment Trial
Summer 2017	Go Live Employment Support Pilot
November 2017	Go Live Work and Health Programme

SHEFFIELD CITY REGION SKILLS BANK

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MANAGEMENT INFO
30TH OCTOBER 2016



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PERFORMANCE DASHBOARD

Please see the overall Dashboard of Skills Bank performance as per 30th October 2016

Skills Bank Pipeline Dashboard Last Updated 10/30/16

Key	Definition	No.	No. learners	Est. SB Contribution
Training Started	Employer has started training with provider	22	722	£ 257,892
Deal Approved	Skills Deal Applications approved by investment committee	61	639	£ 383,844
Deal Approved -	Approved innovation deal	2	32	£ 666,850
Deal Submitted	Have submitted application or bespoke application into the Skills Bank	8	146	£ 47,227
Deal in Appraisal	Skills Deal Applications which are being appraised ready to be submitted	14	77	£ 39,990
Short Term	Employers with Skills Deal Applications expected to be submitted 1 Month	81	1671	£ 779,056
Medium Term	Employers with Skills Deal Applications expected to be submitted 1-3 Month	137	2507	£ 1,168,817
Long Term	Employers with Skills Deal Applications expected to be submitted 3 Months	87	2013	£ 938,504
Deal Rejected	Skills Deal Applications that have been rejected (Provider, Operator or IB)	12	263	£ 123,986
Not Interested in Skills Deal	Employer is not interested in Skills Deal	39	188	£ 87,650

Average Contribution Per
£ 466

Innovation Fund
Total Spent
£ 201,910
Remaining
£ -
£ 201,910

Learners Complete
17

Total number of learners in pipeline	Estimated learners based on numbers provided during registration or on Skills Deal application (excluding Deal Rejected and Not Interested in Skills Deal)	7807
Total estimated Skills Bank contribution	Estimated value of deals in pipeline based on money committed or average intervention rate per learner (excluding Deal Rejected Not Interested in Skills Deal)	£4,282,180.91

Size of Business	Definition	No. employers	No. learners	Est. SB	Av. Learners per
Micro	Between 1-9 Employees	163	526	£ 297,701	3
Small	Between 10-50 Employees	173	1887	£ 993,671	11
Medium	Between 51-250 Employees	93	3534	£ 1,896,104	38
Large	250+ Employees	34	2311	£ 1,306,340	68

Region of Business	No. employers	No. learners	Est. SB
Sheffield	220	3360	£ 2,217,343
Barnsley	49	1637	£ 698,757
Doncaster	45	590	£ 287,777
Rotherham	64	1368	£ 646,709
Bassetlaw	11	90	£ 34,474
Chesterfield	50	915	£ 451,191
North East Derbyshire	18	262	£ 140,079
Bolsover	3	30	£ 13,987
Derbyshire Dales	2	3	£ 1,399

APPROVED DEALS BY AUTHORITY

Sector	Size of Company	Total Estimated to be Trained	Approved value or average intervention to date
Other	Medium	202	£ 38,920.00
Building and Materials	Medium	106	£ 40,792.50
Leisure Products	Micro	1	£ 1,865.50
Support	Small	10	£ 980.00
Building and Materials	Large	6	£ 4,290.00
Building and Materials	Medium	12	£ 25,200.00
Building and Materials	Medium	108	£ 32,550.00
Metals	Small	1	£ 810.00
Other	Small	3	£ 8,278.20
Building and Materials	Medium	69	£ 26,743.50
Engineering Products	Medium	2	£ 2,000.00
Financials	Micro	1	£ 1,801.10
Leisure Products	Small	5	£ 4,200.00
Building and Materials	Small	6	£ 5,040.00
Building and Materials	Small	5	£ 1,183.00
Health Care and Related Services	Small	6	£ 861.00
Industrials	Medium	3	£ 5,518.80
IT Services	Micro	1	£ 1,197.50
Health Care and Related Services	Small	30	£ 30,000.00
Building and Materials	Small	12	£ 14,455.00
Industrials	Medium	11	£ 2,750.00
Other	Small	2	£ 3,500.00
Support	Small	2	£ 749.00
Other	Micro	1	£ 350.00
Other	Small	2	£ 1,320.00
Other	Micro	1	£ 997.50
Other	Medium	48	£ 16,114.00
Building and Materials	Small	17	£ 1,757.00
Property	Large	4	£ 10,000.00
Health Care and Related Services	Small	15	£ 1,758.40
Engineering	Medium	32	£ 350,000.00
Advanced Manufacturing	Large	£	316,850.00
Other	Micro	1	£ 945.00
Building and Materials	Small	30	£ 3,668.00
Building and Materials	Small	1	£ 315.00
Other	Micro	2	£ 3,906.00
Total		758	£ 961,666.00

Sheffield

Approved

- 36 companies with approved Skills Deals
- 758 estimated learners
- Total Skills Bank contribution of £962,666.00
- Total employer contribution of £757,384.00
- Excluding innovations deals an investment of £294,816 has been made across 34 businesses

Pipeline

- 161 companies
- 2483 estimated learners
- Estimated Skills Bank contribution: £1,130,661.65

Training Started

Deal Approved

APPROVED DEALS BY AUTHORITY

Sector	Size of Company	Total Estimated to be Trained	Approved value or average intervention to date
Building and Materials	Micro	3 £	2,415.00
Tourism and Leisure	Micro	1 £	790.00
Metals	Micro	6 £	4,550.00
Engineering Products	Large	18 £	4,800.00
Building and Materials	Micro	5 £	3,325.00
Retailers	Medium	32 £	17,500.00
IT Services	Small	3 £	470.40
Building and Materials	Small	1 £	770.00
Building and Materials	Medium	8 £	10,234.00
Health Care and Related Services	Small	17 £	446.25
Engineering Products	Micro	3 £	8,190.00
Total		97 £	53,490.65

Rotherham

Approved

- 11 companies with approved Skills Deals
- 97 estimated learners
- Total Skills Bank contribution of £53,490.65
- Total employer contribution of £12,890.00

Pipeline

- 47 companies
- 1250 estimated learners
- Estimated Skills Bank contribution: £582,776.96

Training Started

Deal Approved

APPROVED DEALS BY AUTHORITY

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Sector	Size of Company	Total Estimated to be Trained	Approved value or average intervention to date
Telecommunications	Medium	147	£ 48,968.00
Other	Medium	14	£ 4,259.50
Other	Micro	1	£ 2,969.40
Food Products	Large	10	£ 1,400.00
Building and Materials	Micro	6	£ 7,364.00
Building and Materials	Medium	4	£ 1,365.00
Engineering Products	Large	4	£ 8,000.00
Support	Micro	2	£ 3,600.00
Other	Medium	30	£ 5,383.00
Building and Materials	Small	2	£ 420.00
Insurance	Medium	10	£ 6,750.00
IT Services	Micro	1	£ 15,171.00
Other	Micro	1	£ 10,062.50
Building and Materials	Medium	13	£ 10,500.00
Total		245	£ 126,212.40

Doncaster

Approved

- 14 companies with approved Skills Deals
- 245 estimated learners
- Total Skills Bank contribution of £126,212
- Total employer contribution of £105,631.00

Pipeline

- 26 companies
- 336 estimated learners
- Estimated Skills Bank contribution: £156,313.00

Training Started

Deal Approved

APPROVED DEALS BY AUTHORITY

Sector	Size of Company	Total Estimated to be Trained	Approved value or average intervention to date
Building and Materials	Small	7 £	1,612.00
Engineering Products	Medium	35 £	6,000.00
Building and Materials	Medium	1 £	980.00
Building and Materials	Small	8 £	6,895.00
Building and Materials	Medium	5 £	5,061.00
Building and Materials	Small	2 £	1,350.30
Building and Materials	Small	18 £	16,415.00
Total		76 £	38,313.30

Barnsley

Approved

- 7 companies with approved Skills Deals
- 76 estimated learners
- Total Skills Bank contribution of £38,313.30
- Total employer contribution of £20,028.70

Pipeline

- 32 companies
- 1334 estimated learners
- Estimated Skills Bank contribution: £624,192.36

Training Started

Deal Approved

APPROVED DEALS BY AUTHORITY

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Sector	Size of Company	Total Estimated to be Trained	Approved value or average intervention to date
Building and Materials	Small	31	£ 21,455.70
Building and Materials	Small	1	£ 1,330.00
Building and Materials	Micro	1	£ 595.00
Engineering Products	Micro	1	£ 350.00
Financials	Small	22	£ 8,049.94
Building and Materials	Medium	21	£ 13,870.50
Engineering Products	Small	13	£ 8,788.50
Building and Materials	Micro	1	£ 1,148.00
Engineering Products	Small	2	£ 5,061.00
Total		93	£ 60,648.64

Chesterfield

Approved

- 9 companies with approved Skills Deals
- 93 estimated learners
- Total Skills Bank contribution of £60,648.64
- Total employer contribution of £34,127.36

Pipeline

- 37 companies
- 794 estimated learners
- Estimated Skills Bank contribution: £377,779.63

Training Started

Deal Approved

APPROVED DEALS BY AUTHORITY

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Sector	Size of Company	Total Estimated to be Trained	Approved value or average intervention to date
Building and Materials	Micro	9	£ 1,911.00
Engineering Products	Large	14	£ 8,000.00
Building and Materials	Small	26	£ 28,859.60
Building and Materials	Medium	5	£ 2,135.00
Building and Materials	Micro	1	£ 980.00
Engineering Products	Micro	7	£ 4,949.30
Total		62	£ 46,834.90

North East Derbyshire

Approved

- 6 companies with approved Skills Deals
- 62 estimated learners
- Total Skills Bank contribution of £46,384.90
- Total employer contribution of £88,992.10

Pipeline

- 10 companies
- 155 estimated learners
- Estimated Skills Bank contribution: £72,264.34

Training Started

Deal Approved

APPROVED DEALS BY AUTHORITY

Sector	Size of Company	Total Estimated to be Trained	Approved value or average intervention to date
Building and Materials	Large	61	£ 21,000.00
Building and Materials	Micro	1	£ 420.00
Total		62	£ 21,420.00

Bassetlaw

Approved

- 2 companies with approved Skills Deals
- 62 estimated learners
- Total Skills Bank contribution of £21,420.00
- Total employer contribution of £9,180.00

Pipeline

- 8 companies
- 26 estimated learners
- Estimated Skills Bank contribution: £12,121.76

Deal Approved

APPROVED DEALS BY AUTHORITY

Derbyshire Dales

Pipeline

- 2 companies
- 3 estimated learner
- Estimated Skills Bank contribution: £1,398.66

Bolsover

Pipeline

- 3 companies
- 30 estimated learners
- Estimated Skills Bank contribution: £13,986.65

SKILLS DEALS BY SECTOR

Advanced Manufacturing	1	Insurance	1
Engineering	1	Business management	1
Building and Materials	38	IT Services	4
Other	1	Complementary health studies	1
Accounting and finance	1	ICT for users	1
Administration	1	ICT for uses	1
Architecture	1	Marketing and sales	1
Building and construction	29	Leisure Products	3
Business management	1	Accounting and finance	1
Complementary health studies	1	Media and communication	1
ICT for users	1	Retailing and wholesaling	1
Manufacturing technologies	1	Metals	2
Training to provide learning support	1	Business	2
Commercial Transportation	1	Other	10
Engineering	1	Other	3
Engineering	1	Accounting and finance	1
Other	1	Architecture	1
Engineering Products	12	Building and construction	1
Other	3	Business management	1
Accounting and finance	2	Health and social care	1
Building and construction	3	Marketing and sales	1
Engineering	1	Teaching and lecturing	1
Health and social care	2	Property	1
Marketing and sales	1	Building and construction	1
Financials	2	Retailers	1
Accounting and finance	2	Business management	1
Food Products	1	Support	3
Business management	1	Accounting and finance	1
Health Care and Related Services	4	Business management	1
Business management	2	Teaching and lecturing	1
Health and social care	2	Tourism and Lesiure	1
Industrials	2	Sport, leisure and recreation	1
Manufacturing technologies	1		
Retailing and wholesaling	1		

Number of companies in sector

SSA Tier 2 type of Skills Deal

BESPOKE REQUESTS BY SECTOR

Sector	Learners	Total Cost	Skills Bank Cost	SB Contribution	Region	Pipeline Status	Bespoke course
Advanced Manufacturing		£ 633,700	£ 316,850	50%	Sheffield	Deal Approved	Carbon Fibre Manufacture + Manipulation
Building and Materials	5	£ 7,230	£ 5,061	70%	Barnsley	Deal Approved	Leveling and Surveying
Building and Materials	147	£ 97,935	£ 48,968	50%	Doncaster	Training Started	IOSH (Health and Safety)
Building and Materials	108	£ 46,500	£ 32,550	70%	Sheffield	Training Started	Building and Construction
Building and Materials	106	£ 58,275	£ 40,793	70%	Sheffield	Training Started	Building and Construction
Building and Materials	69	£ 38,205	£ 26,744	70%	Sheffield	Deal Approved	Building and Construction
Commercial Transportation	1	£ 1,640	£ 1,148	70%	Chesterfield	Deal Approved	Sustainability Technical Training
Engineering	32	£ 634,710	£ 350,000	64%	Sheffield	Deal Approved	Knowledge transfer for bore tunneling machinery
Engineering Products	2	£ 7,231	£ 5,061	70%	Chesterfield	Deal Approved	Company specific management programme
Engineering Products	3	£ 11,700	£ 8,190	70%	Rotherham	Deal Approved	Advanced CAD in Siemens NX Version 9 & 10
Engineering Products	13	£ 12,555	£ 8,789	70%	Chesterfield	Deal Approved	Engineering
Engineering Products	5	£ 1,220	£ 610	50%	North East Derbyshire	Deal Approved	Building and Construction
Engineering Products	2	£ 6,199	£ 4,339	70%	North East Derbyshire	Deal Approved	Building and Construction
Financials	22	£ 19,634	£ 8,050	41%	Chesterfield	Deal Approved	ACA
Health Care and Related Services	15	£ 2,512	£ 1,758	70%	Sheffield	Deal Approved	Healthcare relates services
Industrials	3	£ 7,884	£ 5,519	70%	Sheffield	Deal Approved	Company Specific Leadership Development programme
Insurance	10	£ 15,000	£ 6,750	45%	Doncaster	Deal Approved	Specialised leadership training
IT Services	1	£ 2,395	£ 1,198	50%	Sheffield	Deal Approved	Microsoft MCSA Windows 10
IT Services	2	£ 2,640	£ 1,320	50%	Sheffield	Deal Approved	ICT for practitioners
IT Services	1	£ 30,342	£ 15,171	50%	Doncaster	Deal Approved	Marketing and Sales
Leisure Products	1	£ 2,665	£ 1,866	70%	Sheffield	Training Started	Media and Communications
Leisure Products	5	£ 6,000	£ 4,200	70%	Sheffield	Deal Approved	Specialised leadership training
Other	2	£ 5,580	£ 3,906	70%	Sheffield	Deal Approved	Felling courses
Other	202	£ 55,600	£ 38,920	70%	Sheffield	Training Started	Building and Construction
Other	1	£ 4,242	£ 2,969	70%	Doncaster	Training Started	Building Services
Other	30	£ 7,690	£ 5,383	70%	Doncaster	Deal Approved	Business
Other	1	£ 14,375	£ 10,063	70%	Other	Deal Approved	Commercial Helicopter Pilot's License
Other	1	£ 1,995	£ 998	50%	Sheffield	Deal Approved	Law and Legal Services
Retailers	32	£ 25,000	£ 17,500	70%	Rotherham	Deal Approved	Business Management
Support	2	£ 6,000	£ 3,600	70%	Doncaster	Deal Approved	Business

SKILLS ASSESSMENT ANALYSIS

Some initial themes from employers undertaking Skills Assessments:

- **Businesses often know what skills they need but struggle to find the right people**

While 74% of businesses think that their workforce has clearly defined roles and responsibilities, only 33% think their current workforce has the skills needed to deliver their business products and services. When they recruit, only 42% of businesses said that their new employees have been sufficiently trained to allow them to deliver their products and services.

- **There's a broad need for marketing skills – especially for using technology**

60% of businesses indicate that their workforce do not have the skills to market the business, its products and services. 56% think they're not able to effectively use technology and social media to connect with customers.

- **Businesses believe they will see benefits from upskilling in their back office functions**

SMEs have suggested that they need to develop their employee's skills in finance, including systems and reporting, with only 40-45% of SMEs indicating their workforce has the skills required to run their back office functions effectively. 59% of all businesses think their legal skill set (including procurement, negotiation, contracting) and HR functions would benefit from an investment in skills.

- **Large companies need to improve how their staff work together in teams**

Only 40% of large businesses think their workforce is able to work productively in teams, while 50% agreed that their workforce understands the needs of both their business and their customers.

SKILLS ASSESSMENT ANALYSIS

- **Businesses in different sectors have varying needs**

Comparing the aggregate data gave some useful insights into the needs of specific industries. As an example, 65% of companies in the building materials sector thought their skills development plan effectively supported the delivery of their products and services. This contrasts to 38% of organisations in the healthcare and related sector. But, when looking at how these sectors view their administration and management skills, a different picture emerges. 77% of the healthcare and related sector believed their employees needed training and support in developing new products, whereas in the building and materials sector this is 43%.

These variations are not a one off. To use another example, 75% of the engineering products sector said that their business had recently invested in technology for making products and services compared to only 50% of the support sector. This led to 79% of the support sector indicating they had a skills need with regards to technology compared to only 44% in the engineering products sector.

- **Different LAs face different challenges with regards to upskilling**

There are also some striking differences faced by different Local Authorities. 72% of companies in Chesterfield said that they had an up-to-date development plan for their business compared to only 50% in Sheffield.

81% of companies in Rotherham thought their business had a clear plan for the future and understood the capabilities to deliver this compared to only 60% in Doncaster and in Sheffield, 63% identified a skills need for Technology compared to only 42% of companies in Barnsley.

What is this? Need to be clearer – is it healthcare / social work?

ditto

GROWTH STORY THEMES

Some initial themes are starting to emerge from our growth stories. Please note we are in the process of completing some more detailed analysis on this and will be able to share in due course:

- Reducing complexity and inefficiency in processes to allow business to take on more work / deliver current projects more quickly or to a higher standard
- Upskilling or cross-training of staff to help them win more work and/or be more agile in the work they can take on because all of their staff are trained to the appropriate level
- Winning work with new clients or in different markets by having appropriate training / accreditations which are seen as a prerequisite
- Training staff to take on more complex and highly skilled roles – this allows for the backfilling of lower skilled roles with new staff / school leavers / apprentices
- Winning new work through effectively being able to write bids and /or manage contracts

THANK YOU



The Sheffield City Region Skills Bank ("Skills Bank") is a project funded by the European Union's European Social Fund (ESF) and The Sheffield City Region (SCR) and is led and administered by PricewaterhouseCoopers LLP (PWC) 2016.

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The 'Skills Bank' brand is an initiative led by Sheffield City Region Local Enterprise partnership, which is a collaboration between the public and private sectors to ensure the growth of a rebalanced local economy and contribute to the renewal of the national economy. For more information go to <http://sheffieldcityregion.org.uk/>

SCR COMBINED AUTHORITY SKILLS, EMPLOYMENT AND EDUCATION EXECUTIVE BOARD

17th November 2016

Performance Dashboard

Purpose

This paper and supporting dashboard appended in Annex 1 provide and update to the Skills, Employment and Education Executive board on the performance of skills and employment programmes delivered across the city region.

1. Issue

- 1.1 In January 2016 the SCR Skills, Employment and Education Executive board approved a draft performance dashboard and requested updates to be included within papers at every other board cycle.

2. Recommendations

- 2.1 This paper asks board members to review current performance.
- 2.2 To note change request in relation to the submission date of the Full Business Case (FBC) in relation to the RNN Group HE Centre proposal. No action required.
- 2.3 Endorse movement of the funding profile for the RNN Group HE Centre proposal from £3m in 2016/17 and £1m in 2017/18 to £3.5m all to be claimed within the 2017/18 financial year.

3. Background Information

- 3.1 The performance dashboard has been developed as a tool to track and performance manage city region employment and skills programmes including programmes that operate on a city region footprint but are not directly contracted by the combined authority.
- 3.2 Attached in Annex A is an updated iteration of the performance dashboard and includes data to the end of September 2016 (unless stated otherwise).
- 3.3 The report is split into the following sections –
- Programmes delivering jobs (Skills Made Easy/Grant for Apprentices)
 - Programmes supporting employment (Ambition SCR/Skills for Jobs)

- Programmes supporting skills (Skills Made Easy/Skills Bank)
- Infrastructure (Skills Capital)

3.4 Headline performance information to the end of October 2016:

- 2,266 jobs created against a target of 4,000.
- 324 people assisted into employment against a target of 395 (data not updated since May 2016).
- 4,100 people assisted with skills against a target of 3,206.
- £1,165,665.10 of private sector investment leveraged.

3.5 Additional updates since the last dashboard was reported in July 2016:

- All 2016/17 claims are now in for the National High Speed Rail College (£5,000,000)

4. Implications

i. Financial

There are no financial implications of this report. Report for update only.

ii. Legal

There are no legal implications of this report. Report for update only.

iii. Diversity

There are no diversity implications of this report however work continues with all contractors to monitor numbers of learners coming from diverse backgrounds.

iv. Equality

There are no equality implications of this report however work continues with all contractors to monitor numbers of learners coming from differing ethnic backgrounds.

REPORT AUTHOR POST

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Officer responsible

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Organisation

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

<N:\PROGRAMMES\SKILLS\BOARD PAPERS\Dashboards\Annex A October SCR Programme Dashboard SKILLS 2016 v4.xlsx>

Other sources and references:

<N:\PROGRAMMES\SKILLS\BOARD PAPERS\Dashboards>

<N:\PROGRAMMES\SKILLS\SKILLS BANK PROGRAMME MANAGEMENT\PERFORMANCE REPORTS\Skills Bank MI 31102016.pptx>

Skills programme

Monthly Performance Dashboard

Monthly highlights

Q2 16/17

Report date - 31/10/2016

PROGRAMME STATUS

Page 51

Amber

2,266

Programmes delivering jobs:

Skills Made Easy (SME) - 2,605 new apprentices delivered (to the end of July 2016) against a total programme target of 4,000 (note: actuals figure includes 399 students from large businesses). The programme ended at the end of July 2016.

Grant for Apprenticeships (GAP) - We remain the top performing devolved area and to the end of September 2016 980 grant applications have been made for starters in the 2016/17 financial year. Total starts for 15/16 was 1,524 (July 2016 data). In the 9 months April to December 2015, we have paid around 1,500 GAP grants. SCR has on average supported 25% more South Yorkshire employers per month with apprenticeship grants than the national AGE system did. The differentiated grant values for different levels of apprenticeship and weightings for key sectors / frameworks have led to a saving of around £250k relative to what the same number of grants would have cost through AGE. (AGE - £1,500 and GAP average - £1,300).

Programmes supporting employment:

Ambition SCR - No update received from SCC following repeated requests. 1,134 starts on programme (to the end of May 2016). Job outcomes are slightly below profile with 352 young people having moved into a job and stayed in it for a minimum of 4 weeks. Sustained outcomes are at 170 which is slightly below the profile of 217 with one month in the quarter to go. Sustained outcomes are measured at 26 weeks which goes some way to explain the delay in the data. Numbers of referrals from Rotherham have now increased but a high proportion of them are further away from the labour market and needing additional behavioural support. Currently they are referred onto a 'get ready' programme prior to referral to Ambition as Rotherham opted not to have behavioural change incorporated into their delivery.

Programmes supporting skills:

Skills Made Easy (SME) - People assisted with skills ended over target at 2,056 (to end July 2016) against a programme target of 1,000.

Skills Bank - The programme was launched on the 31st March 2016. To the 30th October 2016, 85 business deals have been agreed involving 1,393 learners. This equates to a total training cost of £1,873,800 of which 43% (£565,665.16) has been invested from the private sector.

Infrastructure:

2016/17 spend risk as RNN HE Centre has now been profiled to spend in 2017/18 subject to successful Full Business Case process. Update to follow on the current status of British Glass.

North Nott's College Capital build - works will complete in November 2016.

National High Speed Rail College - £5m of the total contract value of £6m claimed. Balance will be claimed in April 2017 at the latest.

JOBS CREATED

324

PEOPLE ASSISTED WITH
EMPLOYMENT

Page 52

Programme summary

Thematic programme	RAG status this month	RAG status last month	Movement since last month (↑/→/↓)	Headline Risk Commentary	Actions escalated to Programme Board
Programmes delivering jobs	Amber	Amber	→	Skills Made Easy - Contracted ended in July 2016. 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. Data not received since July 2016. Skills for jobs - ESG (Skills) Ltd have been the successful organisation. Awaiting date for tri-partite meeting with the provider and the Skills Funding Agency (SFA).	Not applicable
Programmes supporting skills	Green	Green	→	Skills Made Easy - Contracted ended in July 2016. Skills Bank - To the 30th October 2,044 people have been assisted with skills. There are a further 7,807 learners within the pipeline.	Not applicable
Infrastructure	Amber	Amber	↑	NNC Capital - Full contract amount (third of total costs) invoiced March 2016. Works on target to complete in November 2016. National College for High Speed Rail - £5m claimed. Build on target. RNN group - FBC re-submitted on the 8th October 2016. 5 weeks for SFA to undertake the financial/capital assessment. it is clear from an early view of the submission, that the college have undertaken a lot of work with employer engagement in the area. Kept rating as amber due to amendment to funding profile of the RNN HE Centre submission (note change request within the infrastructure section).	Not applicable

4,100
PEOPLE ASSISTED WITH
SKILLS

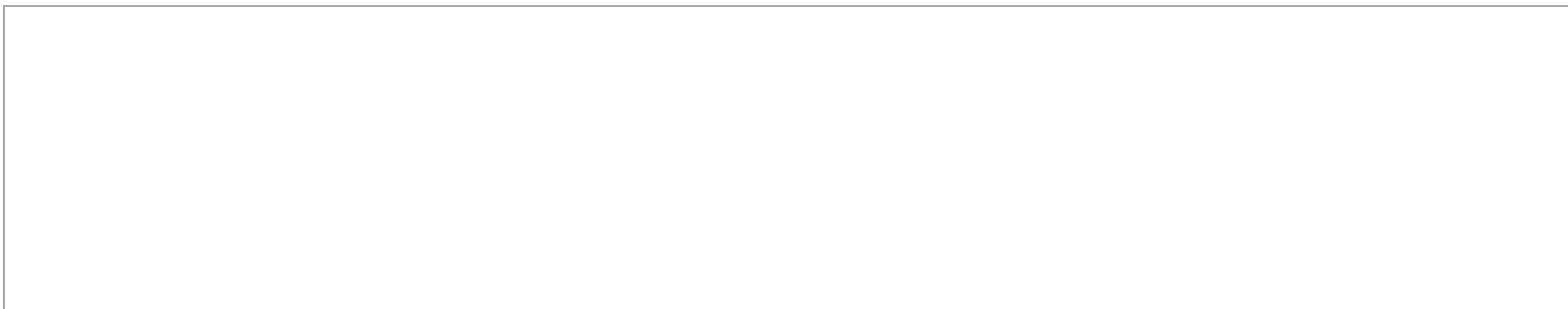
Top 3 risk per programme

		Risk	Owner	Movement in month	Current actions	Future actions
Programmes delivering jobs	1	Skills Made Easy - Supply of young people	Sheffield City Council	New Jan 16. Activity on-going. CLOSED - remove after November 2016 board meeting.	SCC are working with SCR schools, organisations supporting young people and JCP to generate referrals to the programme.	CLOSED QUERY.
	2	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 ongoing for up to 4 years until the last apprentice completes their apprenticeship.	Clarification required from SCC in terms of short term funding. Options include review of as part of ESF funding priority 2.2.
Programmes supporting employment	3	Ambition SCR - Number of referrals. Work placement numbers below those profiled.	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.
	4	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.
	5	Skills for Jobs - Procurement phase	Skills Funding Agency (SFA)	New- Mar 16. CLOSED - remove after November 2016 board meeting.	Staffing changes at the SFA meant there were significant delays to procurement. Now procured awaiting contract clarification/tri-partite meeting.	CLOSED QUERY.

programmes supporting skills	6	Skills Made Easy - Perception of the project terminating on the 31st July 2016	Combined Authority	New Jan 16. Activity on-going. CLOSED - remove after November 2016 board meeting.	Communication in terms of the projects residual activity which will be ingoing for up to 4 years until the last apprentice completes their apprenticeship.	SCC funding until the end of 2016. Included as part of Apprenticeship strategy planning. Options include review of as part of ESF funding priority 2.2.
	7	Skills Bank - spend profile behind target	PwC	New Jun 16.	Whilst all key milestones and deliverables are currently on track, committed spend is currently behind profile. Employer engagement through marketing and communications activites as well as the Skills Bank roadshow is on-going.	On-going monitoring. There are several conversations in progress with employers across the region for large/complex skills deals which include work within priority sectors, inward investment opportunities and aggregate skills deals.
	8	Skills Bank - Skills Bank and wider growth hub alignment and cross referral.	PwC	New May 16.	This has been flagged to the Skills Bank governance board and growth hub representation has been built into the Operational group.	TBC if required. This is being actively addressed and monitored
	9	RNN Group - North Notts College -	North Notts College	Limited	Control of asbestos (if present). Full demolition and refurbishment survey undertaken and presence of asbestos in general ruled out.	Watching brief for the period of the works.
	10	Doncaster Borough Council - National College for High Speed Rail - programme delays, failure to complete by August 11 2017.	Doncaster Metropolitan Borough Council	Limited	On-going meetings with clients	Soft landing workshops to be arranged.
	11	Doncaster Borough Council - National College for High Speed Rail - continuity of the 2 schemes (Birmingham)	Doncaster Metropolitan Borough Council	Limited	Monthly coordination meetings	N/A
	12	Doncaster Borough Council - National College for High Speed Rail - additional specialist equipment costs due to pricing/specification changes	Doncaster Metropolitan Borough Council	Limited	Allowances made on pricing schedule	On-going monitoring

£5,319,055
INFRASTRUCTURE
SPEND

Performance against SEP targets

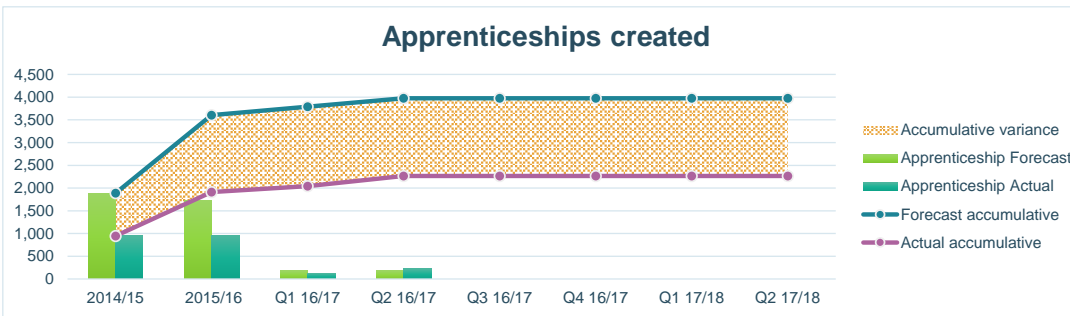


Programmes delivering jobs

Monthly Performance Dashboard

New Apprentices - Performance to date

QUARTERLY OVERVIEW	2014/15	2015/16	Q1 16/17	Q2 16/17	Q3 16/17	Q4 16/17	Q1 17/18	Q2 17/18	Target
Apprenticeship Forecast	1,887	1,718	184	186	0	0	0	0	4,000
Apprenticeship Actual	946	965	130	225	0	0	0	0	2,266
Forecast accumulative	1,887	3,605	3,789	3,975	3,975	3,975	3,975	3,975	3,975
Actual accumulative	946	1,911	2,041	2,266	2,266	2,266	2,266	2,266	2,266
Accumulative variance	-941	-1,694	-1,748	-1,709	-1,709	-1,709	-1,709	-1,709	-1,709



Narrative on progress to date:

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.

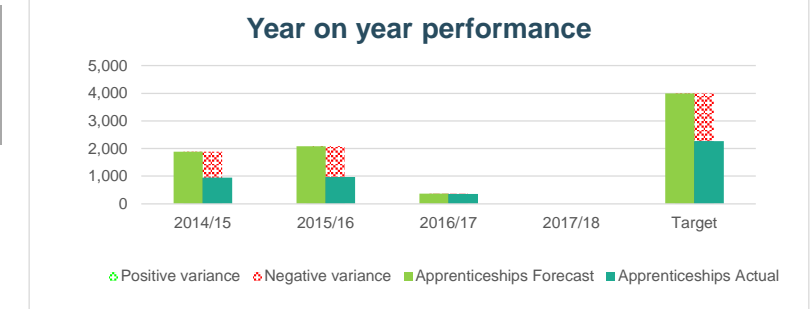
On top of actual starts there were over a 1,000 additional training plans agreed with employers (3,332 to end of July 2016) This demonstrates that there is a recognised employer need, but that in a number of cases they need some time to work through the process.

New Apprentices year on year performance

Year on year review	2014/15	2015/16	2016/17	2017/18	Target
Apprenticeships Forecast	1,887	2,088	370	0	4,000
Apprenticeships Actual	946	965	355	0	2,266
Variance	-941	-1,123	-15	0	-1,734
% Achieved	50.1%	46.2%	95.9%	#DIV/0!	56.7%

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



PROJECT:
Skills Made Easy
(Growth Deal)

Start Date:

End Date:
31/07/2016

OUTCOMES:

3,789

NUMBER OF TARGET JOBS
TO DATE

Page 56

2,266

ACTUAL JOBS CREATED

-1,523

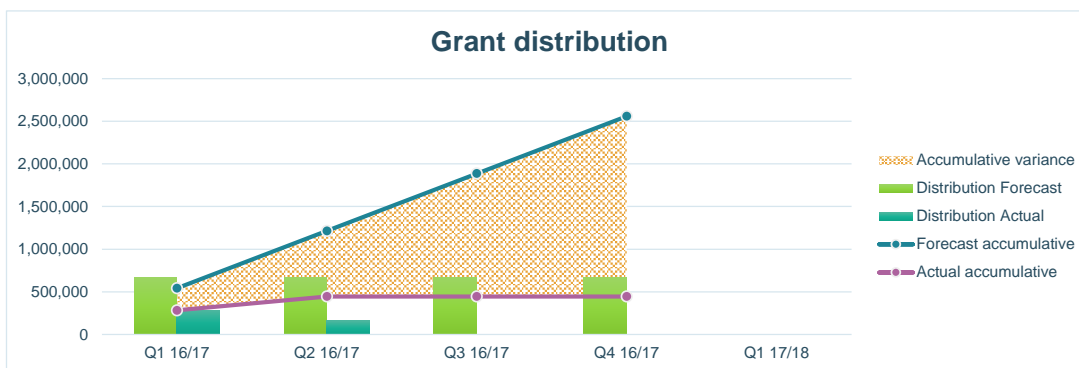
VARIANCE

Programmes delivering jobs

Monthly Performance Dashboard

Grant for Apprenticeships - Distribution performance to date

QUARTERLY OVERVIEW	Q1 16/17	Q2 16/17	Q3 16/17	Q4 16/17	Q1 17/18	Target
Distribution Forecast	671,625	671,625	671,625	671,625	0	2,686,500
Distribution Actual	283,990	162,250				446,240
Hidden base	283,990	446,240	446,240	446,240	0	1,622,710
Forecast accumulative	544,250	1,215,875	1,887,500	2,559,125	0	2,686,500
Actual accumulative	283,990	446,240	446,240	446,240	0	1,939,520
Accumulative variance	260,260	769,635	1,441,260	2,112,885	0	-746,980



Narrative on progress to date:

* 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 payment lag will remain throughout the programme.

*Applications are still coming in for students in 2015.

*980 applications have been received so far in 2016 (to the end of September 2016). of these, 628 have passed initial checked pending grant due dates and further provider/employer confirmations.

*125 applications were received in September 2016 alone.

PROJECT:
Grant for
Apprenticeships
BIS/SFA

Start Date:

01/04/2015
End Date:
31/03/2017

OUTCOMES:

£2,686,500
TARGET DISTRIBUTION TO
DATE

£446,240
ACTUAL DISTRIBUTION TO
DATE

-£2,240,260
VARIANCE

Programmes delivering jobs

Monthly Performance Dashboard

Key milestones
& change
control

Performance against key milestones

Milestones		Planned completion	Forecasted completion			Actions	Owner	RAG status
			Current period	Last period				
SME apprenticeships	Ministerial Agreement Secured	Jun-12	Jun-12	Jun-12		Delivered	Combined Authority	Green
	Negotiations Complete	Oct-12	Oct-12	Oct-12		Delivered	Combined Authority	Green
	Procurement Activity	Dec-13	Dec-13	Dec-13		Delivered	Combined Authority	Green
	Programme in Delivery	Mar-13	Mar-13	Mar-13		Delivered	Sheffield City Council	Green
	It systems Live - Website and MI System	Jan-14	Jan-14	Jan-14		Delivered	Sheffield City Council	Green
	Programme end	Jul-16	Jul-16	Jul-16		Delivered	Sheffield City Council	Green
	Evaluation	Sep-16		Sep-16			Accountable Body	Amber
GAP 2015	Project Live	Apr-15	Apr-15	Apr-15		Delivered	Accountable Body	Green
	SFA Data Sharing Workshop	May-15	Jul-15	Jul-15		Delivered	SFA/Accountable Body	Green
	Combined authority and SFA conclude Data Sharing Agreement	Apr-15	Jul-15	Jul-15		Delivered	Combined Authority	Green
	SFA provide GAP data	Jun-15	Jul-15	Jul-15		Delivered	Sheffield City Council	Green
	Payments released	Jul-15	Sep-15	Sep-15		Delivered	Combined Authority	Green
	SFA confirmation of queried records' status on data supplied	Oct-15	Jan-16	Jan-16		Delivered	Sheffield City Council	Green
	Close down process	Jul-16	Jul-16			Will not be applicable as further funding confirmed.	Combined Authority	Green
	Evaluation	Jul-16	Jul-16			Will not be applicable as further funding confirmed.	Sheffield City Council	Green
GAP 2016	Project Live	Apr-16	Apr-16	Apr-16		On-going	Accountable Body	Green
	Close down process							
	Evaluation							

Change control

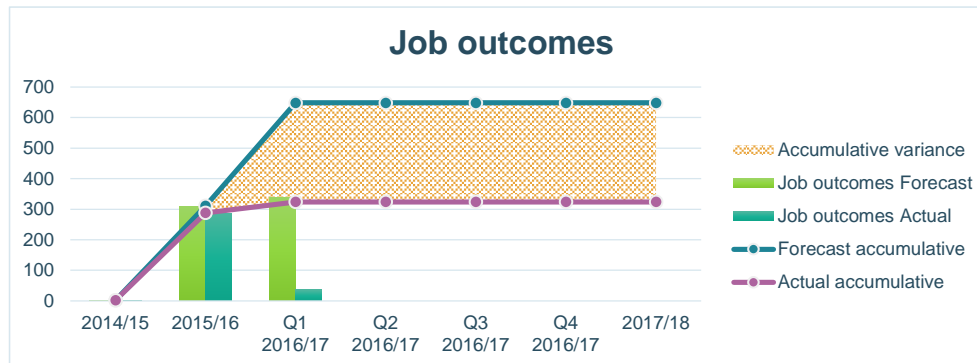
Project		Change	Proposer	Reason		Status

Programmes delivering employment

Monthly Performance Dashboard

Job outcomes - Performance to date

QUARTERLY OVERVIEW	2014/15	2015/16	Q1 2016/17	Q2 2016/17	Q3 2016/17	Q4 2016/17	2017/18	Target
Job outcomes Forecast	2	309	337					648
Job outcomes Actual	2	286	36					324
Forecast accumulative	2	311	648	648	648	648	648	648
Actual accumulative	2	288	324	324	324	324	324	324
Accumulative variance	0	-23	-324	-324	-324	-324	-324	-324



Narrative on progress to date:

* Staggered start from December 14 to April 15 but all local authority areas are now in delivery.

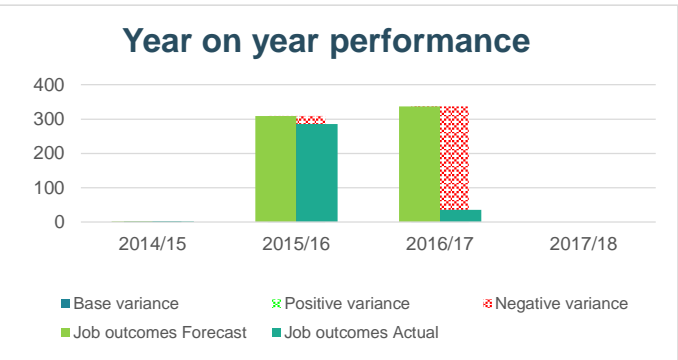
* 1,134 starts on programme to the end of May 2016.

Job outcomes year on year performance

Year on year review	2014/15	2015/16	2016/17	2017/18	Target
Job outcomes Forecast	2	309	337	0	648
Job outcomes Actual	2	286	36	0	324
Variance	0	-23	-301	0	-324
% Achieved	100.0%	92.6%	10.7%	#DIV/0!	50.0%

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



PROJECT:
Ambition SCR
Cabinet Office

Start Date:
01/01/2015
End Date:
31/07/2017

OUTCOMES

395

JOB OUTCOME
TARGET TO DATE

324

JOB OUTCOMES
ACHIEVED TO DATE

-71

VARIANCE

Programmes delivering employment

Monthly Performance Dashboard

PROJECT:

Ambition SCR
Cabinet Office

Start Date:

01/01/2015

End Date:

31/07/2017

OUTCOMES

217

SUSTAINED JOB
OUTCOME TARGET
TO DATE

170

SUSTAINED JOB
OUTCOMES
ACHIEVED TO DATE

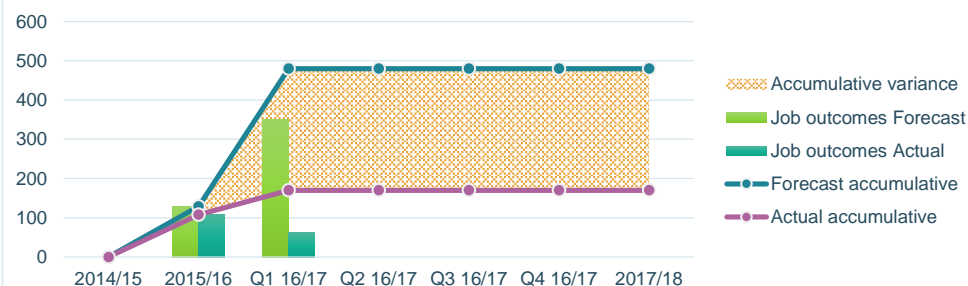
-47

VARIANCE

Sustained Job outcomes - Performance to date

QUARTERLY OVERVIEW	2014/15	2015/16	Q1 16/17	Q2 16/17	Q3 16/17	Q4 16/17	2017/18	Target
Job outcomes Forecast	0	129	351	0	0	0	0	480
Job outcomes Actual	0	108	62	0	0	0	0	170
Forecast accumulative	0	129	480	480	480	480	480	480
Actual accumulative	0	108	170	170	170	170	170	170
Accumulative variance	0	-21	-310	-310	-310	-310	-310	-310

Sustained Job outcomes



Narrative on progress to date:

* Poor quality candidates recruited in quarter 3 have had an impact on the job outcomes recorded in Q4.

* Back to work bonus has been beneficial in terms of sustained job outcomes but has also proved a useful tool in facilitating the continued contact between the employee and the ambition keyworker. Current breakdown of claims is as follows:

246 - 4 week payments of £150
164 - 13 week payments of £150
86 - 26 week payments of £200

Job outcomes year on year performance

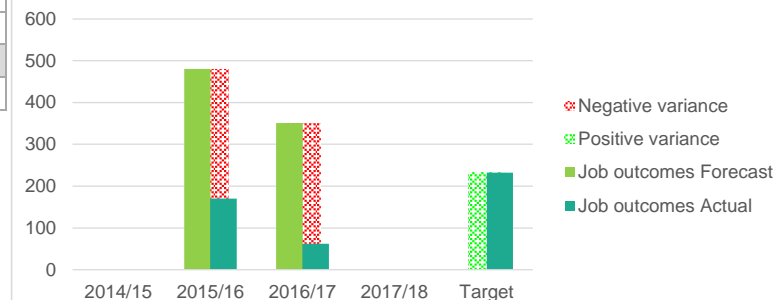
Year on year review	2014/15	2015/16	2016/17	2017/18	Target
Job outcomes Forecast	0	480	351	0	0
Job outcomes Actual	0	170	62	0	232
Variance	0	-310	-289	0	232
% Achieved	0.0%	35.4%	17.7%	0.0%	0.0%

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

Year on year review



Monthly Performance Dashboard

Milestones		Planned completion	Forecasted completion			Actions	Owner	RAG status
			Current period	Last period				
Ambition SCR	Phased role out begins	Jan-15	Jan-15	Jan-15		Delivered	Sheffield City Council	Green
	Role out complete	Apr-15	Apr-15	Apr-15		Delivered	Sheffield City Council	Green
	Mi system live	May-15	May-15	May-15		Delivered	Sheffield City Council	Green
	Contract Performance Review	Nov-15	Nov-15	Nov-15		Delivered	Sheffield City Council	Green
	Year 2 funding & target redistribution	Dec-15	Apr-16	Dec-15		Delivered	Sheffield City Council	Green
	Re-profile of delivery sent to cabinet office	Apr-16	Apr-16	Mar-16		Delivered	Sheffield City Council	Green
	Final enrolments to the programme	Mar-17	Mar-17	Mar-17			Sheffield City Council	Red
	Evaluation	Aug-17	Aug-17	Aug-17			Sheffield City Council	Red
Skills for Job growth	Service requirements submitted to DWP	May-15	May-15	May-15		Delivered	Skills Funding Agency	Green
	Tender specifications developed	Jul-15	Jul-15	Jul-15		Delivered	Skills Funding Agency	Green
	EU funds approved (UK Gov)	Sep-15	Sep-15	Sep-15		Delivered	Skills Funding Agency	Green
	Procurement	Jan-16	Jun-16	Jun-16		Delivered	Skills Funding Agency	Green
	Appoint provider	Jul-16	Oct-16	Jul-16		Delivered	Skills Funding Agency	Green
	Contract Clarification	Aug-16	Oct-16	Aug-16			Skills Funding Agency	Amber
	Service goes live	Sep-16	Nov-16	Sep-16			Skills Funding Agency	Red

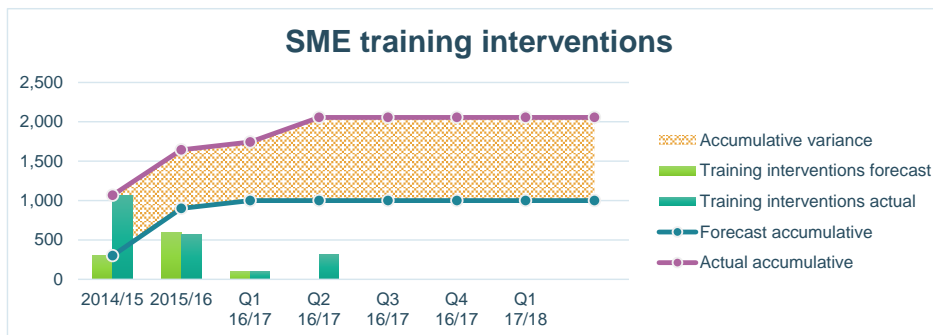
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Project supporting skills

Monthly Performance Dashboard

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

QUARTERLY OVERVIEW	2014/15	2015/16	Q1 16/17	Q2 16/17	Q3 16/17	Q4 16/17	Q1 17/18	Q2 17/18	Target
Training interventions forecast	300	600	100	0	0	0	0	0	1,000
Training interventions actual	1,068	575	100	313	0	0	0	0	2,056
Hidden base	1,068	1,643	1,743	2,056	2,056	2,056	2,056	2,056	2,056
Forecast accumulative	300	900	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Actual accumulative	1,068	1,643	1,743	2,056	2,056	2,056	2,056	2,056	2,056
Accumulative variance	-768	-743	-743	-1,056	-1,056	-1,056	-1,056	-1,056	1,056
Accumulative variance	768	743	743	1,056	1,056	1,056	1,056	1,056	1,056



Narrative on progress to date:

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

* 2015/16 performance - 575 people have been assisted with skills against a target of 600.

* 2016/17 performance - 413 people have been assisted with skills against a target of 100.

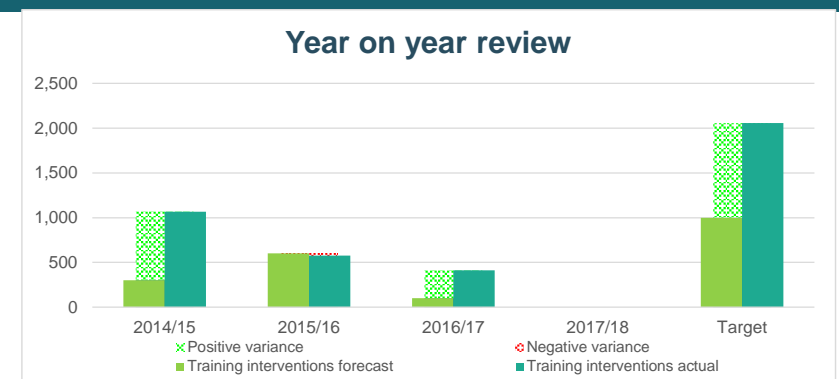
People assisted with skills (training interventions) - Year on year performance

Year on year review	2014/15	2015/16	2016/17	2017/18	Target
Training interventions forecast	300	600	100	0	1,000
Training interventions actual	1,068	575	413	0	2,056
Variance	768	-25	313	0	1,056
% Achieved	356.0%	95.8%	413.0%	0	205.6%

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



PROJECT:
Skills Made Easy
Growth Deal

Start Date:
01/04/2014

End Date:
31/07/2016

OUTCOMES

1,000
TARGET NUMBER OF
PEOPLE ASSISTED
WITH SKILLS TO

2,056
ACTUAL NUMBER OF
PEOPLE ASSISTED
WITH SKILLS TO
DATE

1,056
VARIANCE

Project supporting skills

Monthly Performance Dashboard

PROJECT:
Skills Bank
(main)
SFA/ESF

Start Date:
01/04/2016
31/03/2018

OUTCOMES

9,801

TARGET NUMBER OF
PEOPLE ASSISTED
WITH SKILLS TO

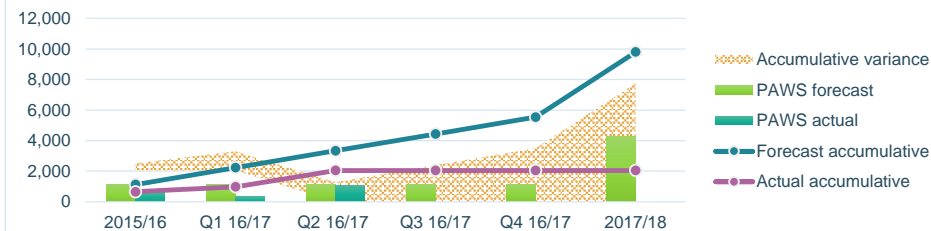
2,044
ACTUAL NUMBER OF
PEOPLE ASSISTED
WITH SKILLS TO
DATE

-7,757
VARIANCE

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

QUARTERLY OVERVIEW	2015/16	Q1 16/17	Q2 16/17	Q3 16/17	Q4 16/17	2017/18	Target
PAWS forecast	1,125	1,103	1,103	1,103	1,104	4,263	9,801
PAWS actual	651	322	1,071	0	0	0	2,044
Forecast accumulative	1,125	2,228	3,331	4,434	5,538	9,801	9,801
Actual accumulative	651	973	2,044	2,044	2,044	2,044	2,044

People assisted with skills



Narrative on progress to date:

2015/16 data includes pilot learners only.

Official programme launched on the 31st March 2016.

There are currently 7,807 learners in the reporting pipeline (data to the 30th October 2017).

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

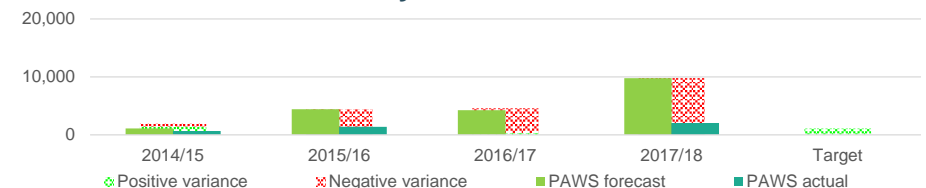
Year on year review	2015/16	2016/17	2017/18	Target
PAWS forecast	1,125	4,413	4,263	9,801
PAWS actual	651	1,393	0	2,044
Variance	-474	-3,020	-4,263	-7,757
% Achieved	57.9%	31.6%	0.0%	20.9%

Assumptions:

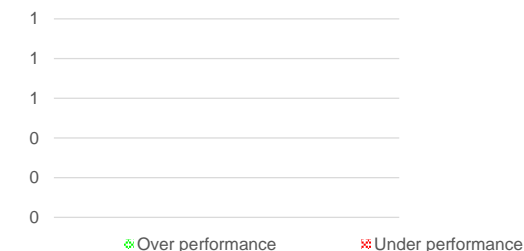
- Current Total is based on the re baselined total to ensure target is achieved by July 2016
- Projection is calculated on average % achieved to date in current year and rolled forward to 2016/17

Results	GVA uplift	Private Leverage
Forecast		
Actual	565,665	565,665
Variance	565,665	565,665
% Achieved		

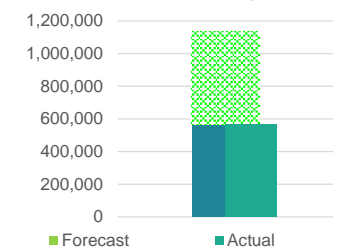
Year on year review



GVA uplift



Private Leverage



Project supporting skills

Monthly Performance Dashboard

Performance against key milestones

Milestones		Planned completion	Forecasted completion			Actions	Owner	RAG status
			Current period	Last period				
Skills Made Easy	Ministerial Agreement Secured	Jun-12	Jun-12	Jun-12		Delivered	Combined Authority	Green
	Negotiations Complete	Oct-12	Oct-12	Oct-12		Delivered	Combined Authority	Green
	Procurement Activity	Dec-13	Dec-13	Dec-13		Delivered	Combined Authority	Green
	Programme in Delivery	Mar-13	Mar-13	Mar-13		Delivered	Combined Authority	Green
	It systems Live - Website and MI System	Jan-14	Jan-14	Jan-14		Delivered	Sheffield City Council	Green
Skills Bank (Pilot)	Evaluation	Sep-16	Sep-16	Sep-16			Sheffield City Council	Amber
	Bid submitted	Sep-15	Sep-15	Sep-15		Delivered	Combined Authority	Green
	Grant Offer Received	Oct-15	Oct-15	Oct-15		Delivered	Combined Authority	Green
	Project Initiation	Nov-15	Nov-15	Nov-15		Delivered	Combined Authority	Green
	Delivery period	Mar-16	Mar-16	Mar-16		Delivered	Institutions	Green
Skills Bank Main	Evaluation	Apr-16	Apr-16	Apr-16		Delivered	Institutions	Green
	Bid submitted	Sep-15	Sep-15	Sep-15		Delivered	Combined Authority	Green
	Grant Offer Received	Oct-15	Oct-15	Oct-15		Delivered	Combined Authority	Green
	Project Initiation	Nov-15	Nov-15	Nov-15		Delivered	Combined Authority	Green
	Evaluation	Mar-18	Mar-18	Mar-18			PwC	Red
	Feasibility Study	Jan-20	Jan-20	Apr-16			Consultancy	Red

Change control

Project	Change	Proposer	Reason	Status

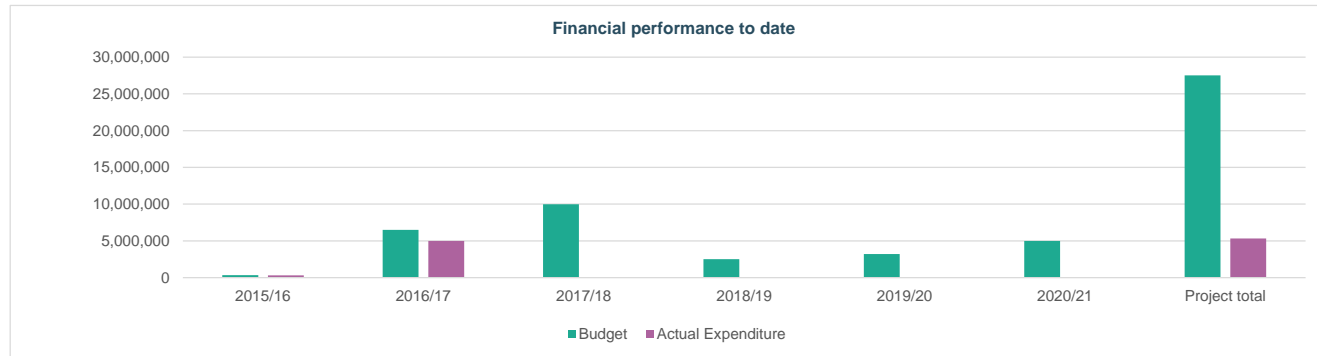
Key milestones & change control

Infrastructure

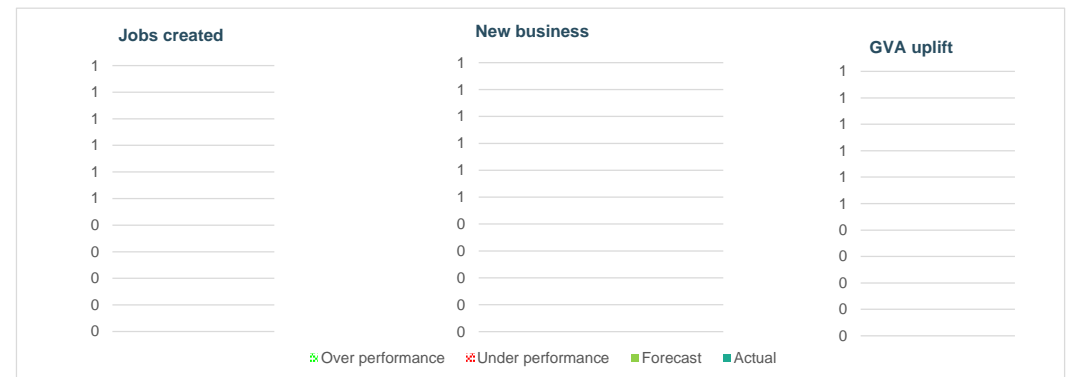
Monthly Performance Dashboard

Summary performance - Infrastructure total

Spend performance	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	Project total
Budget	326,055	6,500,000	9,989,000	2,500,000	3,200,000	5,000,000	27,515,055
Actual Expenditure	319,055	5,000,000	0				5,319,055
Over expenditure	0	0	0				
Under expenditure	7,000	1,500,000	9,989,000	2,500,000	3,200,000	5,000,000	22,196,000
Variance	-7,000	-1,500,000	-9,989,000	-2,500,000	-3,200,000	-5,000,000	-22,196,000
% Achieved	97.9%	76.9%	0.0%	0.0%	0.0%	0.0%	19.3%



Results	Jobs created	New business	GVA uplift
Forecast	0	0	0
Actual	0	0	0
Base variance	0	0	0
Over performance			
Under performance			
Variance	0	0	0
% Achieved			



SUMMARY
PERFORMANCE
INFRA

£ 6,826,055
TOTAL FINANCIAL BUDGET
TO DATE

£5,319,055
TOTAL ACTUAL
SPEND TO DATE

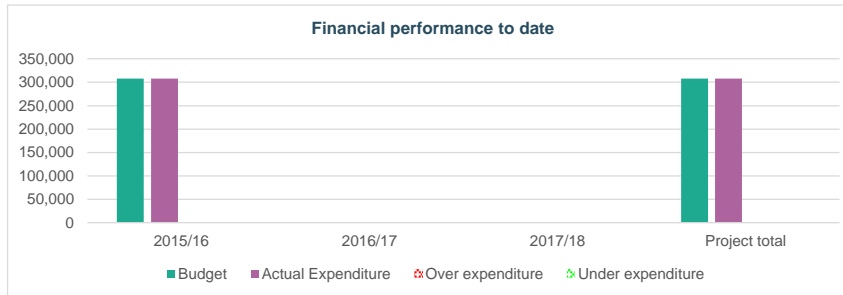
-£ 1,507,000
VARIANCE TO DATE

Infrastructure

Monthly Performance Dashboard

Financial performance

Spend performance	2015/16	2016/17	2017/18	Project total
Budget	308,055	0	0	308,055
Actual Expenditure	308,055	0	0	308,055
Over expenditure	0	0	0	0
Under expenditure	0	0	0	0
Variance	0	0	0	0
% Achieved	100.0%			100.0%



Narrative on overall progress to date:

Contract signed. Works started on 8th February 2016.
Expected works to finish in their entirety during November 2016 but this is now expected to be completed during October 2016.

Milestones and change control

Milestones		Planned completion	Forecasted completion	Actions	Owner	RAG status
North Notts College	Contract clarification	Jan-16	Jan-16	Contracted signed	North Notts College	Green
	Skills Plan/Survey analysis/Staff development	May-16	May-16	Completed	North Notts College	Green
	Employer engagement	Aug-16	Aug-16	On-going	North Notts College	Green
	Quarterly reporting	Nov-16	Nov-16	Expected to complete ahead of schedule	North Notts College	Green
	Construction phase	Nov-16	Nov-16	Long stop date	North Notts College	Amber
	628 additional students	Aug-17	Aug-17		North Notts College	Red
	Final Evaluation	Mar-18	Mar-18		North Notts College	Red

Project element	Change	Proposer	Reason	RAG status

FINANCIAL
OUTCOMES
RNN Group (North
Notts College)

£308,055
TOTAL FINANCIAL BUDGET
TO DATE

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£308,055
TOTAL ACTUAL
SPEND TO DATE

£0
VARIANCE TO DATE

Infrastructure

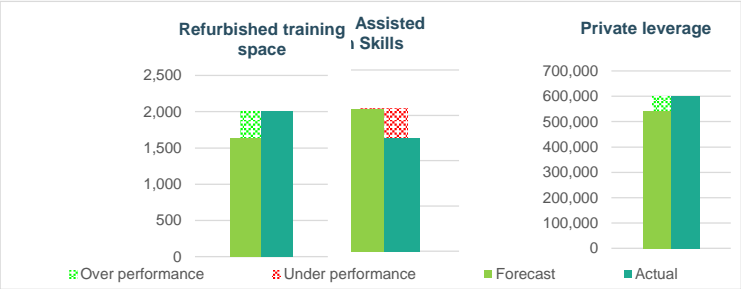
Monthly Performance Dashboard

Programme performance

Results	Jobs created	New business	GVA uplift
Forecast	0	0	0
Actual	0	0	0
Variance	0	0	0
% 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%



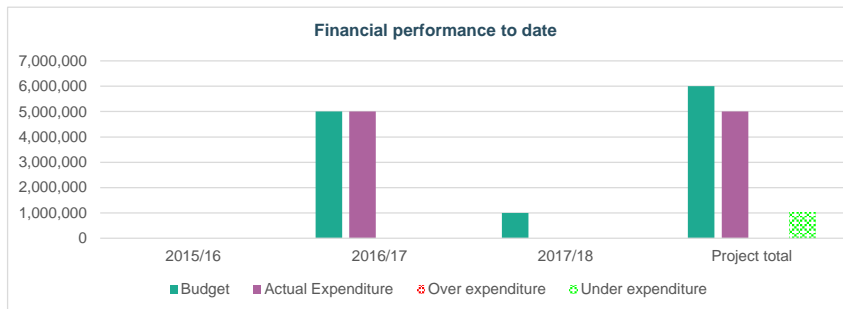
PERFORMANCE
RNN Group (North
Notts College)

Infrastructure

Monthly Performance Dashboard

Financial and programme performance

Spend performance	2015/16	2016/17	2017/18	Project total
Budget	0	5,000,000	1,000,000	6,000,000
Actual Expenditure	0	5,000,000	0	5,000,000
Over expenditure	0			0
Under expenditure	0	0	0	1,000,000
Variance	0	0	-1,000,000	-1,000,000
% Achieved		100.0%	0.0%	83.3%



Narrative on overall progress to date:

- * Groundworks started on site 18th March.
- * Change request made on 17th May 2016 to spend profile (see below table). Approval to the spend profile was included within the Dashboard paper (SEB 14 July 2016).
- * Spend to profile.
- * Works on schedule to meet dates set out in the contract.

Milestones and change control

Milestones		Planned completion	Forecasted completion		Actions	Owner	RAG status
			Current	Last			
National Rail College	Design gap analysis	Sep-15	Sep-15		Completed	DMBC	Green
	Agreement from Highways Agency for proposed site access	Oct-15	Oct-15		Completed	DMBC	Green
	Planning agreed	Mar-16	Mar-16		Completed	DMBC	Green
	Fire strategy and building controls agreed	Mar-16	Mar-16		Completed	DMBC	Green
	Design strategy signed off	Mar-16	Mar-16		Completed	DMBC	Green
	Drainage approval	May-16	May-16		On-going	DMBC	Green
	Design/procurement and consultation periods throughout the programme	Aug-17	Aug-17		On-going throughout the build process	DMBC	Red
	Waste management strategy agreed	Aug-17	Aug-17		Legislatively agreed, Further confirmation to be given by HS2 following build completion.	DMBC	Red
	BREEM excellence achieved	Aug-17	Aug-17			DMBC	Red
	Works on-going	Aug-17	Aug-17			DMBC	Red

Project element	Change	Proposer	Reason	RAG status

OUTCOMES
National Rail College
- Doncaster campus

£5,000,000
TOTAL FINANCIAL BUDGET
TO DATE

Page 68

£5,000,000
TOTAL ACTUAL
SPEND TO DATE

£0
VARIANCE TO DATE

Infrastructure

Monthly Performance Dashboard

Programme performance

Results	Jobs created	New business	GVA uplift
Forecast	0	0	0
Actual			
Base variance	0	0	0
Over performance			
Under performance			
Variance	0	0	0
% Achieved			



Outputs	New Build development m2	People assisted with skills	People assisted in employment	Private leverage £m
Forecast	7206	479	TBC	18.7
Actual				
Variance	-7,206	-479		-19
% Achieved	0.0%	0.0%		0.0%



PERFORMANCE
National Rail College
- Doncaster campus

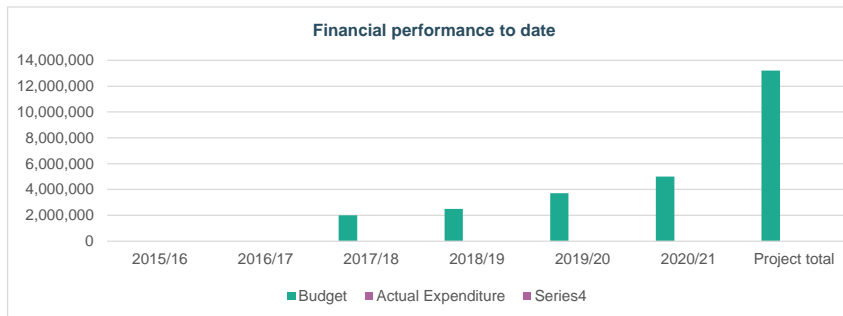
Infrastructure

Monthly Performance Dashboard

Financial and programme performance

Spend performance	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	Project total
Budget	0	0	2,000,000	2,500,000	3,700,000	5,000,000	13,200,000
Actual Expenditure	0	0	0	0	0	0	0
Over expenditure							
Under expenditure			2,000,000	2,500,000	3,700,000	5,000,000	2,000,000
Variance	0	0	-2,000,000	-2,500,000	-3,700,000	-5,000,000	-2,000,000
% Achieved			0.0%	0.0%	0.0%	0.0%	0.0%

Narrative on overall progress to date:
Total Capital Funding - £28m
Call for schemes to follow ABR recommendations. Pipeline includes an lol (Institute of Infrastructure).



Milestones and change control

	Milestones	Planned completion	Forecasted completion		Actions	Owner	RAG status
			Current	Last			
Remaining Comp. Fund							

Project element	Change	Proposer	Reason	RAG status

OUTCOMES
Remaining
Competitive fund

£13,200,000
TOTAL FINANCIAL BUDGET

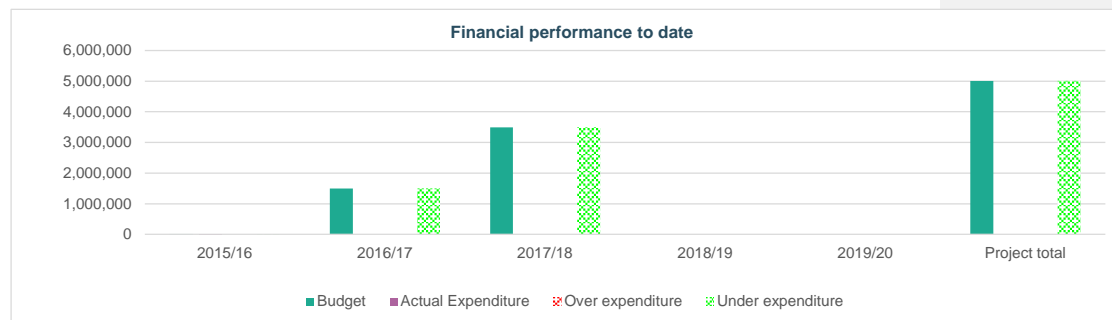
Page 70

£0
TOTAL ACTUAL
SPEND

-£2,000,000
VARIANCE

Spend performance	2015/16	2016/17	2017/18	2018/19	2019/20	Project total
Budget	18,000	1,500,000	3,489,000	0	0	5,007,000
Actual Expenditure	11,000	0	0	0	0	0
Base variance	11,000	0	0	0	0	0
Over expenditure						
Under expenditure	7,000	1,500,000	3,489,000			5,007,000
Variance	-7,000	-1,500,000	-3,489,000	0	0	-5,007,000
% Achieved	61.1%	0.0%	0.0%	#DIV/0!	#DIV/0!	0.0%

* Actual spend of £11.000 against this proposal in 2015/16. Costs relate specifically to work undertaken by ARUP.
* To be discussed at a future CEX meeting.

[illegible][illegible]

Infrastructure

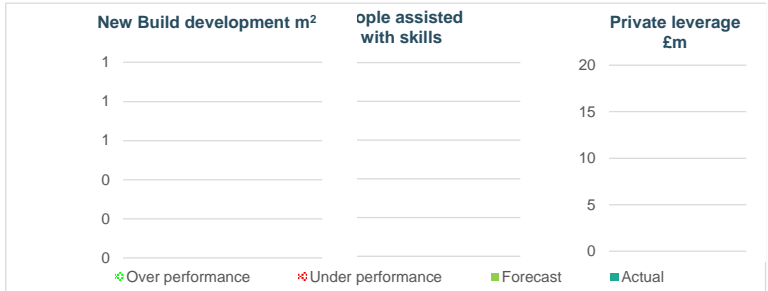
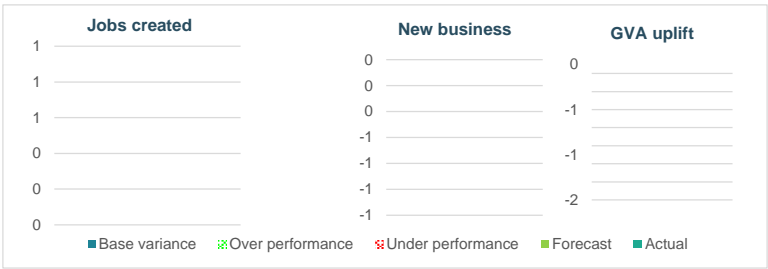
Monthly Performance Dashboard

Programme performance

PERFORMANCE
British Glass

Results	Jobs created	New business	GVA uplift
Forecast	0		
Actual	0		
Variance	0		
% Achieved			

Outputs	New Build development m2	People assisted with skills	Private leverage £m
Forecast			
Actual			
Variance			
% Achieved			

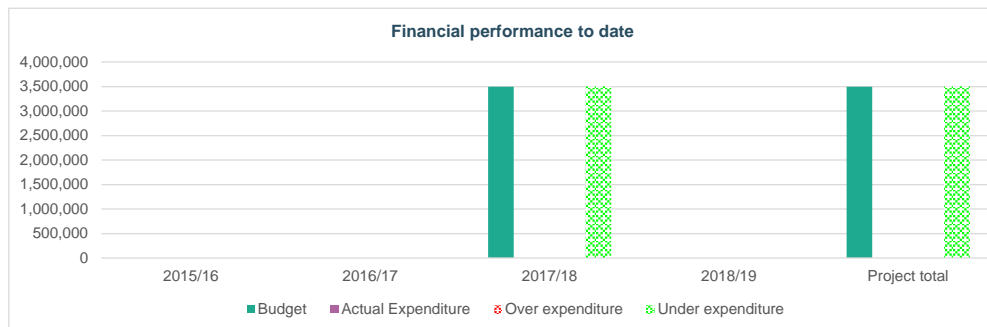


Infrastructure

Monthly Performance Dashboard

Financial performance

Spend performance	2015/16	2016/17	2017/18	2018/19	Project total
Budget	0	0	3,500,000	0	3,500,000
Actual Expenditure	0	0			0
Over expenditure	0	0			0
Under expenditure	0	0	3,500,000		3,500,000
Variance	0	0	-3,500,000	0	-3,500,000
% Achieved			0.0%		0.0%



Narrative on overall progress to date:

- * OBC submitted December 2015.
- * Moderation panel held on the 8th January 2016. Paper to skills board 25th February.
- * RNN Group will be submitting FBC alongside clarification of the issues raised by the moderation panel.
- * RNN Group have asked for 33.3% RGF contribution and alongside this, (provisionally allocated funding in table to the left is on the back of the original OBC sent in December 2015)
- * Formal moderation feedback - 26th May 2016.
- * Further FBC submitted on the 10/13th June 2016.
- * Appraisal panel reviewed on the 14th June 2016.
- * Formal appraisal panel feedback - 27th June 2016.
- * Independent consultant met with the college on the 7th July 2016.
- * FBC re-submitted 8th October 2016.

Milestones and change control

Milestones		Planned completion	Forecasted completion		Actions	Owner	RAG status
			Current	Last			
Rotherham HE Centre	Outline business case	Mar-16	Apr-16		Moderation panel asked for further clarification on the back of the OBC	RNN Group	Green
	Full Business Case	Jun-16	Oct-16	Jun-16	To be submitted by RNN Group along with moderation clarification	RNN Group	Amber

Project element	Change	Proposer	Reason	RAG status
Full Business Case	Amendment to date for submission	Roz Bentley	Employed consultant to lead the proposal. Employer engagement work had to be undertaken outside of the 6 weeks holiday for maximum benefit.	Amber
Movement of funding profile from 2016/17 to 2017/18	Amendment to funding profile	Roz Bentley	Employed consultant to lead the proposal. Funding profile moved from £3m in 2015/16 and £1m in 2016/17 to £3.5m in 2016/17.	Red

FINANCIAL
OUTCOMES
RNN Group
(Rotherham College
HE Centre)

£3,500,000
TOTAL FINANCIAL BUDGET

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£0
TOTAL ACTUAL
SPEND TO DATE

£0
VARIANCE TO DATE

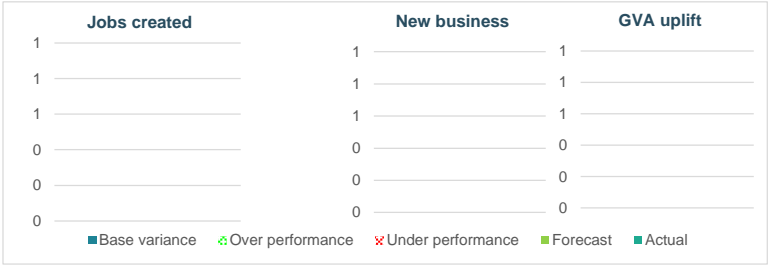
Infrastructure

Monthly Performance Dashboard

Programme performance

Results	Jobs created	New business	GVA uplift
Forecast	0	0	0
Actual	0	0	0
Variance	0	0	0
% Achieved			

Outputs	New Build development m ²	People assisted with skills	Private leverage £m
Forecast	0	0	0
Actual	0	0	0
Variance	0	0	0
% Achieved			



SKILLS, EMPLOYMENT & EDUCATION EXECUTIVE BOARD FORWARD AGENDA PLAN

January				February				April			
Items	Title	Method	Speaker	Items	Title	Method	Speaker	Items	Title	Method	Speaker
Introduction				Introduction				Introduction			
1	Welcome & Apologies	Verbal	Chair	1	Welcome & Apologies	Verbal	Chair	1	Welcome & Apologies	Verbal	Chair
2	Declarations of Interest	Verbal	All	2	Declarations of Interest	Verbal	All	2	Declarations of Interest	Verbal	All
3	Urgent items	Verbal	All	3	Urgent items	Verbal	All	3	Urgent items	Verbal	All
4	Minutes of the last meeting & Matters arising	Paper	Chair	4	Minutes of the last meeting & Matters arising	Paper	Chair	4	Minutes of the last meeting & Matters arising	Paper	Chair
Business items				Business items				Business items			
5	<i>Performance dashboard</i>			5				5	<i>Performance dashboard</i>	tbc	tbc
6	<i>Business case endorsement:</i> RNN Group HE Centre FBC	Paper	Ruth Adams	6	<i>Business case endorsement</i>			6	<i>Business case endorsement</i>	tbc	tbc
7	<i>Scheme Scrutiny/Project Updates</i>			7	<i>Scheme Scrutiny/Project Updates</i>	tbc	tbc	7	<i>Scheme Scrutiny/Project Updates</i>	tbc	tbc
Discussion items				Discussion items				Discussion items			
8	Implementing a devolved approach to Employment Support across the SCR	Paper	Dave Brennan/ Andrea Fitzgerald	8	Mitigating the impact of Economic Shocks across the SCR	Report	Dave Brennan/ Andrea Fitzgerald	8	Mobilising Employment Support in the SCR	Report	Dave Brennan/ Andrea Fitzgerald
9	tbc	tbc	tbc	9	AEB Readiness Conditions	Report	Krysia Wooffinden	9	tbc	tbc	tbc
10	tbc	tbc	tbc	10	tbc	tbc	tbc	10	tbc	tbc	tbc
Actions & Forward Planning				Actions & Forward Planning				Actions & Forward Planning			
11	Agree action & summary for Resolution Record	Verbal	Chair	11	Agree action & summary for Resolution Record	Verbal	Chair	11	Agree action & summary for Resolution Record	Verbal	Chair
12	Forward Plan	Paper	Chair	12	Forward Plan	Paper	Chair	12	Forward Plan	Paper	Chair
13	AOB	Verbal	All	13	AOB	Verbal	All	13	AOB	Verbal	All

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