

SKILLS EXECUTIVE BOARD

Date: 11th July 2017

Venue: Room 2, First Floor, Broad Street West

Time: 1.00 – 3.00pm

Sheffield
City Region

COMBINED
AUTHORITY

AGENDA

Items	Title	Method	Speaker
Introduction			
1.	Welcome and Apologies	Verbal	Chair
2.	Declarations of Interest	Verbal	All
3.	Urgent items / Announcements	Verbal	All
4.	Minutes & Actions of the Previous Meeting	Paper	Chair
5.	Matters Arising	Paper	David Brennan
Discussion items			
6.	Devolution of AEB	Paper	Kryisia Wooffinden
7.	Career, Education, Information, Advice & Guidance	Paper	Karen Challis
8.	Employment Pilots	Presentation	Andrea Fitzgerald
Updates for information			
9.	Skills Bank Update	Paper	Dave Brennan
Actions & Forward Planning			
10.	Agree actions & Summary for Resolution Log	Verbal	Chair
11.	Forward Plan	Paper	David Brennan
12.	AOB	Verbal	All

DATE OF NEXT MEETING – 24th August 2017

SKILLS, EMPLOYMENT AND EDUCATION EXECUTIVE BOARD

11th JULY 2017

MATTERS ARISING

Purpose

This paper provides an update on matters arising from the previous meeting – 6 April 2017.

**Item
no.**

6. Employment and Skills Strategy

The Board requested that a copy of the Employment and Skills Strategy presentation be made available to members. The slide pack was circulated on 7th April 2017.

The Board also requested that comments made at the meeting be reflected in developing the Strategy which the SCR Executive will ensure takes place.

8. Institutes of Technology

A final proposal for an IoT will be brought to a future meeting for endorsement subject to final guidance and bidding timescales being announced by Government.

SKILLS, EMPLOYMENT & EDUCATION EXECUTIVE BOARD

11th July 2017

DEVOLUTION OF THE ADULT EDUCATION BUDGET

Purpose of Report

This paper provides the Skills, Employment and Education board with recent communications from the Department for Education (DfE) in relation to devolution of the Adult Education Budget (AEB). A presentation at the Board will support this paper as work with DfE and the Education & Skills Funding Agency (ESFA) is expected to progress at pace over the coming weeks.

Thematic Priority

This paper relates directly to Thematic Theme 5 'Develop the SCR skills base, labour mobility and education performance' as ESF supports the delivery of qualifications and support to move either closer to or into the labour market.

Freedom of Information

Executive Boards do not make decisions on behalf of the CA therefore are not *made available under the Combined Authority Publication Scheme*.

Recommendations

This paper and additional presentation will update the Board on the current position in relation to AEB. The Board is asked to endorse the action proposed to support implementation of devolution by the Sheffield City Region (SCR) Executive team.

1. Introduction

- 1.1 Devolution of the Adult Education Budget was agreed by SCR with Government in October 2015. We embarked on a journey with Government for full devolution by 2018.
- 1.2 The decision to leave the European Union and the subsequent cabinet re-shuffle had implications for the speed in which key decision around implementation took place.

Annex 1 is a letter received by the Combined Authority from Director General Philippa Lloyd which sets out the Governments timeline and further detail in relation to devolution.

1.3 This letter was received a week before the General election was called and the rules of purdah have been in place since. The accompanying presentation to this paper will provide an update position from Government and an outline of the SCR response.

2. Proposal and justification

2.1 Please refer to presentation

3. Consideration of alternative approaches

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4. Implications

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We will need to review both the readiness conditions attached to the imminent announcement from central government and also the CA project plan before making any further comment, as the devil will be in the detail.

The main areas of concern based on our current understanding are:

- funding the implementation costs of this programme,
- sharing of financial risk with the Dept for Education (for instance with respect to data security given the volume of personal data held in Individual Learner Records), and
- assurance around the accuracy of data used to validate payment to training providers

Whilst some implementation costs will be met from existing resources (e.g. the project manager is part of the SCR Executive Team establishment), we will need to consider whether additional resources will be required to meet any compliance obligations for instance.

Given that the CA needs to manage its scarce financial resources very carefully, we would advise that officers explore the option to bid for DfE funding to offset implementation costs incurred in 2017/18, as per the letter from the Dept for Education.

Commercial implications

Based on some early discussions with the Project Manager, it is unclear how the contract with independent training providers after 31 July 2018 will be let. Options to explore will include an extension of the existing arrangement, the novation of the current contract and going out to tender for a new contract to start on 1st August 2018. Further work will need to include the consideration of such options, with the latest decision point likely to fall in December 2017.

4.2 Legal

Clearly the DfE anticipate there will be an agreement between themselves and the CA which captures the readiness conditions, budget management discipline and performance assurance to ensure that the transition to devolution and then steady state is managed and does not compromise ultimate delivery. It is reasonable to anticipate that any legal agreement which the CA is required to sign will be explicit in capturing these elements and apportioning legal responsibility to the CA. Therefore, it is imperative that the SCR is

resourced to be able to meet its legal obligations both at the initial stages of delivery, but also going forward in order to avoid penalties.

Presuming that the current nexus of legal arrangements between education providers and the DfE will need to be replicated between those providers and SCRCA in its new role, there will be the need to put legal agreements in place or novate those existing agreements. A certain amount of due diligence will need to take place in that exercise to ensure that SCR CA accepts agreements and obligations which it is able and resourced to deliver.

4.3 Risk Management

Key risks in relation to the letter are the proposed timelines and how laying of Orders before summer recess is no longer achievable. Revised timescales will be received post purdah and will form part of the Combined Authorities decision making process in relation to accepting the Adult Education Budget if we want to pursue devolution.

4.4 Equality, Diversity and Social Inclusion

AEB supports those who are either currently unemployed or not achieved benchmark qualification levels to achieve these thus promoting social inclusion, diversity and equality.

5. Communications

5.1 Ongoing communications with providers affected by devolution forms an integral part of project implementation. Any updates received with Government will form part of that communication strategy.

6. Appendices/Annexes

6.1 Annex 1- letter from Philippa Lloyd Director General

REPORT AUTHOR	Krysia Wooffinden
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Officer responsible	Dave Smith
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Telephone	0114 220 3473

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Other sources and references:



Department
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Sanctuary Buildings
Great Smith Street
London
SW1P 3BT

Philippa.Lloyd@education.gov.uk

Dr Dave Smith
Managing Director
Sheffield City Region
11 Broad Street West
Sheffield
S1 2BQ

07 April 2017

Dear Dave,

Devolution of Adult Education Budget in 2018/19

I am writing to set out our plans to work with you to support Sheffield City Region Combined Authority as you prepare to assume responsibility for the Adult Education Budget (AEB) at the start of the 2018/19 academic year. I appreciate that you have been awaiting clarity from the Department on a number of key aspects of how we intend to proceed. We will need to work closely with you, at pace, so that you can advance your preparations and we can agree how devolved AEB will operate within the wider national skills system. Our Ministers and your elected members will need to be satisfied that devolved AEB arrangements meet the readiness conditions that were set out in your devolution agreement. We will then be able to lay in Parliament the orders required to bring about AEB devolution in Sheffield City Region.

The key decisions we have taken on our approach are these:

- A schedule for laying devolution orders before the Summer 2017 parliamentary recess, which means we will be seeking formal consent to the orders from Sheffield City Region by the beginning of July 2017
- A proposition that Sheffield City Region and the Department work collaboratively on a Strategic Skills Plan so that you and local residents can be fully reassured that there is appropriate coherence in the approach to further education for all learners, across devolved and non-devolved provision at all levels.
- While certain functions may be provided by the Education and Skills Funding Agency (ESFA), to support the arrangements we expect to agree under the deal readiness conditions, there will not be an additional offer of any optional paid-for services from the ESFA
- To maintain stability in the skills system over the period of transition to devolved AEB, while the implementation of Area Review recommendations will continue, locality budgets will be based on the current amount of AEB allocated to providers, which is spent on learners resident in the Combined Authority (CA) area, rather than the development of a formula.
- To ensure a cohesive national approach to traineeships as a pipeline towards apprenticeships, the small element of funding for 19+ traineeship provision will be held within the national programme.
- A request that you make an analysis of preparatory implementation costs for 2017-18, identifying your ability to meet costs from within existing funding and any need to

bid for additional funding from the Department, which will need to be met from within the overall AEB.

I set out more detail on these matters below.

Transfer of statutory functions

Our timetable is to lay the orders by the time of the Summer recess in July. The orders would then be debated in Parliament in Autumn 2017 and be made in good time for Sheffield City Region to assume responsibility for the AEB in 2018/19. I recognise that it is important for you to have clarity on the transfer of statutory functions as you prepare both for the clearance process and for implementation itself, so I attach to this letter a public statement of intent, which sets out the statutory functions we have identified as needing to be transferred for CAs to assume responsibility for the AEB.

Readiness conditions and accountability arrangements

We will continue to work closely with you in order to reach agreed arrangements in relation to the readiness conditions set out in your devolution agreement. We will work with you over the coming months to agree accountability arrangements and a Memorandum of Understanding with Sheffield City Region so as to ensure that there are clear and transparent arrangements for the devolved AEB, which will enable both Ministers and elected members in Sheffield City Region to give consent for the orders to be laid in July.

To complement the readiness conditions, and to ensure alignment with national skills priorities including the Industrial Strategy Green Paper and the introduction of the Apprenticeship Levy, the Secretary of State has requested that DfE officials work collaboratively with each CA on production of a Strategic Skills Plan (which a number of areas are already proposing to develop). Such a plan would enable each area to set out how its approach to adult education will address the needs of all the learner groups for which AEB is the source of public funding, including those covered by the specific statutory entitlements. The Government believes the plan will also enable the CA and local residents to be confident that the local adult education approach aligns appropriately with the wider strategic skills context, including provision which is not to be devolved, for 16-19 year olds, Apprenticeships and technical education routes at higher levels. I know that this kind of overall coherence is already on CA colleagues' minds, and we will work closely with each CA to achieve the necessary mutual reassurance.

Functions for delivering AEB locally

In earlier discussions, some CAs asked whether the then SFA would offer optional paid-for services to support areas in delivering functions associated with managing AEB. We have considered the practical implications of this, taking into account the likelihood of devolution deal areas having different approaches and requirements, we have concluded that it is not feasible to offer such services. There will however be certain national ESFA functions we expect to agree you will use, as part of satisfying the readiness conditions (such as using a consistent national arrangement for provider due diligence and the continuation of a national intervention regime). Aside from this each area will need to ensure its own arrangements for funding and managing provision are tailored to their local needs. DfE and ESFA staff will be available to advise as you do this.

Approach to locality budgets

The Secretary of State is keen to maintain stability in the skills system over the period of transition to devolved AEB, during which the implementation of Area Review recommendations will be ongoing. Locality-based budgets for devolved AEB will be based on the current amount of AEB allocated to providers, which is spent on learners resident in the CA area – other than the small element of funding for 19+ traineeships. To ensure a

cohesive approach to this important national programme, which provides a pipeline towards apprenticeships, the Secretary of State has stated that the small element of funding for 19+ traineeship provision should be held within the national programme to align with the national apprenticeships strategy.

Using current performance figures, ESFA colleagues will shortly illustrate for you how this approach would apply to the 2018/19 budget when it becomes known, to allow you further to develop and plan your commissioning arrangements for 2018/19. We will keep under review the option of developing a funding formula approach in the future.

Implementation funding in 2017 -18

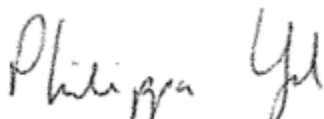
We want to work with you to ensure the successful management of the transition from national to local responsibility in Sheffield City Region. You will need to prepare to take on a broad range of specialist functions that are presently managed centrally by the ESFA. These will include: commissioning and procurement; contracting; provider management and payment; audit and assurance; as well as overall programme management, evaluation and monitoring. As you will be responsible for all aspects of local delivery after devolution, you will no doubt want to prepare thoroughly to minimise delivery risks to learners and FE institutions, in what will be a period of significant change.

DfE officials will work with you, in the first instance, to consider how best to manage your implementation costs in 2017-18 using local resources. This will be based on analysis of your proposed implementation plans and the associated resource and capital costs involved. If, in exceptional circumstances, there are initial costs that you feel you are not able to fund locally, you may submit a detailed business case for a bid for Departmental funding.

Next steps and our approach to working with Combined Authorities

In order to be able to meet the timetable for laying orders in July, we will have to collaborate very effectively. We will need to work intensively over April and May to bottom out satisfactorily the detail around budgetary and accountability issues and to agree roles and responsibilities in meeting the readiness conditions. You will need to prepare for your internal sign-off processes, to maximise the prospects for formal consent, which we would need to seek in June to meet the timetable. My staff and ESFA colleagues will be in touch with your staff to make arrangements to increase direct bilateral contact with Sheffield City Region, while retaining an element of the collective discussion we have had so far with deal areas. I hope that this tailored approach will facilitate the best possible progress of your work to meet an ambitious timetable.

Yours sincerely,



Philippa Lloyd
Director General, Higher and Further Education
Department for Education

Annex: public statement of intent on transferring statutory functions associated with devolution of the Adult Education Budget

The government has announced the devolution of the Adult Education Budget (AEB) to seven Combined Authorities and to the Greater London Authority as part of Mayoral devolution deals. Your Combined Authority is one of the areas due to receive the devolved AEB in 2018/19.

The Local Democracy, Economic Development and Construction Act 2009, as amended by the Cities and Local Government Devolution Act 2016, gives the Secretary of State the power, by order, to transfer functions to a Combined Authority. We are now commencing the process of drafting orders to transfer the functions and duties we consider relevant to the administration of the AEB from the Secretary of State to Combined Authorities.

This document is intended to serve as a statement of our intentions in terms of the functions we propose for transfer. Whilst this is not a binding commitment, and there may still be scope for changes or additions to the identified functions, this should serve as a strong indication to you of our position and should form the basis of your initial internal discussions about consent.

The functions we consider relevant for transfer have been identified through both the work of the department and discussion with all Combined Authorities to which the AEB will be transferred. The functions set out below include all functions which are required to enable the effective administration of the AEB. They are contained in the Apprenticeships, Skills, Children and Learning Act (ASCAL) (2009):

- s86 – Duty to provide appropriate 19+ Further Education (not to include apprenticeships, prisoner education or traineeships).
- s87 - Duty to provide appropriate FE to 19+ learners who do not have certain specified qualifications.
- s88 - Duty to ensure that provision is free for relevant 19+ learners who do not have certain specified qualifications.
- s90 - Duty to encourage learner and employer participation in education and training of people aged 19+ (except those in adult detention) (to be exercised concurrently with the SoS).
- s115 - Duty to consider have regard to the needs of 19+ learners with Special Education Needs (other than those aged 19-25 with Educational Health Care plans, who will remain your responsibility to fund as SoS as they are treated like 16-18 year old learners).
- s122 - Power to exchange information with providers to enable provision of 19+ FE (to be exercised concurrently with the SoS)

We recognise that this list of functions for transfer does not include some functions put forward by some Combined Authorities. We consider it important that the reason for transferring each function is specific to ensuring delivery of devolved AEB and explicitly related to the management of the AEB. The above functions are those necessary for enabling the administration of the AEB but do not include functions that go beyond this.

Sheffield City Region

DEVOLUTION OF THE ADULT EDUCATION BUDGET

Government Update

- Director General Philippa Lloyd Letter
 - Set out timeline for laying Orders
 - Requirement to produce a Strategic Skills Plan
 - Detail on locality budgets
 - Clarified role of Education, Skills Funding Agency & Traineeships
 - Outlined process for Implementation funding
- **PURDAH!!**
- Workshops and meetings with Education, Skills Funding Agency
- Government update post purdah.....

SCR Executive Update

- 2018/19- Developing:
 - Negotiating Document (SCR/DfE) on Readiness Conditions
 - MOU between SCR/DfE
 - Funding Agreement (SCR/Providers)
 - Procurement Strategy (Independent Training Providers)
 - Articulation for Data 'ask'
 - Operational requirements to support implementation and delivery

- 2019/20 Developing:
 - Additional 'ask' to Government in relation to data collection
 - Commissioning Strategy
 - Funding Policy & Payment Structure
 - Procurement Strategy

Areas of Further Work

To enable to CA to agree to Orders being laid:

- Work through detail of Readiness Conditions (e.g. financial risk exposure etc)
- Data offer from Gov must meet internal assurance to support payments
- Understand locality budget and plan for formula funding in 2019/20
- Business Case for Implementation Funding
- Work with providers on implications for region

Questions?

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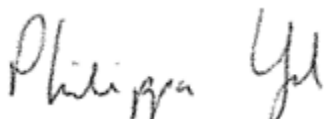
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The Local Democracy, Economic Development and Construction Act 2009, as amended by the Cities and Local Government Devolution Act 2016, gives the Secretary of State the power, by order, to transfer functions to a Combined Authority. We are now commencing the process of drafting orders to transfer the functions and duties we consider relevant to the administration of the AEB from the Secretary of State to Combined Authorities.

This document is intended to serve as a statement of our intentions in terms of the functions we propose for transfer. Whilst this is not a binding commitment, and there may still be scope for changes or additions to the identified functions, this should serve as a strong indication to you of our position and should form the basis of your initial internal discussions about consent.

The functions we consider relevant for transfer have been identified through both the work of the department and discussion with all Combined Authorities to which the AEB will be transferred. The functions set out below include all functions which are required to enable the effective administration of the AEB. They are contained in the Apprenticeships, Skills, Children and Learning Act (ASCAL) (2009):

- s86 – Duty to provide appropriate 19+ Further Education (not to include apprenticeships, prisoner education or traineeships).
- s87 - Duty to provide appropriate FE to 19+ learners who do not have certain specified qualifications.
- s88 - Duty to ensure that provision is free for relevant 19+ learners who do not have certain specified qualifications.
- s90 - Duty to encourage learner and employer participation in education and training of people aged 19+ (except those in adult detention) (to be exercised concurrently with the SoS).
- s115 - Duty to consider have regard to the needs of 19+ learners with Special Education Needs (other than those aged 19-25 with Educational Health Care plans, who will remain your responsibility to fund as SoS as they are treated like 16-18 year old learners).
- s122 - Power to exchange information with providers to enable provision of 19+ FE (to be exercised concurrently with the SoS)

We recognise that this list of functions for transfer does not include some functions put forward by some Combined Authorities. We consider it important that the reason for transferring each function is specific to ensuring delivery of devolved AEB and explicitly related to the management of the AEB. The above functions are those necessary for enabling the administration of the AEB but do not include functions that go beyond this.

Sheffield City Region

DEVOLUTION OF THE ADULT EDUCATION BUDGET

Government Update

- Director General Philippa Lloyd Letter
 - Set out timeline for laying Orders
 - Requirement to produce a Strategic Skills Plan
 - Detail on locality budgets
 - Clarified role of Education, Skills Funding Agency & Traineeships
 - Outlined process for Implementation funding
- **PURDAH!!**
- Workshops and meetings with Education, Skills Funding Agency
- Government update post purdah.....

SCR Executive Update

- 2018/19- Developing:
 - Negotiating Document (SCR/DfE) on Readiness Conditions
 - MOU between SCR/DfE
 - Funding Agreement (SCR/Providers)
 - Procurement Strategy (Independent Training Providers)
 - Articulation for Data 'ask'
 - Operational requirements to support implementation and delivery
- 2019/20 Developing:
 - Additional 'ask' to Government in relation to data collection
 - Commissioning Strategy
 - Funding Policy & Payment Structure
 - Procurement Strategy

Areas of Further Work

To enable to CA to agree to Orders being laid:

- Work through detail of Readiness Conditions (e.g. financial risk exposure etc)
- Data offer from Gov must meet internal assurance to support payments
- Understand locality budget and plan for formula funding in 2019/20
- Business Case for Implementation Funding
- Work with providers on implications for region

Questions?

SKILLS, EMPLOYMENT & EDUCATION EXECUTIVE BOARD

11th July 2017

Careers, Education, Information, Advice & Guidance Strategy

Purpose of Report

The purpose of the paper is:

- a) For the Board to review and agree to the final draft of a Careers Information, Advice and Guidance Strategy for SCR, an earlier iteration of which was presented and circulated to the Board for comments.
- b) Confirm contracts with the Careers and Enterprise Company for two new areas of work.

Thematic Priority

This activity will directly develop the SCR skills base, labour mobility and education performance.

Freedom of Information

Executive Boards do not make decisions on behalf of the CA therefore are not made available under the Combined Authority Publication Scheme.

Recommendations

The Board receives and agrees to the final draft Careers Education, Information, Advice and Guidance Strategy and contributes to the next stage of its development. In addition, the Board endorses the decision for the continuation of funding for the Enterprise Advisor network and the grant received for the Opportunity Area of Doncaster to sit within Doncaster Chamber for contract management purposes.

1. Introduction

- 1.1 The Board has commissioned work to develop a Careers Education, Information, Advice and Guidance (CEIAG) Strategy for SCR. An outline of the content was presented to the Board in February and a revised early draft was sent to Board members at the beginning of June.
- 1.2 The strategy sets out “what good looks like” under three headings: -
 - Employer leadership
 - Infrastructure
 - Core Offer

These three headings also identify the main enabling actions that are required to facilitate movement towards achievement, supplemented by challenges for each of main partners and stakeholders.

- 1.3 This paper also briefly outlines two contracts from the Careers and Enterprise Company to support the development of the Enterprise Adviser Network to 2020, and funding for the Doncaster Opportunity Area.

2. Proposal and justification

- 2.1 As reported to the February Board, the process to develop an all age CEIAG Strategy for SCR was set in train during 2016, with a working group established under the chair of Dan Fell. This group reviewed existing provision and mapped the territory, finding that the picture locally mirrored that nationally, with a broad range of provision of variable quality supporting both adults and young people that is fragmented across the region.
- 2.2 The previous paper articulated a rationale for the strategy that included the significant negative feedback from employer groups (CBI, British Chambers of Commerce, CIPD) over a perceived weakening in the preparedness of young people to make an effective transition into work. This has been especially noticeable since the transfer of the Statutory Duty from Local Authorities to schools which took place in September 2012. The launch of the Careers and Enterprise Company (CEC) in December 2014 was seen as part of the government's response to these concerns, along with a promised national careers strategy (referred to in The Industrial Strategy) which has yet to be published.
- 2.3 Recruitment, progression and retention of talent has also been isolated as a key component of economic success. However, provision for adults is similarly complicated. Multiple suppliers of services can be isolated through the mapping exercise including Job Centre Plus, DWP (Work Programme), National Offender Management Services and the National Careers Service. Support is also expected to be offered within community settings by Third Sector providers, though this has not been mapped. New provision is being developed under the Work and Health Trial and investment has also been made using ESIF funding in establishing an "Open Doors" IAG service for individuals (16+) who are at risk of redundancy.
- 2.4 Following the February Board, a series of consultations have been undertaken to inform the development of the strategy. Dialogue has taken place with Local Authority colleagues, CEC Enterprise Co-ordinators, employers, teachers, careers service providers and training providers. These discussions have been helpful and supportive of the direction of travel, whilst feedback has helped to further shape the detail of the strategy. The strategy was also sent to D2N2 to align with their Employability Framework.
- 2.5 A meeting took place with the CEC to consider joint working, with a focus on the potential for operating within the proposed joint commissioning and investment approach outlined in the strategy. The meeting with CEC highlighted SCR's concerns over the decision to support two out of area programme providers as part of its Round 2 competitive funding programme, without approval of the Combined Authority's own Enterprise bid, although this was built on local good practice and was designed to bring coherence across the whole region.
- 2.6 By the time of the Board meeting, a discussion will have been held with the CEC funded Enterprise Co-ordinators to consider the potential for maximising their role. However, the

CEC has yet to comment on the CEIAG Strategy or their role within it. In the mean-time two contracts are brought forward for the Board's approval:

- Doncaster Opportunity Area – This is the CEC's investment in Doncaster to support the development of enterprise and career related activities in the area. The £75,000 contract will be held by Doncaster Chamber of Commerce with strategic oversight of how funds are spent retained by the Combined Authority.
- Enterprise Adviser Network Grant Offer to 2020 - This is a £130,000 annual grant from September 2017 to August 2018 to fund the existing Enterprise Co-ordinators. The funding now also includes additional "stretch" funding to incorporate a fifth role, taking a strategic lead in developing the network and delivering the SCR CEIAG Strategy. To provide synergies with the Opportunity Area funding this will also be contract managed by the Chamber of Commerce with strategic oversight maintained by the Combined Authority.

3. Consideration of alternative approaches

- 3.1** Given that there is a range of activity already taking place, and noting the development of a national strategy, it could be an option to refrain from developing a region wide strategy. This has not been taken forward as an option as the development of a locally led, locally prioritised framework that ensures the needs of the SCR Skills, Employment and Education Plan are being met is a more proactive approach to create swifter, more relevant outcomes.
- 3.2** An alternative strategy could be provider driven, rather than demand side driven strategy. This alternative was not taken forward as it does not take into consideration a longer term view, linked to the needs of the SCR economy.

4. Implications

4.1 Financial

No financial implications arising from this report.

4.2 Legal

No legal implications arising from this report.

4.3 Risk Management

Not at this time.

4.4 Equality, Diversity and Social Inclusion

The strategy ensures that there is an effective alignment of existing provision to improve SCR's ability to access and progress in the labour market. This is through the provision of impartial and independent advice and guidance, and information about the labour market to support aspiration and social mobility.

5. Communications

- 5.1** The SCR is currently working with the SEB to develop a communications campaign targeting key stakeholders, employers and individuals to achieve skills and employment objectives. The CEIAG strategy will inform the development of that work and any promotional/communications activity delivered.

6. Appendices/Annexes

6.1 Annex 1 -The CEIAG Final Draft Strategy.

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

N/A

Other sources and references:

Annex 1

Inspire; Aspire; Achieve

A Careers Education, Information, Advice and Guidance

Strategy for The Sheffield City Region

1. Introduction

Careers education, information, advice and guidance (CEIAG) has a clear line of sight to the economy and social mobility. It is a continuum of provision that enables individuals to learn about, navigate and ultimately be successful in the workplace they choose. Good CEIAG inspires individuals to develop the skills they need to manage their career path, navigate multiple challenges and changes; and to establish the flexible, enterprising behaviours that mark out a productive, motivated employee. The continuum is as relevant for young people preparing to enter the world of work at 16, 18 or post graduate as it is for adults choosing their next move, returning from a career break or managing redundancy.

Our strategy puts the economy central to its purpose. It is the culmination of extensive partnership working, establishing a framework for local action in the Sheffield City Region that can *inspire* individuals to take their next step into and within the workforce; help those taking action to *aspire* to fulfil their potential; and to deliver support that will help those individuals to *achieve*.

To do this, we have created a picture of what good looks like and how it can be achieved using three inter related system levers:

- setting out a challenge for greater employer leadership and ownership
- creating a stronger infrastructure to maximise existing provision
- defining a core service offer for young people and adults

2. The Case for Action

The OECD definition ¹ of CEIAG applies to individual and group activities delivered online and face to face; direct experiential interactions with employers and system development.

Career guidance refers to services and activities intended to assist individuals, of any age and at any point throughout their lives, to make educational, training and occupational choices and to manage their careers... The activities may take place on an individual or group basis, and may be face-to-face or at a distance (including help lines and web-based services).

For this strategy, we have adopted this definition as it applies across a continuum of provision that embraces:

- interaction with employers to provide **inspiration for learning and achievement**
- the development of **employability and enterprise skills** through motivational, quality assured programmes in schools, colleges and vocational learning
- the ability to navigate career choices throughout life with access to robust and **straightforward careers information and up to date LMI**

¹ OECD. (2004). *Career Guidance and Public Policy: Bridging the Gap*. Paris: OECD.

- the opportunity to secure **personalised planning support** in the form of independent, professional advice and guidance, delivered 1-1 for those who need it

Nationally there already exists a compelling social and economic narrative about the importance of Careers Education, Information, Advice and guidance (CEIAG), articulated by the Industrial Strategy. The evidence base is unequivocal:

- Good CEIAG develops the knowledge, skills and attributes that enhances human capital including education attainment, the acquisition of career management skills and willingness to participate in education and training throughout life
- Short term benefits for young people in education show that they are better motivated at school if they have clear goals for the future, leading to higher self-esteem, higher levels of achievement and reduced dropout rates.
- Schools that hold a recognised quality mark for the careers programmes can point to better results at GCSE and A Level when measured against schools that do not
- Young people who have at least four interactions with employers are less likely to become Not in Education, Employment or Training (NEET) and more likely to have higher earning in later life.
- Employees who feel supported in the workplace are more likely to be productive and remain in the workplace longer.

Through the consultation on the SCR Skills, Employment and Education Strategy, employers have identified effective CEIAG as a key concern. The desire to be able to recruit well informed candidates, equipped with the essential skills that improve productivity (initiative, team working, communication, creativity, versatility) is well documented nationally, including by the CBI and Chambers of Commerce, and prioritised locally.

Yet the UK Commission for Employment and Skills research shows that less than a third (31%) of employers in SCR offer work experience, and just 18% offer any “work inspiration” activities such as mock interviews, school based talks or attendance at Careers Fairs. As one of the fundamental building blocks of making effective career decisions, engaging with the workplace can create a platform for success both for employers and for the individual. Even though the UK’s jobless rate is at an 11 year low of 4.8%, with a record number of people in employment, the continuing need for resilient workers at all ages offering portable skills is further highlighted by the TUC who report a 27% leap in five years of people in “insecure work” and 1 in 10 workers in the UK is now in a role without guaranteed hours to secure basic employment rights.

Since the responsibility for delivering careers guidance transferred to schools in 2012 and the national cessation of funding for work related learning (EBP) in 2010, the infrastructure for delivering CEIAG to young people has materially diminished. In SCR there are pockets of good practice but the range of CEIAG providers and the number of funders for both adults and young people is at best fragmented and at worst bewildering. Our local mapping identified at least 11 providers of career development support for young people alone; quality benchmarking is confused by disparate; though improving national guidance on professional Careers Guidance; and multiple funding streams, ranging from local purchasing from schools, service commissioning at Local Authority level, and national funding competitions add to a challenging picture of provision.

The opportunity to shape unified national programmes delivered locally, such as the Enterprise Adviser Network (CEC funded); Job Centre Plus, the National Careers Service is hindered by a fragmented strategic infrastructure for young people; similarly, decisions made at regional level, especially those aimed at employers (e.g. Skills Bank; the Growth hub) or individuals (e.g. “Open Door” and the Work and Health trial), present considerable opportunities to align focused provision to secure access to adult workers.

FINAL DRAFT

3. Aim of the Strategy

The aim of the strategy is to create the conditions that will build an effective, robust career development community of individuals, employers and providers who share the responsibilities and benefits of a resilient and productive work force. It is driven by the desire to inform, motivate and inspire young people from secondary school onwards and adults to make choices, manage change and build a skilled economy in the Sheffield City Region.

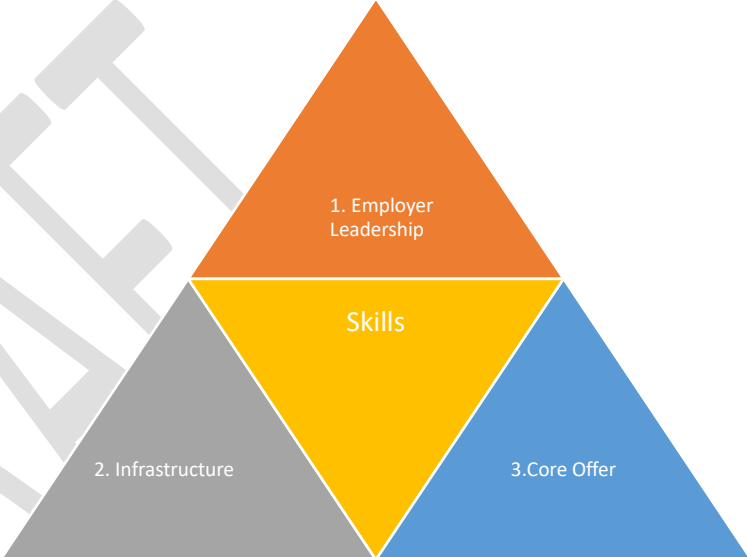
Our strategy seeks to bring coherence to a diverse landscape; amplifying good practice and encouraging meaningful partnership between organisations, strategic bodies, individuals and programmes of work. We will do this by setting out the service offer we believe should be available for young people and adults to help them to be inspired to learn and develop, to aspire to develop skills that meet the needs of the SCR economy and to achieve their full potential in the workplace.

We recognise that this service offer can only be delivered effectively if two essential pre-conditions are met:

- Employers embrace their pivotal role in developing career management skills and share responsibility for inspiring individuals to develop enterprising behaviours through joint leadership and partnership delivery
- A long-term impact is achieved by bringing coherence to a highly-fragmented market place by having commonly understood standards of delivery, driven by a commitment to joint planning, co-commissioning and co-investment at national, regional and local levels, maximising impact and reducing duplication.

For this reason, our strategy is framed under three priority headings shown in Fig 1.

Fig 1



4. What Good Looks Like

4.1 Priority One - Ensuring effective **employer leadership** in the development of the current and future workforce.

As the skills system becomes increasingly market led, we will spearhead a campaign to challenge employers to effective collaboration within their local communities, focusing mainly (though not exclusively) on the SCR priority sectors. The campaign will show case those employers that already model a less transactional, more leadership focused engagement strategy with their local schools and colleges to build effective and lasting relationships, building on the existing and long-term Careers and Enterprise Company investment in the Enterprise Adviser Network.

Employers and their representative bodies, will be encouraged to take joint responsibility for the preparation, retention and progression of the workforce, working as part of a network in partnership with schools and colleges to deliver inspirational, hand on opportunities to offer meaningful career insights. Our strategy sets out the development of strategic, decision making and tactical, delivery roles recognising the need to differentiate between the roles that small and micro business can play compared to medium and large companies

Working through the LEP, we will ensure national funding is the servant of our local priority to build an effective skills pipeline, including in work progression ensuring existing local priorities relating to higher level skills, achievement of English and Maths Level 2 qualifications and building appropriate apprenticeship pathways are channelled to support individuals aspire and achieve their full potential.

<u>What Good Looks Like</u>	<u>Enablers</u>
<ul style="list-style-type: none"> • A recognised co-ordinating body established to drive a coherent set of CEIAG related priorities and associated commissioning/investment, driven by employers in partnership with stakeholders and aligned to The Skills, Employment and Education Strategy priorities • An increased individual demand for jobs in the priority sector areas in SCR informed by an effective understanding and knowledge of the local labour market • Raised aspirations and motivation of individuals by publishing clear progression routes and career pathways from first entry to in work progression 	<ul style="list-style-type: none"> • Employers commit to delivering at least four hands on inspiring interactions, delivered as part of a quality assured Careers Education programme in Schools and Colleges • Investment and engagement in a high-profile annual “Skills Show” style regional Careers Fair, supported where appropriate by existing events, with genuinely experiential opportunities to engage with employers, training providers, colleges and HE, open to individuals of all ages and including parents/carers • Employers commit to contributing to the Enterprise Adviser networks, ensuring a coherent, integrated approach with CEC and any other funded activity e.g. National Careers Service Inspiration Co-ordinators • Sector based LMI is leading the agenda on raising the profile of jobs and skills in the SCR priority sectors, creating visibility for the breadth of roles available for first entry and progression in the SCR workforce • Ensure effective support is in place for employers working with individuals that might need additional help to remain or access the workplace because of inequalities related to gender, social class, disability or race • Develop systematic approaches to career progressions as an integral part of Growth Hub and Skills Bank employer support • A public awareness campaign among SCR residents of the current and future jobs and careers available in the local economy and the education and skills they require.

4.2 Priority Two - Developing and rebuilding a robust **infrastructure** to maximise existing and future investment.

To achieve genuine coherence, this priority calls for an alignment of procurement standards and an agreement to shared decision making over the deployment of resources, working with the employer led partnership Board overseeing the strategy and commissioning approaches.

Firstly, this means agreeing and promoting appropriate quality standards for local provision, ensuring a minimum and consistent standard of delivery for the range of services. National standards are readily available and encapsulated in the Gatsby Benchmarks of good practice; their region wide adoption will help to shape the experience that young people receive in schools and colleges and provide a framework to help purchasers of services navigate the market place. For services to adults, the Matrix Standard and professional standards advocated by the professional body, the Career Development Institute, can be used as minimum delivery or contracting standards for CEIAG delivery.

Secondly, partners will demonstrate political bravery in the design and delivery of a co-investment strategy and its associated delivery. The strategy, overseen by an employer led board, will engage with the key funders of services at a local, regional and national level to create an effective alignment of resource, reducing fragmentation of provision, duplication and ensuring cost effective delivery through a co-commissioning methodology. This will ensure better value for money and, through economies of scale, improve impact and longevity of provision and will be especially relevant for those areas that are in receipt of multiple funding due to levels of deprivation, from targeted wards to whole local authority areas.

For adults, the development of a localised “Advancement Service”, which will pilot a streamlined approach to individuals in low paid, low skilled sectors, or in receipt of in-work benefits, will bring together resources from the National Careers Service, Job Centre and other relevant ESF providers of CEIAG provision, improving motivation and productivity in the existing workforce.

<u>What Good Looks Like</u>	Enablers
<ul style="list-style-type: none"> • Recognised quality standards are systematically promoted, recognised and applied across all CEIAG services delivered and procured in the region. • A co-investment strategy is in place that engages with key funders of services at a local, regional and national level, aligned with the priorities of employers and the labour market. 	<ul style="list-style-type: none"> • Create an improved alignment of local, regional and national provision, through the employer led co-ordinating board generating <ul style="list-style-type: none"> ○ a Co-Investment Strategy for young people more effectively targeting the local needs and utilising local structures and reflecting the statutory responsibilities of schools, colleges and Local Authorities whilst drawing on CEC, JC+, HEPP and employer investment ○ a co-commissioning agreement and implementation for services for young people and adults • An Advancement Service pilot for adults (a single point of contact for low skilled, low paid adults in the workplace, drawing together services under DWP, MoJ, ESIF and National Careers Service, as part of a planned programme being developed within the SCR Skills Strategy to improve employee “stickability”). • A targeted campaign will be undertaken to promote the educational benefits of CEIAG, focusing on improvement in attainment and the contribution to the Ofsted Framework as well as destinations data, targeting school and college teaching and leadership staff and governing bodies • Education provision will be supported to meet the Gatsby Benchmarks including, for Schools and colleges, a Quality in Careers Standard award for the quality of their careers provision, and an identified Careers Leader.

<ul style="list-style-type: none"> • A local “Advancement Service” is piloted in a targeted area to support in work progress for the existing workforce, utilising existing statutory, discretionary and voluntary services for adults. 	<ul style="list-style-type: none"> • All providers of CEIAG have achieved the Matrix standard and have an appropriately qualified workforce (as described by The Career Development Institute), and, where appropriate, meet the Fair Train Quality Mark for Work Related Learning. • Utilise and maximise existing structures to facilitate employer engagement in a well-designed CEIAG curriculum, focusing on the Enterprise Adviser Network and the National Careers Service Inspiration Co-ordinator. • Provision meeting clear quality standards will be effectively catalogued and communicated to schools and colleges to help navigate the marketplace, learning from the CEC “Rate Card” approach being piloted in Opportunity Areas and utilising appropriate ESIF opportunities.
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4.3 Priority Three - Creating a **core offer** of effective career development support for young people and adults in SCR

The third strand for the SCR Charter sets out a minimum CEIAG offer that residents in SCR should expect to be able to access if they need to. This strand builds on the existing practice in the SCR area, recognising that there are many strengths in existing provision, whilst seeking to develop greater coherence in crowded market place. Developing such an offer relies significantly on a robust infrastructure and effective employer leadership, an understanding of the quality standards for delivery that the market place should demand, and a compliance to those standards from deliverers.

Our approach to “managing the market” will facilitate individuals and employers to receive the support they need to respond to their specific priorities, rather than opting for a programme led approach. The introduction of a programme catalogue, as described within our priorities to develop a robust infrastructure, helps ensure that the choice of programme delivery is retained by the school, college, training provider or employer. This will maintain both quality and consistency in delivering what good looks like.

The delivery of the core offer is to ensure that there are effective and impactful services available to those who wish to make an effective transition – whether for the first or last time in and through the workforce. It is designed to maximise the ability for SCR residents to make the choices that are right for them, and for the economy, emphasising parity of pathways into and through the job market.

<u>What Good Looks Like</u>	<u>Enablers</u>
<ul style="list-style-type: none"> • Young people know the full range of opportunities available to them and have the motivation and skills to navigate the career pathways that are open to them. • Adults can reflect on their skills and their contribution to the regions 	<ul style="list-style-type: none"> • For young people, at least four meaningful interactions with employers, and encounters with providers of apprenticeships, FE and HE to inspire and inform choices. • Opportunities are created for parents and carers to be fully engaged in understanding the fast changing labour market, through involvement in school programmes and places to interact with employers and providers of training and work. • A stable careers programme is available in every SCR school or college, developing enterprising behaviours and career planning skills, built on the range of quality assured providers of employability support.

<p>workforce and enact changes in job or career effectively, including progression or re-entry into the workforce.</p> <ul style="list-style-type: none"> Local Labour market information is readily and easily accessible in multiple formats. 	<ul style="list-style-type: none"> Access to independent, impartial careers guidance for all those who need it, delivered by a careers practitioner qualified to Level 6 in careers guidance and registered with the sector’s professional body, the Career Development Institute. Greater understanding and improved accessibility to community based provision that is immersed in local communities, including Union Learn and third sector offers. Increased strategic alignment between provision for economically inactive adults including the National Careers Service, Job Centre Plus and the SCR Work and Health Trial. Access to existing recognised sources of Labour market information (e.g. LMI for All) for teachers, individuals, careers advisors and parents. An Advancement Service is piloted to test the delivery of a seamless offer for adults aligning of existing support, including the National Careers Service, JC+, Skills Bank; the “Open Doors” programme for those at risk of becoming redundant (16+), and adult basic skills provision.
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5. The Challenge for Our Partners

The over-arching challenge for our partnership is to work together effectively to achieve our three priorities. There are specific actions that each part of the career community needs to take.

For Employers

- To develop long term relationships with local schools and colleges as part of a planned programme of development
- To offer at least four inspirational activities with young people to build aspiration
- To develop effective talent management programmes that motivate and retain a productive workforce.

For Schools and Colleges

- To commit to the Gatsby Benchmarks as a framework for good practice
- To utilise existing Careers and Enterprise Company funding Enterprise Advisers as part of a planned programme of activity
- To identify and support a “careers leader” in every school or college to build coherence of provision and provide a single point of contact

For Funders and Commissioners

- To agree a region wide co-investment and co-commissioning approach to CEIAG delivery for young people and adults
- To align resources for investment against SCR strategic workforce priorities
- To commit to the development of an Advancement Service pilot, targeting those in low skilled jobs and/or those receiving in work benefits

For Providers of CEIAG Services

- To deliver cost effective services that meet the requirements of the Matrix Standard
- To ensure that IAG provision is delivered by professionals qualified to standards recommended by the Career Development Institute
- To secure appropriate quality standards for the delivery of work related learning programmes

SKILLS, EMPLOYMENT & EDUCATION EXECUTIVE BOARD

11th July 2017

Careers, Education, Information, Advice & Guidance Strategy

Purpose of Report

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- a) For the Board to review and agree to the final draft of a Careers Information, Advice and Guidance Strategy for SCR, an earlier iteration of which was presented and circulated to the Board for comments.
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- 2.6 By the time of the Board meeting, a discussion will have been held with the CEC funded Enterprise Co-ordinators to consider the potential for maximising their role. However, the

CEC has yet to comment on the CEIAG Strategy or their role within it. In the mean-time two contracts are brought forward for the Board's approval:

- Doncaster Opportunity Area – This is the CEC's investment in Doncaster to support the development of enterprise and career related activities in the area. The £75,000 contract will be held by Doncaster Chamber of Commerce with strategic oversight of how funds are spent retained by the Combined Authority.
- Enterprise Adviser Network Grant Offer to 2020 - This is a £130,000 annual grant from September 2017 to August 2018 to fund the existing Enterprise Co-ordinators. The funding now also includes additional "stretch" funding to incorporate a fifth role, taking a strategic lead in developing the network and delivering the SCR CEIAG Strategy. To provide synergies with the Opportunity Area funding this will also be contract managed by the Chamber of Commerce with strategic oversight maintained by the Combined Authority.

3. Consideration of alternative approaches

- 3.1** Given that there is a range of activity already taking place, and noting the development of a national strategy, it could be an option to refrain from developing a region wide strategy. This has not been taken forward as an option as the development of a locally led, locally prioritised framework that ensures the needs of the SCR Skills, Employment and Education Plan are being met is a more proactive approach to create swifter, more relevant outcomes.
- 3.2** An alternative strategy could be provider driven, rather than demand side driven strategy. This alternative was not taken forward as it does not take into consideration a longer term view, linked to the needs of the SCR economy.

4. Implications

4.1 Financial

No financial implications arising from this report.

4.2 Legal

No legal implications arising from this report.

4.3 Risk Management

Not at this time.

4.4 Equality, Diversity and Social Inclusion

The strategy ensures that there is an effective alignment of existing provision to improve SCR's ability to access and progress in the labour market. This is through the provision of impartial and independent advice and guidance, and information about the labour market to support aspiration and social mobility.

5. Communications

- 5.1** The SCR is currently working with the SEB to develop a communications campaign targeting key stakeholders, employers and individuals to achieve skills and employment objectives. The CEIAG strategy will inform the development of that work and any promotional/communications activity delivered.

6. Appendices/Annexes

6.1 Annex 1 -The CEIAG Final Draft Strategy.

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

N/A

Other sources and references:

Annex 1

Inspire; Aspire; Achieve

A Careers Education, Information, Advice and Guidance

Strategy for The Sheffield City Region

1. Introduction

Careers education, information, advice and guidance (CEIAG) has a clear line of sight to the economy and social mobility. It is a continuum of provision that enables individuals to learn about, navigate and ultimately be successful in the workplace they choose. Good CEIAG inspires individuals to develop the skills they need to manage their career path, navigate multiple challenges and changes; and to establish the flexible, enterprising behaviours that mark out a productive, motivated employee. The continuum is as relevant for young people preparing to enter the world of work at 16, 18 or post graduate as it is for adults choosing their next move, returning from a career break or managing redundancy.

Our strategy puts the economy central to its purpose. It is the culmination of extensive partnership working, establishing a framework for local action in the Sheffield City Region that can *inspire* individuals to take their next step into and within the workforce; help those taking action to *aspire* to fulfil their potential; and to deliver support that will help those individuals to *achieve*.

To do this, we have created a picture of what good looks like and how it can be achieved using three inter related system levers:

- setting out a challenge for greater employer leadership and ownership
- creating a stronger infrastructure to maximise existing provision
- defining a core service offer for young people and adults

2. The Case for Action

The OECD definition ¹ of CEIAG applies to individual and group activities delivered online and face to face; direct experiential interactions with employers and system development.

Career guidance refers to services and activities intended to assist individuals, of any age and at any point throughout their lives, to make educational, training and occupational choices and to manage their careers... The activities may take place on an individual or group basis, and may be face-to-face or at a distance (including help lines and web-based services).

For this strategy, we have adopted this definition as it applies across a continuum of provision that embraces:

- interaction with employers to provide **inspiration for learning and achievement**
- the development of **employability and enterprise skills** through motivational, quality assured programmes in schools, colleges and vocational learning
- the ability to navigate career choices throughout life with access to robust and **straightforward careers information and up to date LMI**

¹ OECD. (2004). *Career Guidance and Public Policy: Bridging the Gap*. Paris: OECD.

- the opportunity to secure **personalised planning support** in the form of independent, professional advice and guidance, delivered 1-1 for those who need it

Nationally there already exists a compelling social and economic narrative about the importance of Careers Education, Information, Advice and guidance (CEIAG), articulated by the Industrial Strategy. The evidence base is unequivocal:

- Good CEIAG develops the knowledge, skills and attributes that enhances human capital including education attainment, the acquisition of career management skills and willingness to participate in education and training throughout life
- Short term benefits for young people in education show that they are better motivated at school if they have clear goals for the future, leading to higher self-esteem, higher levels of achievement and reduced dropout rates.
- Schools that hold a recognised quality mark for the careers programmes can point to better results at GCSE and A Level when measured against schools that do not
- Young people who have at least four interactions with employers are less likely to become Not in Education, Employment or Training (NEET) and more likely to have higher earning in later life.
- Employees who feel supported in the workplace are more likely to be productive and remain in the workplace longer.

Through the consultation on the SCR Skills, Employment and Education Strategy, employers have identified effective CEIAG as a key concern. The desire to be able to recruit well informed candidates, equipped with the essential skills that improve productivity (initiative, team working, communication, creativity, versatility) is well documented nationally, including by the CBI and Chambers of Commerce, and prioritised locally.

Yet the UK Commission for Employment and Skills research shows that less than a third (31%) of employers in SCR offer work experience, and just 18% offer any “work inspiration” activities such as mock interviews, school based talks or attendance at Careers Fairs. As one of the fundamental building blocks of making effective career decisions, engaging with the workplace can create a platform for success both for employers and for the individual. Even though the UK’s jobless rate is at an 11 year low of 4.8%, with a record number of people in employment, the continuing need for resilient workers at all ages offering portable skills is further highlighted by the TUC who report a 27% leap in five years of people in “insecure work” and 1 in 10 workers in the UK is now in a role without guaranteed hours to secure basic employment rights.

Since the responsibility for delivering careers guidance transferred to schools in 2012 and the national cessation of funding for work related learning (EBP) in 2010, the infrastructure for delivering CEIAG to young people has materially diminished. In SCR there are pockets of good practice but the range of CEIAG providers and the number of funders for both adults and young people is at best fragmented and at worst bewildering. Our local mapping identified at least 11 providers of career development support for young people alone; quality benchmarking is confused by disparate; though improving national guidance on professional Careers Guidance; and multiple funding streams, ranging from local purchasing from schools, service commissioning at Local Authority level, and national funding competitions add to a challenging picture of provision.

The opportunity to shape unified national programmes delivered locally, such as the Enterprise Adviser Network (CEC funded); Job Centre Plus, the National Careers Service is hindered by a fragmented strategic infrastructure for young people; similarly, decisions made at regional level, especially those aimed at employers (e.g. Skills Bank; the Growth hub) or individuals (e.g. “Open Door” and the Work and Health trial), present considerable opportunities to align focused provision to secure access to adult workers.

FINAL DRAFT

3. Aim of the Strategy

The aim of the strategy is to create the conditions that will build an effective, robust career development community of individuals, employers and providers who share the responsibilities and benefits of a resilient and productive work force. It is driven by the desire to inform, motivate and inspire young people from secondary school onwards and adults to make choices, manage change and build a skilled economy in the Sheffield City Region.

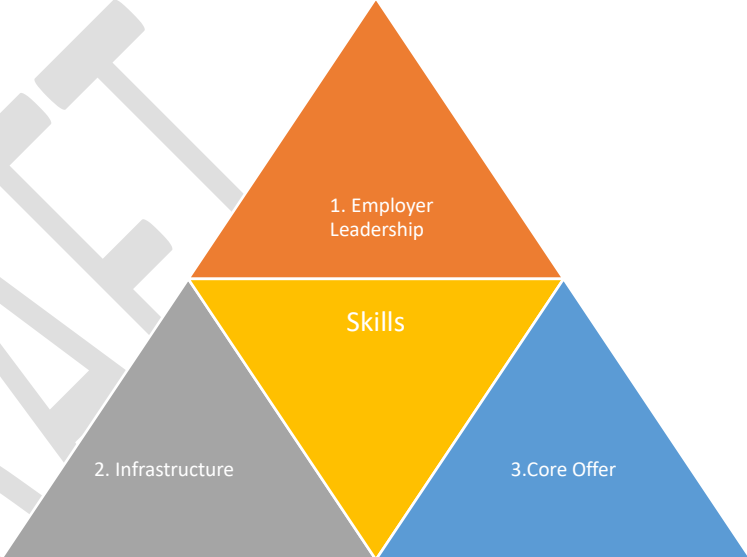
Our strategy seeks to bring coherence to a diverse landscape; amplifying good practice and encouraging meaningful partnership between organisations, strategic bodies, individuals and programmes of work. We will do this by setting out the service offer we believe should be available for young people and adults to help them to be inspired to learn and develop, to aspire to develop skills that meet the needs of the SCR economy and to achieve their full potential in the workplace.

We recognise that this service offer can only be delivered effectively if two essential pre-conditions are met:

- Employers embrace their pivotal role in developing career management skills and share responsibility for inspiring individuals to develop enterprising behaviours through joint leadership and partnership delivery
- A long-term impact is achieved by bringing coherence to a highly-fragmented market place by having commonly understood standards of delivery, driven by a commitment to joint planning, co-commissioning and co-investment at national, regional and local levels, maximising impact and reducing duplication.

For this reason, our strategy is framed under three priority headings shown in Fig 1.

Fig 1



4. What Good Looks Like

4.1 Priority One - Ensuring effective **employer leadership** in the development of the current and future workforce.

As the skills system becomes increasingly market led, we will spearhead a campaign to challenge employers to effective collaboration within their local communities, focusing mainly (though not exclusively) on the SCR priority sectors. The campaign will show case those employers that already model a less transactional, more leadership focused engagement strategy with their local schools and colleges to build effective and lasting relationships, building on the existing and long-term Careers and Enterprise Company investment in the Enterprise Adviser Network.

Employers and their representative bodies, will be encouraged to take joint responsibility for the preparation, retention and progression of the workforce, working as part of a network in partnership with schools and colleges to deliver inspirational, hand on opportunities to offer meaningful career insights. Our strategy sets out the development of strategic, decision making and tactical, delivery roles recognising the need to differentiate between the roles that small and micro business can play compared to medium and large companies

Working through the LEP, we will ensure national funding is the servant of our local priority to build an effective skills pipeline, including in work progression ensuring existing local priorities relating to higher level skills, achievement of English and Maths Level 2 qualifications and building appropriate apprenticeship pathways are channelled to support individuals aspire and achieve their full potential.

<u>What Good Looks Like</u>	<u>Enablers</u>
<ul style="list-style-type: none"> • A recognised co-ordinating body established to drive a coherent set of CEIAG related priorities and associated commissioning/investment, driven by employers in partnership with stakeholders and aligned to The Skills, Employment and Education Strategy priorities • An increased individual demand for jobs in the priority sector areas in SCR informed by an effective understanding and knowledge of the local labour market • Raised aspirations and motivation of individuals by publishing clear progression routes and career pathways from first entry to in work progression 	<ul style="list-style-type: none"> • Employers commit to delivering at least four hands on inspiring interactions, delivered as part of a quality assured Careers Education programme in Schools and Colleges • Investment and engagement in a high-profile annual “Skills Show” style regional Careers Fair, supported where appropriate by existing events, with genuinely experiential opportunities to engage with employers, training providers, colleges and HE, open to individuals of all ages and including parents/carers • Employers commit to contributing to the Enterprise Adviser networks, ensuring a coherent, integrated approach with CEC and any other funded activity e.g. National Careers Service Inspiration Co-ordinators • Sector based LMI is leading the agenda on raising the profile of jobs and skills in the SCR priority sectors, creating visibility for the breadth of roles available for first entry and progression in the SCR workforce • Ensure effective support is in place for employers working with individuals that might need additional help to remain or access the workplace because of inequalities related to gender, social class, disability or race • Develop systematic approaches to career progressions as an integral part of Growth Hub and Skills Bank employer support • A public awareness campaign among SCR residents of the current and future jobs and careers available in the local economy and the education and skills they require.

4.2 Priority Two - Developing and rebuilding a robust **infrastructure** to maximise existing and future investment.

To achieve genuine coherence, this priority calls for an alignment of procurement standards and an agreement to shared decision making over the deployment of resources, working with the employer led partnership Board overseeing the strategy and commissioning approaches.

Firstly, this means agreeing and promoting appropriate quality standards for local provision, ensuring a minimum and consistent standard of delivery for the range of services. National standards are readily available and encapsulated in the Gatsby Benchmarks of good practice; their region wide adoption will help to shape the experience that young people receive in schools and colleges and provide a framework to help purchasers of services navigate the market place. For services to adults, the Matrix Standard and professional standards advocated by the professional body, the Career Development Institute, can be used as minimum delivery or contracting standards for CEIAG delivery.

Secondly, partners will demonstrate political bravery in the design and delivery of a co-investment strategy and its associated delivery. The strategy, overseen by an employer led board, will engage with the key funders of services at a local, regional and national level to create an effective alignment of resource, reducing fragmentation of provision, duplication and ensuring cost effective delivery through a co-commissioning methodology. This will ensure better value for money and, through economies of scale, improve impact and longevity of provision and will be especially relevant for those areas that are in receipt of multiple funding due to levels of deprivation, from targeted wards to whole local authority areas.

For adults, the development of a localised “Advancement Service”, which will pilot a streamlined approach to individuals in low paid, low skilled sectors, or in receipt of in-work benefits, will bring together resources from the National Careers Service, Job Centre and other relevant ESF providers of CEIAG provision, improving motivation and productivity in the existing workforce.

<u>What Good Looks Like</u>	Enablers
<ul style="list-style-type: none"> • Recognised quality standards are systematically promoted, recognised and applied across all CEIAG services delivered and procured in the region. • A co-investment strategy is in place that engages with key funders of services at a local, regional and national level, aligned with the priorities of employers and the labour market. 	<ul style="list-style-type: none"> • Create an improved alignment of local, regional and national provision, through the employer led co-ordinating board generating <ul style="list-style-type: none"> ○ a Co-Investment Strategy for young people more effectively targeting the local needs and utilising local structures and reflecting the statutory responsibilities of schools, colleges and Local Authorities whilst drawing on CEC, JC+, HEPP and employer investment ○ a co-commissioning agreement and implementation for services for young people and adults • An Advancement Service pilot for adults (a single point of contact for low skilled, low paid adults in the workplace, drawing together services under DWP, MoJ, ESIF and National Careers Service, as part of a planned programme being developed within the SCR Skills Strategy to improve employee “stickability”). • A targeted campaign will be undertaken to promote the educational benefits of CEIAG, focusing on improvement in attainment and the contribution to the Ofsted Framework as well as destinations data, targeting school and college teaching and leadership staff and governing bodies • Education provision will be supported to meet the Gatsby Benchmarks including, for Schools and colleges, a Quality in Careers Standard award for the quality of their careers provision, and an identified Careers Leader.

<ul style="list-style-type: none"> • A local “Advancement Service” is piloted in a targeted area to support in work progress for the existing workforce, utilising existing statutory, discretionary and voluntary services for adults. 	<ul style="list-style-type: none"> • All providers of CEIAG have achieved the Matrix standard and have an appropriately qualified workforce (as described by The Career Development Institute), and, where appropriate, meet the Fair Train Quality Mark for Work Related Learning. • Utilise and maximise existing structures to facilitate employer engagement in a well-designed CEIAG curriculum, focusing on the Enterprise Adviser Network and the National Careers Service Inspiration Co-ordinator. • Provision meeting clear quality standards will be effectively catalogued and communicated to schools and colleges to help navigate the marketplace, learning from the CEC “Rate Card” approach being piloted in Opportunity Areas and utilising appropriate ESIF opportunities.
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4.3 Priority Three - Creating a **core offer** of effective career development support for young people and adults in SCR

The third strand for the SCR Charter sets out a minimum CEIAG offer that residents in SCR should expect to be able to access if they need to. This strand builds on the existing practice in the SCR area, recognising that there are many strengths in existing provision, whilst seeking to develop greater coherence in crowded market place. Developing such an offer relies significantly on a robust infrastructure and effective employer leadership, an understanding of the quality standards for delivery that the market place should demand, and a compliance to those standards from deliverers.

Our approach to “managing the market” will facilitate individuals and employers to receive the support they need to respond to their specific priorities, rather than opting for a programme led approach. The introduction of a programme catalogue, as described within our priorities to develop a robust infrastructure, helps ensure that the choice of programme delivery is retained by the school, college, training provider or employer. This will maintain both quality and consistency in delivering what good looks like.

The delivery of the core offer is to ensure that there are effective and impactful services available to those who wish to make an effective transition – whether for the first or last time in and through the workforce. It is designed to maximise the ability for SCR residents to make the choices that are right for them, and for the economy, emphasising parity of pathways into and through the job market.

<u>What Good Looks Like</u>	<u>Enablers</u>
<ul style="list-style-type: none"> • Young people know the full range of opportunities available to them and have the motivation and skills to navigate the career pathways that are open to them. • Adults can reflect on their skills and their contribution to the regions 	<ul style="list-style-type: none"> • For young people, at least four meaningful interactions with employers, and encounters with providers of apprenticeships, FE and HE to inspire and inform choices. • Opportunities are created for parents and carers to be fully engaged in understanding the fast changing labour market, through involvement in school programmes and places to interact with employers and providers of training and work. • A stable careers programme is available in every SCR school or college, developing enterprising behaviours and career planning skills, built on the range of quality assured providers of employability support.

<p>workforce and enact changes in job or career effectively, including progression or re-entry into the workforce.</p> <ul style="list-style-type: none"> Local Labour market information is readily and easily accessible in multiple formats. 	<ul style="list-style-type: none"> Access to independent, impartial careers guidance for all those who need it, delivered by a careers practitioner qualified to Level 6 in careers guidance and registered with the sector's professional body, the Career Development Institute. Greater understanding and improved accessibility to community based provision that is immersed in local communities, including Union Learn and third sector offers. Increased strategic alignment between provision for economically inactive adults including the National Careers Service, Job Centre Plus and the SCR Work and Health Trial. Access to existing recognised sources of Labour market information (e.g. LMI for All) for teachers, individuals, careers advisors and parents. An Advancement Service is piloted to test the delivery of a seamless offer for adults aligning of existing support, including the National Careers Service, JC+, Skills Bank; the "Open Doors" programme for those at risk of becoming redundant (16+), and adult basic skills provision.
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5. The Challenge for Our Partners

The over-arching challenge for our partnership is to work together effectively to achieve our three priorities. There are specific actions that each part of the career community needs to take.

For Employers

- To develop long term relationships with local schools and colleges as part of a planned programme of development
- To offer at least four inspirational activities with young people to build aspiration
- To develop effective talent management programmes that motivate and retain a productive workforce.

For Schools and Colleges

- To commit to the Gatsby Benchmarks as a framework for good practice
- To utilise existing Careers and Enterprise Company funding Enterprise Advisers as part of a planned programme of activity
- To identify and support a “careers leader” in every school or college to build coherence of provision and provide a single point of contact

For Funders and Commissioners

- To agree a region wide co-investment and co-commissioning approach to CEIAG delivery for young people and adults
- To align resources for investment against SCR strategic workforce priorities
- To commit to the development of an Advancement Service pilot, targeting those in low skilled jobs and/or those receiving in work benefits

For Providers of CEIAG Services

- To deliver cost effective services that meet the requirements of the Matrix Standard
- To ensure that IAG provision is delivered by professionals qualified to standards recommended by the Career Development Institute
- To secure appropriate quality standards for the delivery of work related learning programmes

SKILLS, EMPLOYMENT & EDUCATION EXECUTIVE BOARD

11th July 2017

IMPLEMENTING EMPLOYMENT SUPPORT

Purpose of Report

This paper provides the Skills, Employment and Education board with an update on the progress and implementation of the two employment support programmes for the SCR. A presentation at the Board will support this paper as work with DWP and the Work and Health Unit is expected to progress at pace over the coming weeks.

Thematic Priority

This paper relates directly to Thematic Theme 5 'Develop the SCR skills base, labour mobility and education performance' as ESF supports the delivery of qualifications and support to move either closer to or into the labour market.

Freedom of Information

Executive Boards do not make decisions on behalf of the CA therefore are not made available under the Combined Authority Publication Scheme.

Recommendations

This paper and additional presentation will update the Board on the current position in relation to Employment Support. The Board is asked to endorse the action proposed to support implementation of the programmes by the Sheffield City Region (SCR) Executive team.

1. Introduction

- 1.1 Following on from the discussion at the last Board meeting the CA has received informal notification that the SCR has been successful in securing the Health Led Employment Trial with the joint DWP and DoH Work and Health Unit. Our devolution pilot is being reviewed by Ministers and we expect notification of the outcome of that process imminently.
- 1.2 This trial, combined with our Early Intervention Pilot will provide a breadth of provision for residents working alongside other support to increase employment across the city region. We will only achieve our inclusive growth objectives if we remove barriers to employment for those in our communities who want to work.
- 1.3 In recognition of good practice both the Pilot and the Trial have complementary delivery approaches. In their May meeting, the board considered commissioning options and

approved testing of a two contract model for the Pilot and exploration of contracting through the NHS for the trial.

- 1.4 Our intention is to undertake a further consultative exercise across July in order to recommend the most effective approach in the commissioning of these programmes.

2. Proposal and justification

- 2.1 Please refer to presentation

3. Consideration of alternative approaches

- 3.1 Please refer to presentation

4. Implications

4.1 Financial

DWP investment in the pilot is not contingent upon local match funding contribution. To achieve a strong cohort size across the SCR the business case was modelled based upon achieving ESF match funding. If the co-procurement option discussed above is not approved and in the absence of other local funding being available, the Pilot will be a maximum of £5m.

Costs of running the pilot will be top sliced from the allocation.

The current trial value is estimated at £7.5m, this will be 100% funded through the Work and Health Unit's Innovation Fund, with in kind contribution locally through officer time.

Detail on how cash flows and responsibilities will fall is still awaited, and work will continue to ensure the Authority has appropriate controls and resource to undertake this activity.

As the design is finalised over the coming months a financial due diligence process will be undertaken.

4.2 Legal

The legal issues will be dealt with for each of the pilots / trials as they arise under specific reports. As such there are no legal issues arising from this specific general report about these initiatives.

4.3 Risk Management

The key risks are the challenging timeline for us to commission and implement the provision across the SCR. Expectations from Government are that services go live in November giving the CA a relatively tight timeline to commission activity.

The Pilot assumes 50% match of ESIF, current uncertainty about the EU funding programmes and delays in approval from DWP may mean we are unable to utilise that resource which will reduce the programme size.

In order to access the data necessary to deliver the trial the CA needs to contract the trial via an NHS contract. A new approach for us and working group is being formed involving all 5 CCGs and technical expertise to assess the viability of this approach.

4.4 Equality, Diversity and Social Inclusion

AEB supports those who are either currently unemployed or not achieved benchmark qualification levels to achieve these thus promoting social inclusion, diversity and equality.

5. Communications

5.1 A communication and participation plan has been established and will be implemented.

Key stakeholders including service users, employers and providers have been involved in the design and development of the models and this will continue across the life of the programmes.

6. Appendices/Annexes

6.1 Presentation to the SEEB

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

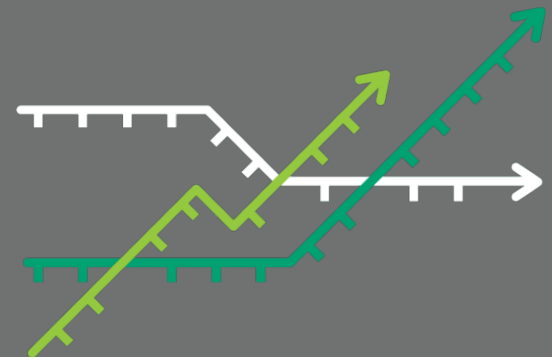
Other sources and references:



Sheffield City Region



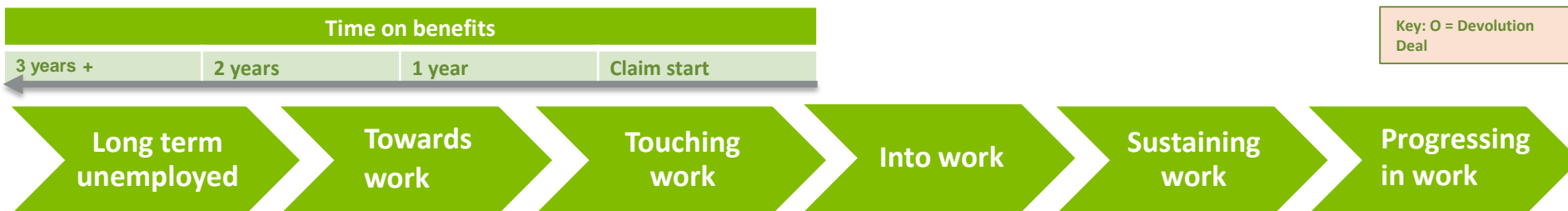
**INTEGRATED EMPLOYMENT SUPPORT ACROSS THE
SCR – HELPING TO REMOVE BARRIERS TO WORK**



Delivering the SCR Strategic Economic Plan the 10-year plan for private sector growth

Objective: more jobs, more businesses, more highly skilled occupations & higher productivity

Strategy: a cohesive end-to-end education, employment and skills system; impact through collaboration and service alignment



Shifting JobCentre Plus core provision of employment support (e.g. Specialist Employability Support, Universal Credit, generalist Work Coach role, DEAs, Community Partners, Health and Work conversation, ESA offer, WCA reform etc.)

Work & Health Programme = for claimants with health conditions or disabilities and those unemployed for over two years

Grant for Apprenticeships (GAP) = to help businesses without an apprentice and with less than 100 staff in South Yorkshire to take on an apprentice

SCR Devolution Pilot: Early Integrated Employment Support – Claimants at risk of long-term unemployment

SCR Growth Hub = Launch Pad (start-up) , Access to Finance

Skills Bank = Launch Pad (start-up) , Access to Finance

Skills for Jobs Growth = skills support aligned to employment opportunities

Ambition SCR = young people (18-24) referred by the Job Centre

Building Better Opportunities = specialist support for people with a disability, women, BAME groups, lone parents, carers and over 50 years old (includes economically inactive).

Health Led Employment Trial = Provision of Individual Placement and Support (IPS) & Improved access to musculoskeletal (MSK) services delivered with a focus of getting and staying in work.

SCR EMPLOYMENT PILOT OVERVIEW

- Challenge: co-ordinated employment support for individuals with severe and/or complex barriers to work
- Why? Transforming performance, achieving savings
- Devolution Deal employment pilot item
- Pilot key features:
 - Early intervention for claimants at high risk of long-term unemployment
 - Integrated ‘whole person’ employment support ‘ecosystem’
 - Local Investment Fund: Larger ‘pilot+’ potential
- Key cohorts: health conditions & disabilities, low skills, unstable housing, weak work histories, lone parents
- Pilot go-live Aut 2017 – 4,500 indivs in SCR over 2.5yrs



Significant opportunity for local system change to drive up performance and achieve local savings across ‘wraparound’ systems



Where id as eligible claimants will be directed to attend their first meeting

SCR Employment Support Service introductory meeting
Service explained and decision taken whether to join pilot



18 months of personalised support focused on finding and keeping work, co-located with services in authority areas

Voluntary routes

Self-referral



Stakeholder referral

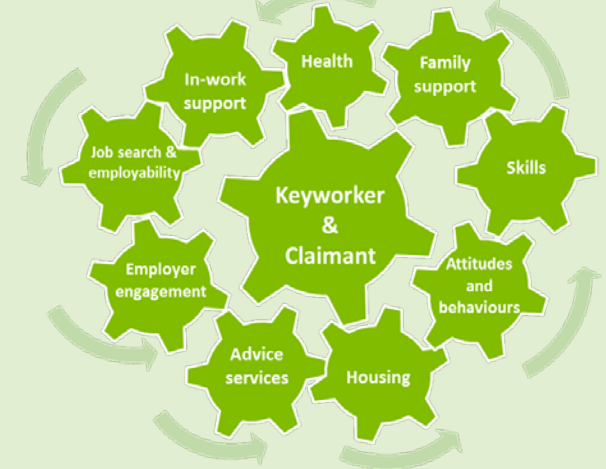


Continued support through national JCP offer

~~UNEMPLOYED~~



6 months of in work support to ensure sustainability



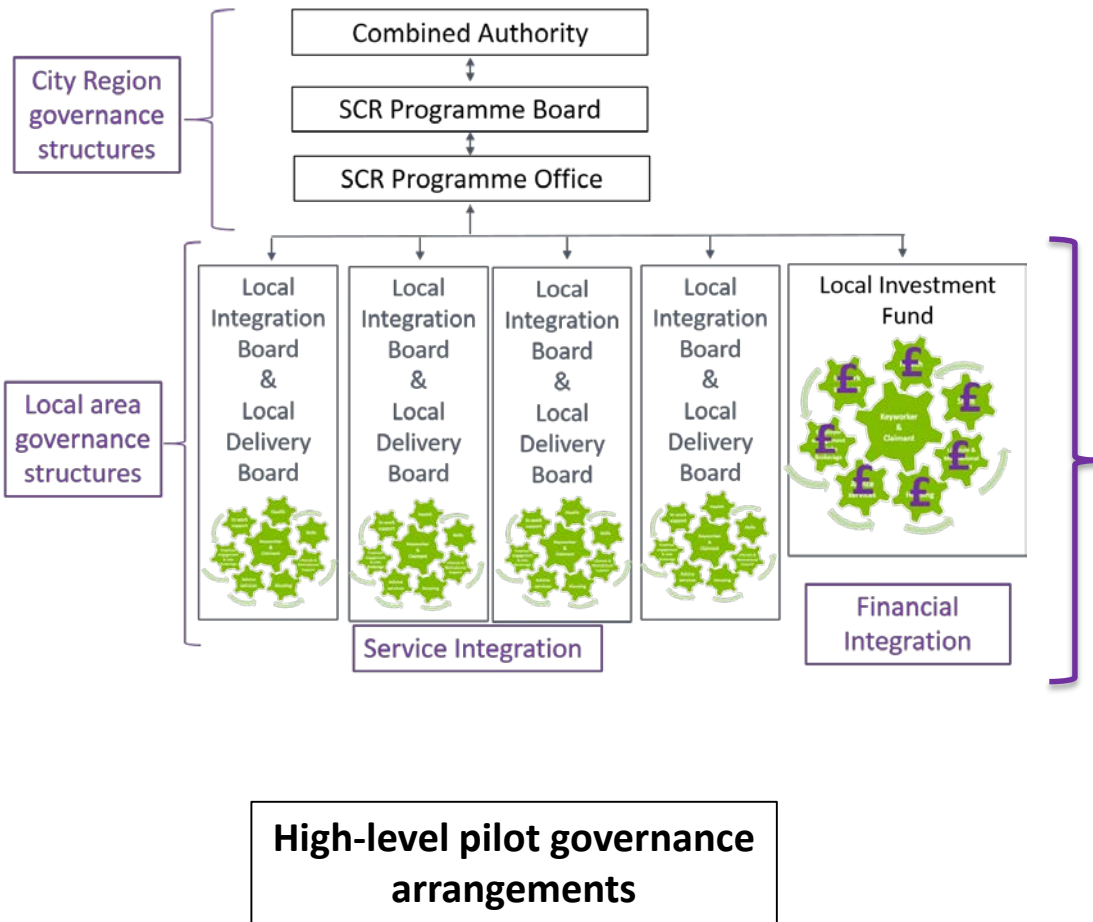
Drawing support from an integrated network of services and budgets to reduce barriers

Employer involvement
work experience, work trials, mentoring, vacancy promotion, recruitment and progression

EARLY INTERVENTION EMPLOYMENT SUPPORT PILOT PHASE 1 ROLL OUT

Authority area	Lifetime cohort
• Barnsley	607
• Doncaster	854
• Rotherham	736
• Sheffield	1413
• Bassetlaw	236
• Bolsover	369
• Chesterfield	483
• Derbyshire Dales	139
• North East Derbyshire	341
	5179

LOCAL INTEGRATION, LOCAL GOVERNANCE



Local oversight
Nominated local reporting line(s) & SRO

Local co-ordination

- Nominated local multi-agency 'pilot home' team
- Nominated 'Local Lead' co-ordinating LIB development
- Linked into other relevant local activity (eg PSR, TF)

Local Delivery

- Local Integration Board of all wraparound delivery partners
- Low-level pilot governance arrangements in your area

READINESS CHECKLIST

Leadership and Governance

- Strategic Responsible Officer – Executive level
- Lead Officer
- Clear feed into Service Plan and reporting
- Operational working group

Structure supporting delivery

- Clarity of geography
- Coverage of all key services
- Resource analysis
- Active involvement in design and commissioning

Mobilisation

- Model documents
- Local Integration Plans
- Local Inductions
- The Pledge and Protocols
- Management Information

WORK AND HEALTH UNIT INNOVATION FUND



- WHU is joint DWP-DH central gov unit to stimulate improved linked work-health support for work-health system connectivity
- Devolution Areas invited to bid into WHU Innovation Fund to kick-start activity and demonstrate best practice
- With employment working group and DPHs across areas, SCR submitted EOI for c.£7m around: IPS, MSK, referrals
- Intensive co-design process involving the active participation of health stakeholders

IPS

MSK

REFERRALS
& SYSTEM
CONNECTIVITY



GP's will refer clients who wish to be involved into the service

Self-referral



Stakeholder referral



SCR IPS Service introductory meeting

Service explained and decision taken whether to join pilot



Decide
Decide
No

50%

Yes

50%
No

Continued support through business as usual provision

~~UNEMPLOYED~~

Continued support - 6 months of in work support to ensure sustainability



12 months of personalised IPS support focused on finding and keeping work, co-located with health services - meeting frequency and location agreed with client

SCR Trial Principles

- ✓ Building on what works
- ✓ Voluntary, personalised service
- ✓ Co-produced with health partners
- ✓ Supporting eligible residents whether in or out of work
- ✓ Co-located with health
- ✓ Protecting patients at all times
- ✓ Standard participation criteria
- ✓ Embedding good practice
- ✓ Testing and learning

NEXT STEPS

- Commissioning consultation/market development
- Finalise commissioning routes
- Establish programme governance
- Commission provision August – October
- Go live both programmes November 2017

SKILLS, EMPLOYMENT & EDUCATION EXECUTIVE BOARD

11th July 2017

IMPLEMENTING EMPLOYMENT SUPPORT

Purpose of Report

This paper provides the Skills, Employment and Education board with an update on the progress and implementation of the two employment support programmes for the SCR. A presentation at the Board will support this paper as work with DWP and the Work and Health Unit is expected to progress at pace over the coming weeks.

Thematic Priority

This paper relates directly to Thematic Theme 5 'Develop the SCR skills base, labour mobility and education performance' as ESF supports the delivery of qualifications and support to move either closer to or into the labour market.

Freedom of Information

Executive Boards do not make decisions on behalf of the CA therefore are not made available under the Combined Authority Publication Scheme.

Recommendations

This paper and additional presentation will update the Board on the current position in relation to Employment Support. The Board is asked to endorse the action proposed to support implementation of the programmes by the Sheffield City Region (SCR) Executive team.

1. Introduction

- 1.1 Following on from the discussion at the last Board meeting the CA has received informal notification that the SCR has been successful in securing the Health Led Employment Trial with the joint DWP and DoH Work and Health Unit. Our devolution pilot is being reviewed by Ministers and we expect notification of the outcome of that process imminently.
- 1.2 This trial, combined with our Early Intervention Pilot will provide a breadth of provision for residents working alongside other support to increase employment across the city region. We will only achieve our inclusive growth objectives if we remove barriers to employment for those in our communities who want to work.
- 1.3 In recognition of good practice both the Pilot and the Trial have complementary delivery approaches. In their May meeting, the board considered commissioning options and

approved testing of a two contract model for the Pilot and exploration of contracting through the NHS for the trial.

- 1.4 Our intention is to undertake a further consultative exercise across July in order to recommend the most effective approach in the commissioning of these programmes.

2. Proposal and justification

- 2.1 Please refer to presentation

3. Consideration of alternative approaches

- 3.1 Please refer to presentation

4. Implications

4.1 Financial

DWP investment in the pilot is not contingent upon local match funding contribution. To achieve a strong cohort size across the SCR the business case was modelled based upon achieving ESF match funding. If the co-procurement option discussed above is not approved and in the absence of other local funding being available, the Pilot will be a maximum of £5m.

Costs of running the pilot will be top sliced from the allocation.

The current trial value is estimated at £7.5m, this will be 100% funded through the Work and Health Unit's Innovation Fund, with in kind contribution locally through officer time.

Detail on how cash flows and responsibilities will fall is still awaited, and work will continue to ensure the Authority has appropriate controls and resource to undertake this activity.

As the design is finalised over the coming months a financial due diligence process will be undertaken.

4.2 Legal

The legal issues will be dealt with for each of the pilots / trials as they arise under specific reports. As such there are no legal issues arising from this specific general report about these initiatives.

4.3 Risk Management

The key risks are the challenging timeline for us to commission and implement the provision across the SCR. Expectations from Government are that services go live in November giving the CA a relatively tight timeline to commission activity.

The Pilot assumes 50% match of ESIF, current uncertainty about the EU funding programmes and delays in approval from DWP may mean we are unable to utilise that resource which will reduce the programme size.

In order to access the data necessary to deliver the trial the CA needs to contract the trial via an NHS contract. A new approach for us and working group is being formed involving all 5 CCGs and technical expertise to assess the viability of this approach.

4.4 Equality, Diversity and Social Inclusion

AEB supports those who are either currently unemployed or not achieved benchmark qualification levels to achieve these thus promoting social inclusion, diversity and equality.

5. Communications

5.1 A communication and participation plan has been established and will be implemented.

Key stakeholders including service users, employers and providers have been involved in the design and development of the models and this will continue across the life of the programmes.

6. Appendices/Annexes

6.1 Presentation to the SEEB

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

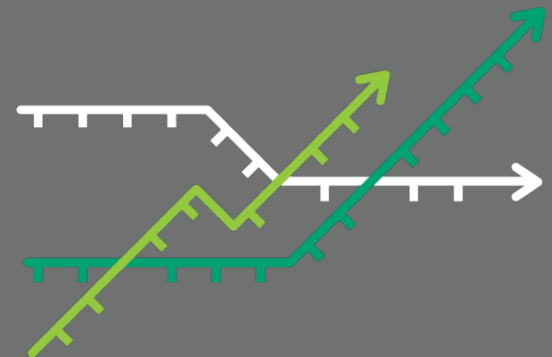
Other sources and references:



Sheffield City Region



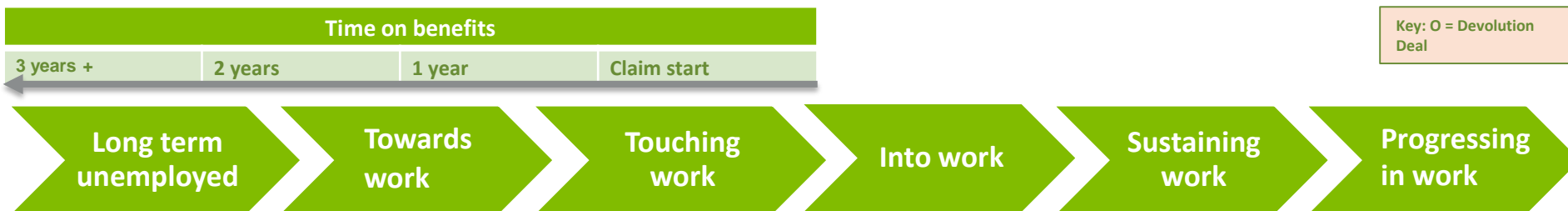
**INTEGRATED EMPLOYMENT SUPPORT ACROSS THE
SCR – HELPING TO REMOVE BARRIERS TO WORK**



Delivering the SCR Strategic Economic Plan the 10-year plan for private sector growth

Objective: more jobs, more businesses, more highly skilled occupations & higher productivity

Strategy: a cohesive end-to-end education, employment and skills system; impact through collaboration and service alignment



Shifting JobCentre Plus core provision of employment support (e.g. Specialist Employability Support, Universal Credit, generalist Work Coach role, DEAs, Community Partners, Health and Work conversation, ESA offer, WCA reform etc.)

Work & Health Programme = for claimants with health conditions or disabilities and those unemployed for over two years

Grant for Apprenticeships (GAP) = to help businesses without an apprentice and with less than 100 staff in South Yorkshire to take on an apprentice

SCR Devolution Pilot: Early Integrated Employment Support – Claimants at risk of long-term unemployment

SCR Growth Hub = Launch Pad (start-up) , Access to Finance

Skills Bank = Launch Pad (start-up) , Access to Finance

Skills for Jobs Growth = skills support aligned to employment opportunities

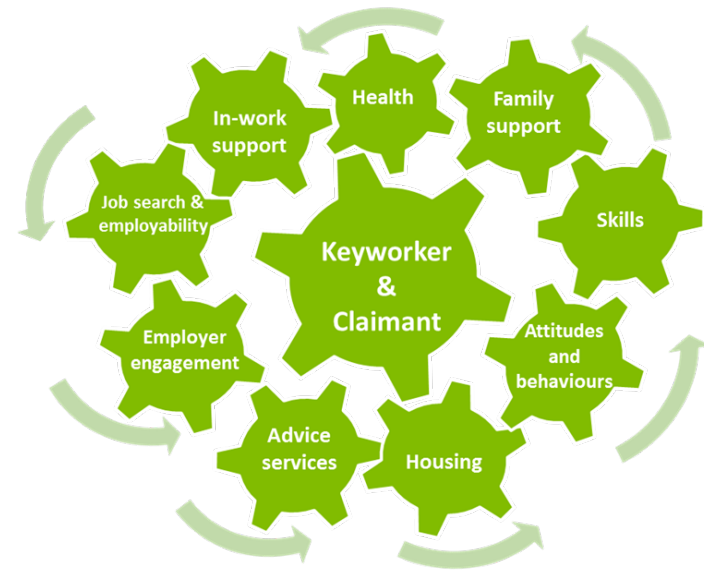
Ambition SCR = young people (18-24) referred by the Job Centre

Building Better Opportunities = specialist support for people with a disability, women, BAME groups, lone parents, carers and over 50 years old (includes economically inactive).

Health Led Employment Trial = Provision of Individual Placement and Support (IPS) & Improved access to musculoskeletal (MSK) services delivered with a focus of getting and staying in work.

SCR EMPLOYMENT PILOT OVERVIEW

- Challenge: co-ordinated employment support for individuals with severe and/or complex barriers to work
- Why? Transforming performance, achieving savings
- Devolution Deal employment pilot item
- Pilot key features:
 - Early intervention for claimants at high risk of long-term unemployment
 - Integrated ‘whole person’ employment support ‘ecosystem’
 - Local Investment Fund: Larger ‘pilot+’ potential
- Key cohorts: health conditions & disabilities, low skills, unstable housing, weak work histories, lone parents
- Pilot go-live Aut 2017 – 4,500 indivs in SCR over 2.5yrs



Significant opportunity for local system change to drive up performance and achieve local savings across ‘wraparound’ systems



Where id as eligible claimants will be directed to attend their first meeting

SCR Employment Support Service introductory meeting
Service explained and decision taken whether to join pilot



Continued support through national JCP offer



18 months of personalised support focused on finding and keeping work, co-located with services in authority areas

Voluntary routes

Self-referral



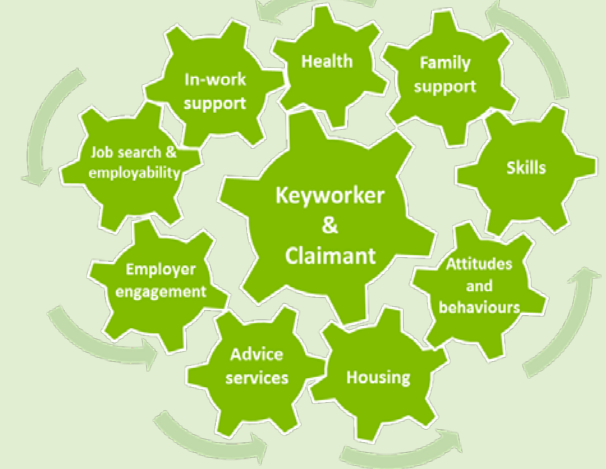
Stakeholder referral



~~UNEMPLOYED~~



6 months of in work support to ensure sustainability



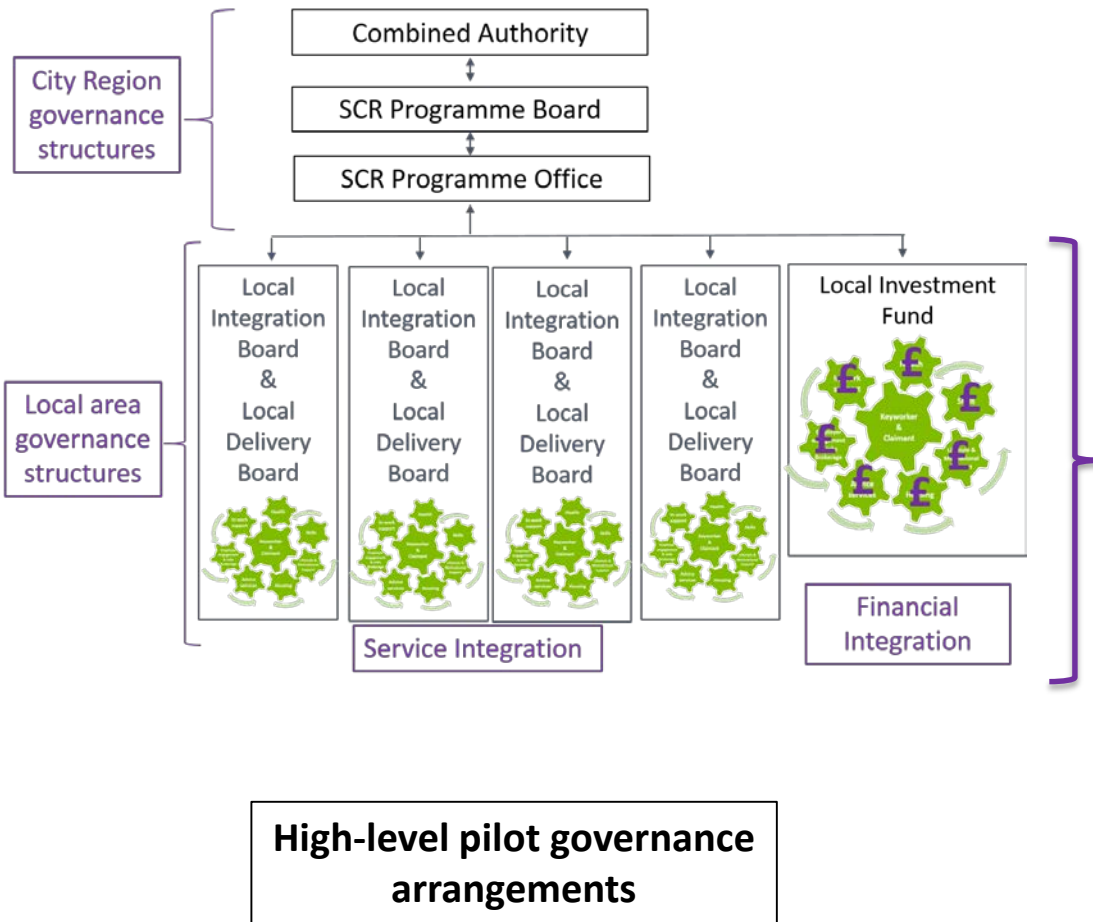
Drawing support from an integrated network of services and budgets to reduce barriers

Employer involvement
work experience, work trials, mentoring, vacancy promotion, recruitment and progression

EARLY INTERVENTION EMPLOYMENT SUPPORT PILOT PHASE 1 ROLL OUT

Authority area	Lifetime cohort
• Barnsley	607
• Doncaster	854
• Rotherham	736
• Sheffield	1413
• Bassetlaw	236
• Bolsover	369
• Chesterfield	483
• Derbyshire Dales	139
• North East Derbyshire	341
	5179

LOCAL INTEGRATION, LOCAL GOVERNANCE



Local oversight
Nominated local reporting line(s) & SRO

Local co-ordination

- Nominated local multi-agency 'pilot home' team
- Nominated 'Local Lead' co-ordinating LIB development
- Linked into other relevant local activity (eg PSR, TF)

Local Delivery

- Local Integration Board of all wraparound delivery partners
- Low-level pilot governance arrangements in your area

READINESS CHECKLIST

Leadership and Governance

- Strategic Responsible Officer – Executive level
- Lead Officer
- Clear feed into Service Plan and reporting
- Operational working group

Structure supporting delivery

- Clarity of geography
- Coverage of all key services
- Resource analysis
- Active involvement in design and commissioning

Mobilisation

- Model documents
- Local Integration Plans
- Local Inductions
- The Pledge and Protocols
- Management Information

WORK AND HEALTH UNIT INNOVATION FUND



- WHU is joint DWP-DH central gov unit to stimulate improved linked work-health support for work-health system connectivity
- Devolution Areas invited to bid into WHU Innovation Fund to kick-start activity and demonstrate best practice
- With employment working group and DPHs across areas, SCR submitted EOI for c.£7m around: IPS, MSK, referrals
- Intensive co-design process involving the active participation of health stakeholders

IPS

MSK

REFERRALS
& SYSTEM
CONNECTIVITY



GP's will refer clients who wish to be involved into the service

Self-referral



Stakeholder referral



SCR IPS Service introductory meeting

Service explained and decision taken whether to join pilot



Decide
Decide
No

50%
Yes

50%
No

Continued support through business as usual provision

~~UNEMPLOYED~~

Continued support - 6 months of in work support to ensure sustainability



12 months of personalised IPS support focused on finding and keeping work, co-located with health services - meeting frequency and location agreed with client

SCR Trial Principles

- ✓ Building on what works
- ✓ Voluntary, personalised service
- ✓ Co-produced with health partners
- ✓ Supporting eligible residents whether in or out of work
- ✓ Co-located with health
- ✓ Protecting patients at all times
- ✓ Standard participation criteria
- ✓ Embedding good practice
- ✓ Testing and learning

NEXT STEPS

- Commissioning consultation/market development
- Finalise commissioning routes
- Establish programme governance
- Commission provision August – October
- Go live both programmes November 2017

SKILLS, EMPLOYMENT & EDUCATION EXECUTIVE BOARD

11th July 2017

Skills Bank

Purpose of Report

This report updates the Board on developments affecting the implementation of the Skills Bank.

Thematic Priority

This paper relates directly to Thematic Theme 5 'Develop the SCR skills base, labour mobility and education performance' as ESF supports the delivery of qualifications and support to move either closer to or into the labour market.

Freedom of Information

Executive Boards do not make decisions on behalf of the CA therefore are not *made available under the Combined Authority Publication Scheme*.

Recommendations

The Board is asked to note the action agreed by the LEP Board.

1. Introduction

- 1.1 The SCR Skills Bank is a central pillar of the first growth deal the Government and SCR negotiated. Its designation as a national demonstrator project signalled both our and Government's commitment to testing a new approach to the deployment of training funds. This was based upon skills / workforce development funding being used as a direct lever to stimulate business / economic growth with devolved resources and European Social Fund monies being combined with a fully operational business co-investment model.
- 1.2 Since the Skills Bank went live, there have been 231 deals agreed with businesses involving approximately 3450 learners. The foundations have been developed for a genuinely collaborative co-investment mechanism between the public and private sectors.
- 1.3 Our objective in developing the Skills Bank was to test an approach which secured employer co-investment in skills that would demonstrably lead to economic growth. It was purposefully designed with BIS and Cabinet Office to offer a fundamentally different approach to workforce skills than that offered via the Adult Skills Budget (now AEB).

- 1.4 The original vision for the Skills Bank had at its core the idea that the overall skills deal with an employer would be bespoke to that individual employer and would be priced through a negotiated process with employer co-investment as a prerequisite.
- 1.5 Programme design allowed for surpluses to be developed within the programme which would then feed an 'Innovation Fund' to allow the SCR to put packages together to underpin strategically significant skills deals – for example to support major inward investors.
- 1.6 Our agreement with Government necessitated new methods of provider management and payment. To this end, we agreed that the Skills Funding Agency (SFA) should procure and manage the programme on our behalf, bringing together Growth Deal funding and European Social Funding.

2. Proposal and justification

- 2.1 SFA procurement and initial implementation of the Skills Bank was subject to a number of delays resulting in ESF expenditure being behind profile and an underspend of c£2m from the 2016/17 Growth Fund Allocation. The SCR Executive has asked for this underspend to be rolled forward into 2017/18.
- 2.2 Initial implementation of the Skills Bank also met with some problems when it became clear, following the appointment of PWC by the SFA, that the final specification for the Skills Bank published by the SFA included a requirement on the managing agent to apply SFA national rates for learning when ESF was being used. This ran counter to the aspiration for the price for learning to be a negotiated process with employer co-investment integral to any deal.
- 2.3 To address this issue, the SCR Executive worked with the SFA and PWC in the autumn to agree a policy note which, it was thought, found a technical solution to this problem. This allowed the managing agent to build up an agreed deal to an agreed price by combining various national rates without having to apply sectoral or duration criteria. The SCR Executive became aware in April that SFA compliance staff had reinterpreted this note such that the requirement to operate at national rates still obtained.
- 2.4 The recent imposition of a 'one size fits all' approach by the SFA threatens to fundamentally and rapidly undermine delivery of the Skills Bank as initially envisaged. The administrative mechanisms being imposed are fundamentally shifting the original innovative concept to more closely resemble the core AEB offer.
- 2.5 Until recently, attempts to escalate this issue within Government have been hampered due to the General Election. Notwithstanding this, the Head of the Paid Service has raised this issue with very senior civil servants within CLG, and consideration is being given to raising the SFA's management of ESF with DWP as the Managing Authority for this European Fund.
- 2.6 Concurrent with our attempts to escalate the issue within Government, the SCR Executive has undertaken technical work with the SFA, PWC and CLG to establish what can be delivered within the constraints now being imposed by the SFA, with a view to developing a model as close as possible to that originally envisaged.
- 2.7 The constraint on the use of ESF, in particular, means that the original assumptions for the Skills Bank would not apply if this new model were to be implemented. Specifically, the following would happen:
 1. ESF would not be utilised to the level originally profiled, resulting in a significant ESF underspend;
 2. The Growth fund would be consumed more rapidly, resulting in possible early closure of the Skills Bank. This could be partially mitigated if Government allowed for 16/17 Growth Fund underspend to be brought forward to 17/18

3. The pressure on the Growth Fund created through constraints on ESF utilisation would likely undermine SCR's ability to create and utilise an Innovation Fund as initially envisaged. This could possibly be partially mitigated if Government allowed for 16/17 Growth Fund underspend to be brought forward to 17/18
- 2.8 In order for the Skills Bank to be able to operate for now, it has been agreed to operate within the new SFA constraints but to keep the position under regular (monthly) review.
- 2.9 At its meeting in June, the LEP Board agreed that, following the outcome of the General Election, the Chair, Deputy Chair and Head of Paid Service, continue to escalate within all government departments and with Ministers the need to find a strategic and satisfactory resolution. It also delegated programme management decisions regarding the Skills Bank to the Head of Paid Service, in conjunction with the Chair / Vice chair, with updates being provided to the LEP Board.

3. Consideration of alternative approaches

- 3.1 Whilst the SCR Executive team is seeking resolution of these issues, consideration has also been given to our options moving forward.
- 3.2 Option 1 is to run the SB with just Growth Deal, to novate the contract to the CA from the SFA and remove the SFA from the management of this. Downside is the funds are greatly reduced and therefore the Skills Bank would operate at a smaller scale unless new resource could be found either nationally or locally.
- 3.3 Option 2 is to re-procure the Skills Bank via a call process issued from DWP which SCR bids for. The downside to this is that in using Growth Deal funds as match it reduces the flexibility of this pot to mirror ESF therefore reducing the availability of funds for large companies or bespoke deals.
- 3.4 Option 3, subject to CA acceptance of devolved AEB, is that SCR CA use some core AEB as match for ESF in addition to the flexible growth deal pot to re-procure the Skills Bank to the specification agreed by the SCR LEP

4. Implications

4.1 Financial

The financial challenge for the LEP is finding a strategic solution which maintains the scale and duration of the Skills Bank. Without this solution it is likely Growth Deal funds will be utilised ahead of schedule and the ability to recycle funds into an innovation fund, to sustain the service, into the future will be lost.

4.2 Legal

There are no legal implications arising from this report.

4.3 Risk Management

Active risk management is being led by the SCR Exec in conjunction with CLG.

4.4 Equality, Diversity and Social Inclusion

There are no specific equality, diversity or social inclusion consequences impacted by the issues discussed in this paper

5. Communications

- 5.1 There are important communications implications arising, these include:

- The SCR business community and SCR's reputation as a place that delivers practical support to businesses
- Maintaining working relationships with government officials and Ministers
- Skills Bank providers
- Local media and trade press

Should the issues in the report not be resolved a communications plan will be developed and key stakeholders will be informed.

6. Appendices/Annexes

6.1 List any relevant appendices/annexes here

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

Other sources and references:

SKILLS, EMPLOYMENT & EDUCATION EXECUTIVE BOARD FORWARD AGENDA PLAN

August				September				October			
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/Devolution Update</i>	None	n/a	5	<i>Performance dashboard/Devolution Update</i>	Paper	KW	5	<i>Performance dashboard/Devolution Update</i>	None	n/a
6	<i>Business case endorsement & change requests:</i>	n/a	n/a	6	<i>Business case endorsement & change requests:</i>	n/a	n/a	6	<i>Business case endorsement & change requests:</i>	n/a	n/a
7	<i>Scheme Scrutiny/Project Updates</i>	None	n/a	7	<i>Scheme Scrutiny/Project Updates</i>	Paper	KW	7	<i>Scheme Scrutiny/Project Updates</i>	None	n/a
Discussion items				Discussion items				Discussion items			
8	Employment and Skills Strategy	Paper	tbc	8	Post 16 Skills Plan	Paper	tbc	8	Policy Update	tbc	tbc
9	Institutes of Technology	Paper	DB	9	Stakeholder Engagement	Paper	AG	9	tbc	tbc	tbc
10	Early Intervention Pilot	Paper	AF	10	Curriculum Review	Paper	KW	10	tbc	tbc	tbc
11	Work and Health Trial	Paper	AF	11	Skills Bank	tbc	tbc	11	tbc	tbc	tbc
12	tbc	tbc	tbc	12	tbc	tbc	tbc	12	tbc	tbc	tbc
Actions & Forward Planning				Actions & Forward Planning				Actions & Forward Planning			
13	Agree action & summary for Resolution Record	Verbal	Chair	13	Agree action & summary for Resolution Record	Verbal	Chair	13	Agree action & summary for Resolution Record	Verbal	Chair
14	Forward Plan	Paper	Chair	14	Forward Plan	Paper	Chair	14	Forward Plan	Paper	Chair
15	AOB	Verbal	All	15	AOB	Verbal	All	15	AOB	Verbal	All