

**SKILLS EXECUTIVE BOARD****Date: 23<sup>rd</sup> November 2017****Venue: Room 2, First Floor, Broad Street West****Time: 8.30 – 10.30am****Sheffield  
City Region****COMBINED  
AUTHORITY****AGENDA**

Items	Title	Method	Speaker
<b>Introduction</b>			
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	??
<b>Discussion items</b>			
6.	Skills, Employment & Education Delivery Plan	Paper	Krysia Wooffinden
7.	Devolution Update	Paper	Krysia Wooffinden
8.	Skills Hub	Paper	Krysia Wooffinden
9.	Employment Programme Board	Paper	Andrea Fitzgerald
10.	SEEB Membership	Verbal	Chair
<b>Updates for information</b>			
11.	Skills Bank Update	Paper	Dave Brennan
<b>Actions &amp; Forward Planning</b>			
12.	Agree actions & Summary for Resolution Log	Verbal	Chair
13.	Forward Plan	Verbal	??
14.	AOB	Verbal	All
<b>DATE OF NEXT MEETING – tbc</b>			

**SKILLS, EMPLOYMENT & EDUCATION EXECUTIVE BOARD****DATE - TBC****DELIVERY PLAN- SKILLS, EMPLOYMENT & EDUCATION****Purpose of Report**

This paper presents the draft Delivery Plan to the board for their comments. It will be supported by a discussion which will draw out key areas to note and invite comments from the Board to strengthen the plan.

**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 Board papers are not made available under the Combined Authority Publication Scheme but are subject to FOI.

**Recommendations**

To note the contents of the Delivery Plan, make comments on the draft and suggest any changes.

**1. Introduction**

- 1.1** In November 2016 the Board requested that work be undertaken to produce a strategy for Skills, Employment and Education for the Sheffield City Region. York Consulting were commissioned to undertake this work.
- 1.2** Over 12 meetings were held to shape the strategy with an early framework presented to the Board for comments 6 April 2017 incorporating Board comments from the January 2017 meeting. One to ones were held with Board members and Local Authority Lead Officers. Key partners and LEP board members were also consulted through existing forums which included the SCR Provider Network, Enterprising Doncaster, Healthcare Technologies Sector Group and the Professional Services Sector Group.
- 1.3** Following that meeting the work was paused to take into account the emerging work

around the Inclusive Industrial Strategy and the need to produce a Skills, Employment and Education Delivery Plan in support of the Strategy.

## **2. Proposal and justification**

- 2.1** The 3-year plan is aligned to the Inclusive Industrial Strategy currently in consultation. It presents 3 strategic priorities against a concise back drop of the challenges we are aiming to address, our journey to date, future planning and measures of success.
- 2.2** The attached presentation includes key areas for consideration and discussion by the Board.

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

- 3.1** The Delivery Plan has been shaped with the active input from a wide range of key stakeholders.

## **4. Implications**

### **4.1 Financial**

N/A

### **4.2 Legal**

There are no legal issues arising from this report as such, however, behind some of the elements of the plan are agreements between SCRCA and delivery partners. These and any future arrangements will be subject to legal advice to ensure risks and liability are addressed

### **4.3 Risk Management**

N/A

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

The Employment, Skills and Education Delivery Plan forms part of the Inclusive Industrial Strategy and aims to ensure all residents benefit from the growth of the Sheffield City Region.

## **5. Communications**

- 5.1** Further consultation will be required on the Delivery Plan following feedback from the Board. In line with the Inclusive Industrial Strategy the Delivery Plan will be formally launched to all stakeholders.

## **6. Appendices/Annexes**

- 6.1** Employment, Skills and Education Delivery Plan 2018-21

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

Other sources and references: n/a

# Sheffield City Region Skills, Employment and Education Delivery Plan

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NOVEMBER 2017





## INTRODUCTION

This document is one of five theme-specific delivery plans that will support the implementation of the Sheffield City Region Industrial Strategy.

The Industrial Strategy recognises the significant improvements that have been made in skills, employment and education across the Sheffield City Region in recent years and identifies our area as being at the vanguard of innovative skills and employment policy and delivery. Yet it also acknowledges that we have much more to do if we are to eradicate the City Region's skills deficit, address unemployment and achieve higher growth.

This is a three-year delivery plan. As such it represents the first part of the journey through which our longer-term strategic priority for skills, employment and education in the Sheffield City Region will be achieved:

### Strategic Priority for Skills, Employment and Education in Sheffield City Region

A city region that provides inclusive growth and progression opportunities for all, enabling individuals and employers to reach their potential, drive productivity and contribute to our economic success.

The delivery plan is structured around three programmes of work (summarised opposite) and will be supported by City Region-wide stakeholder mobilisation activity. The programmes of work are the 'what' we will do. Each programme of work contains a number of activities; these are the 'how'. Some of these activities are new, while others are already underway.

Together, the activities will contribute to tangible improvements against key metrics where we know we have the opportunity to do better. We will monitor our performance against these metrics, but we also know that change does not happen overnight and that getting where we want to be will take longer than three years. Alongside the metrics, we have therefore also identified a series of important delivery milestones, all of which fall within the three year horizon of this plan.

### Programmes of work:

1. Enable all our residents to benefit from high quality, employer-relevant technical education and skills
2. Implement a system of integrated support for securing and sustaining employment and progression
3. Create a City Region-wide culture of workforce development and progression to support growth and inclusive employment

## WHERE ARE WE NOW?

In many regards, the direction of travel for skills, employment and education in the Sheffield City Region is positive:

- Educational performance has improved markedly and our schools are largely now rated outstanding or good.
- We have one of the highest apprenticeship participation rates in the country (although scope exists to increase both completion rates and the number of apprentices on programmes at Level 3 and above).
- The proportion of our 19 year-olds qualified to at least Level 3 has increased by 16 percentage points over the last ten years.
- Over the same period, the proportion of our working age residents qualified to at least Level 4 has risen by almost half.
- The City Region has class-leading Further and Higher Education provision, is home to a new campus for the National College for High Speed Rail in Doncaster and a new HE centre in Rotherham, offering a range of degrees and degree apprenticeships, which will open in 2018.
- The flagship Skills Bank programme has supported [xxx] learners with [xxx] deals with businesses, leveraging [£xxx] in employer contributions.
- We have successfully secured funds from government to pilot new, joined-up approaches to help people with mental and physical health issues to enter and sustain employment.
- Our network of Enterprise Advisors, funded by the Careers and Enterprise Company, has achieved almost 100% coverage across secondary schools in South Yorkshire.

Nonetheless, there is much more to do and many opportunities still to be seized. GCSE results have improved, but the gap to the national average has not closed and, in some parts of the City Region, too many young people leave school without good qualifications in maths and English. Employers in our key sectors need young people with technical skills to replace an ageing workforce, yet the proportion of our 19 year-olds with a Level 3 qualification is ten percentage points below the national average. And whilst workforce skills have improved and private sector growth has accelerated, we are facing a significant replacement demand challenge, compounded by a significant reduction in part-time adult learning following the introduction of Advanced Learner Loans. We need more employers to provide training for their staff and offer good quality work experience opportunities, and we need to reverse the recent trend in adult learning, especially at Levels 3 and above.

Across and within the City Region's districts, there are stark differences in skills, employment and education, broadly mirroring housing patterns and the distribution of wealth. We hear repeatedly that in some parts of the City Region, the aspirations and ambitions of our residents and employers could and should be higher. We want to change this and achieve inclusive growth for all, whereby opportunities are not dependent on where people live.

Economic inactivity has been a persistent issue for many years and in some parts of the City Region the levels are concerningly high. A higher proportion of our residents cite health issues as a reason for being economically inactive than is the case nationally and we have a larger than average Employment and Support Allowance cohort. We have been successful in working with unemployed residents in tailored programmes, but we want to extend this to all residents with multiple barriers to employment.

In short, we want to deliver a step change in our labour market that builds on the progress of recent years to deliver jobs and skills in every part of the City Region. This includes helping those furthest away from the labour market, increasing levels of technical training and ensuring that we have the type of businesses demanding the higher level skills that will drive improvements in overall prosperity and opportunity.

### Employment, Skills and Education: The SCR Challenge

	SCR	England
Primary school pupils eligible for Free School Meals	18.9%	14.1%
Secondary school pupils eligible for Free School Meals	16.8%	12.9%
Pupils achieving grades 9-5 in GCSE maths and English	38.0%	42.4%
19 year-olds qualified to a least Level 3	50.4%	60.1%
Working age residents with no formal qualifications	8.9%	7.8%
Working age residents qualified to Level 2 or above	72.8%	74.2%
Working age residents qualified to Level 4 or above	30.7%	37.9%
Working age residents that are economically inactive	24.4%	22.1%
Economically inactive residents with long-term health conditions	28.9%	21.1%
Employed residents in receipt of Income Support	2.7%	1.9%
Working age residents in receipt of ESA	9.7%	7.6%
Average annual salary	£23,834	£28,788



## GETTING WHERE WE WANT TO BE

The following pages summarise the skills, employment and education related activities we will take forward over the next three years. They are grouped by programme of work, although in part this is for presentational purposes as many are relevant at more than one point on the skills, employment and education spectrum. So whilst each activity has been assigned to a specific programme of work here, their reach in terms of delivery and impact will, in many cases, be broader.

The LEP and its partners cannot do or influence everything in this sphere, nor do we want to. The delivery of teaching and learning in schools, for example, takes it lead from the national curriculum and is funded by the Department for Education. Yet in the City Region we need more young people with good qualifications in maths and English and with the interests and abilities to pursue careers in STEM subjects. We also need our young people to make informed decisions about their next steps, helped by good quality information, advice and guidance. It is therefore these topics that will provide the focus for our conversations with the school sector, rather than the delivery of school-based teaching and learning across the board.

The same applies to employers. Many facets of their operations are beyond the remit of what we are aiming to achieve through this plan, but we can support more employers to provide high quality training for their staff, to plan for changing skills needs and workforce demographics, and to offer meaningful work experience opportunities to local residents.

The activities in this delivery plan therefore concentrate on those areas where we believe we can exert the greatest influence based on the levers at our disposal. In some cases these levers exist in the form of funding. In others they relate to our role as co-ordinators and facilitators, such as the work we have started with stakeholders across the City Region to raise aspirations and ambitions and accelerate skills development.

We are not seeking to reinvent the wheel or introduce new initiatives for the sake of doing so. Much good work is already in progress in the City Region and we are therefore proposing to scale-up and broaden the scope of existing pilots and trials, conditional of course upon strong early performance. Where new initiatives are proposed, they are there to address genuine need and not to duplicate work that is already underway.

There are activities in this plan that require us to have further conversations with government with a view to securing local control over funding that is currently administered nationally. We will make a strong case for how our businesses and residents will benefit from local devolution and will work with colleagues in other City Regions where it is appropriate to do so.

We will also work closely with the teams responsible for delivering the other theme-specific delivery plans (transport, place, business and investment, research and innovation). None of these plans can be delivered to its full potential without consideration for the full breadth of factors that will make the Sheffield City Region an even better place to live and work.



# 1. Enable all our residents to benefit from high quality, employer-relevant technical education and skills

We will continue to deliver...
<b>South Yorkshire Futures:</b> a new social mobility partnership, led by Sheffield Hallam University, focused on improving educational attainment and raising aspiration, particularly in disadvantaged areas.
<b>Implementing the Post-16 Skills Plan:</b> we are supporting the FE sector to develop high quality Technical Education routes, offering pathways to skilled occupations across the labour market as per the government's Post-16 Skills Plan.
<b>CEIAG Strategy:</b> we have developed an all-age CEIAG strategy which will improve the coherence and quality of local provision, support the development of effective career management skills and embed employer interactions with young people
<b>Apprenticeships:</b> we are participating in national apprenticeship campaigns to raise learner and employer awareness and stimulate take-up at all levels, including Higher and Degree level.
<b>Institute of Technology:</b> our FE and HE providers are working collaboratively to secure Institute of Technology status to build on existing examples of best practice around employer-driven curriculum.
<b>Investing in high quality learning environments:</b> we are deploying skills capital resources to improve post-16 learning environments in the City Region, ensuring that excellent facilities are available across all Technical Education routes.
<b>Aligning adult education with employer need:</b> we are working with our providers to ensure that the Adult Education Budget is deployed to equip residents with the skills needed by the City Region's employers.



We will also...
<b>Raise standards in essential skills:</b> we will invest in the professional development of maths and English teachers in schools and colleges across the City Region so that all of our young people receive high quality tuition in these essential subjects.
<b>Strengthen the provision of quality assurance career development programme:</b> we will build a compelling case for the devolution of the Careers and Enterprise Company and National Careers Service budgets to complement the establishment of an employer-led, co-commissioning programme that fosters productive and long-lasting links between schools and employers in sectors of strategic importance.
<b>Become recognised nationally as a place of excellence for apprenticeships:</b> we will work with partners to drive up participation in apprenticeships and will strive to become the City Region with the most starts on apprenticeships at Level 4 and above, relative to the size of our population. We will work with government with a view to securing the local re-investment of any unspent Apprenticeship Levy funds so that they benefit local residents and businesses.
<b>Stimulate lifelong learning:</b> upon the release of further details from government, we will develop a high quality proposition for an SCR lifelong learning pilot, focused on groups/sectors with the greatest barriers to participation.

## What will success look like?

Milestones:
Increase starts on Level 3 and above Apprenticeships: 2018
Secure a flexible learning pilot and develop a AEB funding policy that supports progression: 2018/2019
Embed and facilitate the school attainment and teacher education, recruitment and retention strands of South Yorkshire Futures programme: 2018
Embed an Institute of Technology across existing FE and HE infrastructure: 2019
Secure devolved budget for CEC and NCS programme delivery: 2019
Introduce employer-led co-commissioning to bring coherence to CEIAG delivery: 2019
Commence delivery of first wave of T-levels: 2020

Metrics:
Improved attainment at Key Stage 4, including closing the gap to the national average in maths and English
More 19 year-olds with Level 2 qualifications in maths and English
Close the attainment gap between those who are on free school meals
More 19 year-olds attaining Level 3 qualifications that are in demand from employers
Increased participation in apprenticeships at all levels, including Higher and Degree level
A more highly skilled working age population

## 2. Implement a system of integrated support for securing and sustaining employment and progression

We will continue to deliver...
<b>Health-led Employment Trial:</b> working with health partners and government, we have co-designed a new programme of joined-up support to help individuals with low to moderate mental health issues and/or a physical health condition to move into and sustain paid work (due to launch in January 2018).
<b>Work and Health Programme:</b> co-designed and managed between SCR and DWP, the Work and Health programme will provide specialist employment support to c. 1,500 SCR residents per year, the majority of whom have health/disability issues.
<b>Early Integrated Employment Pilot:</b> we are using devolved funding to implement whole-person specialist employment support to unemployed SCR residents with complex barriers to work (due to launch in 2018). Local Integration Boards have been developed with representation from all delivery partners to align support around individuals enabling progression into work.
<b>Pre-employment support:</b> we are supporting residents who are closer to the labour market to gain essential skills linked to live vacancies, enabling them to move into paid work quickly. Skills for Jobs Growth (known as Open Door) launched in 2017 and Sector Based Work Academies (funded through the Adult Education Budget) are providing valuable work experience and classroom based learning.



We will also...
<b>Broaden the offer of joined-up health and employment support:</b> building on learning from our Health-led Employment Trial, we will broaden the offer to include individuals with other physical/mental health issues and/or those in receipt of specific out-of-work benefits.
<b>Embed a system of locally integrated employment support:</b> our aim is to secure the full devolution of all welfare-to-work programmes operating in the Sheffield City Region and establish a universal offer for all residents receiving out-of-work benefits. We will formulate a strong proposition for the devolution of the Fit for Work service in order to provide a more responsive, tailored and impactful offer for SCR residents.
<b>Commission focused activity to enhance and support the employment trial and pilot:</b> we have commissioned Pathways to Progression, due to launch 2018, to support young people and adults address barriers to move into work, further education or self-employment.
<b>Develop SCR Funding Policy for AEB:</b> promoting progression and rewarding success to effectively support residents to achieve qualification building blocks and deliver work readiness skills demanded by employers.

### What will success look like?

Milestones:
Commence the Health-Led Employment Trial and the Early Intervention Employment Support Pilot: 2018
Local Integration Boards are operational across the SCR reporting into an Employment Programme Board to better align services supporting people with complex barriers to work: 2018
Implement a LEP-led campaign to raise employer awareness of the support available to gain the workforce they need and increase productivity: 2018
Introduce a future commissioning plan, driven by learning from early test programmes and evidence of need: 2019
Fully integrate a nationally funded CEIAG offer into provision for all residents receiving out of work benefits: 2019

Metrics:
Fewer ESA claimants
Fewer people out of work due to health/disability issues
Higher employment rate
Lower economic inactivity rate

### 3. Create a City Region-wide culture of workforce development and progression to support growth and inclusive employment

We will continue to deliver...
<b>Skills Bank:</b> operating on a co-investment model, the Skills Bank is our flagship service for investing in skills and expertise to drive business growth. The Skills Bank helps employers to identify skills needs and matches them with high quality training providers.
<b>Adult skills:</b> our FE network is working hard to increase the number of adults in the City Region with full Level 2 and full Level 3 qualifications. These qualifications are often the pre-requisites for progression.
<b>Progression from FE to HE:</b> our colleges and Universities are working collaboratively to ensure there is clear progression from Level 3/4 to Level 5/6 so learners and employers have clear sight of next steps and impact.
<b>City Region-wide support on apprenticeships:</b> via a series of awareness raising activities, masterclasses and other targeted interventions, we are supporting the provider base to offer the range and quality of apprenticeships that our economy demands and increasing demand from employers.



We will also...
<b>Continue to invest in the skills employers need:</b> a successor programme to the Skills Bank, including a new 'Skills Hub' aligned with our Growth Hub offer, will support further investment in the skills that employers need to grow their business and drive up productivity in the City Region, promoting new and existing routes to up-skill.
<b>Advancement Service:</b> as part of our CEIAG Strategy, we will introduce a new service to pilot a streamlined approach for individuals in receipt of in-work benefits (and those in low paid, low skilled sectors). The Advancement Service will bring together resources from the National Careers Service, Jobcentre Plus and other relevant providers of CEIAG provision to improve motivation and facilitate in-work progression.
<b>Inform and empower:</b> Alongside the existing stakeholder mobilisation activity we will initiate 'champions of change' across the LEP and wider stakeholders to empower employers and individuals to raise ambition and aspiration.

#### What will success look like?

Milestones:
Launch Skills Hub and Skills Bank 2: 2018
Implement a LEP-led campaign to raise employer awareness of the support available to gain the workforce they need and increase productivity: 2018
Integrate a nationally funded CEIAG offer into provision for all residents receiving out of work benefits: [date]
Secure and deliver a lifelong learning pilot: 2018
Increase starts on Apprenticeships at level 3 and above: 2018

Metrics:
Fewer ESA claimants
Fewer people out of work due to health/disability issues
Higher employment rate
Lower economic inactivity rate



## STAKEHOLDER MOBILISATION

The activities in this delivery plan will be facilitated and catalysed by a City Region-wide programme of communication and awareness raising activity targeted at three specific audiences: employers, individuals and skills providers.

Audience	Activities
Employers	<p>Awareness raising campaign to emphasise the benefits/importance of:</p> <ul style="list-style-type: none"><li>▪ Investing in skills training</li><li>▪ Supporting the workforce of the future</li><li>▪ Offering inclusive employment opportunities</li></ul>
Individuals	<p>Implementation of the Sheffield City Region CEIAG Strategy, resulting in:</p> <ul style="list-style-type: none"><li>▪ Access to independent, impartial careers guidance for all those who need it</li><li>▪ Access to existing recognised sources of labour market information</li><li>▪ Greater understanding and improved accessibility to community based provision that is immersed in local communities, including Union Learn and third sector offers</li></ul>
Skills providers	<p>Continuation of the Sheffield City Region Provider Network to:</p> <ul style="list-style-type: none"><li>▪ Ensure we have a fit for purpose provider base that is able to deliver the skills demanded by employers</li><li>▪ Communicate with the provider based on emerging and future City Region priorities</li><li>▪ Obtain input and feedback on strategic and operational activities led by the LEP</li></ul>

**SKILLS, EMPLOYMENT & EDUCATION EXECUTIVE BOARD**

**DATE - TBC**

**DEVOLUTION UPDATE**

**Purpose of Report**

This paper gives an update on key elements of devolution within the Sheffield City Regions, Skills, Employment and Education team.

**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 Board papers are not made available under the Combined Authority Publication Scheme but are subject to FOI.

**Recommendations**

This paper is for information only but asks the board to recognise the progress made in relation to both devolution of the Adult Education Budget (AEB), the Early Intervention Employment Support Pilot and Work and Health Programme.

**1. Introduction**

- 1.1 The SCR CA have not reached a consensus to consult on the second order which is required for government to transfer to the SCR CA as a Mayoral CA the powers and functions of the Mayor. Agreement is a pre-requisite of the transfer of powers for AEB, the Early Intervention Employment Pilot and continued influence over the national Work and Health Programme.



## **2. Proposal and justification**

### **2.1 Adult Education Budget**

Good progress on the requirements laid out by Government has been made in the following areas;

- Governance and Accountability Framework (SCR CA and DfE)
- Funding Policy and Funding Agreement (SCR CA & providers)
- Commissioning Strategy
- Financial Viability Model

- 2.2** The work necessary on the technical aspects of devolution of AEB and to ensure we were in a position to agree Readiness Conditions and pass operational readiness tests would now require substantial investment (for example additional legal and financial support). As a consequence of the position outlined in para 1.1 all active work has paused on the devolution of AEB.

#### **Early Intervention Employment Support Pilot**

- 2.3** Government announced the £5m contribution to the SCR Pilot in September 2017. All parts of the business plan are well in development including the network of Local Integration Boards and suggested approaches to commissioning. DWP have paused the issue of our MOU for the Early Intervention Employment Support Pilot.

- 2.4** The SCR Executive Team are progressing, at risk, to submit a bid for ESF match noting that the match is unconfirmed at the time of applying.

#### **DWP Work and Health Programme**

- 2.5** Across the last 18 months the SCR Exec and partners have been involved in the co-design of the national programme. The programme goes live on the 15 January 2018. SCR involvement is contingent on the receipt of a Memorandum of Understanding which has now also been paused.

- 2.6** Across all three paused areas, SCR continue to engagement with government, should programmes become active.

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

- 3.1** Continuing work on the AEB at the pace required by Government would require significant investment to boost capacity and expertise. We have no certainty at present that this investment is warranted with a clear indication on the powers of an elected Mayor.
- 3.2** Continuing to work with Government Departments and local partners to finalise arrangements where we are able to do so without further commitment of resource, noting this may not progress further and therefore could be withdrawn.

## **4. Implications**

### **4.1 Financial**

Work on evaluating the cost of delivering a devolved Adult Education Budget and Employment Support pilot and the related financial risks and rewards has commenced but will only be concluded if the Government decides to proceed with these initiatives and the terms on which funding is being made available becomes clear.

## 4.2 Legal

There are no legal issues directly arising from this update report.

## 4.3 Risk Management

Key Risks associated with this is our ability to un-pause activity if required and ensure we are kept up to date on developments without dedicated resource.

## 4.4 Equality, Diversity and Social Inclusion

AEB supports those who are either currently unemployed or not achieved benchmark qualification levels to achieve these and the pilot supports those at risk of social exclusion due to employment thus both promote social inclusion, diversity and equality.

## 5. Communications

- 5.1 There are communications implications that need to be fully considered by the SCR Executive Team. These include ensuring that the provider base is fully aware of the current position regarding all three programmes of work and how the SCR intends to work with them to continue to achieve our objectives.

There are also reputational risks to the SCR with regard to the 'pausing' of well-developed programmes of activity across our stakeholder base. The SCR is positioned at the forefront of skills devolution in England and increasingly the employment focused programmes are establishing the city region as a key player in designing evidence based programmes.

The Board should consider how to manage these issues as a matter of urgency.

## 6. Appendices/Annexes

- 6.1 None.

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

Other sources and references: n/a

**SKILLS, EMPLOYMENT & EDUCATION EXECUTIVE BOARD****DATE - TBC****SKILLS HUB****Purpose of Report**

This paper provides the Board with options for the LEP and Combined Authority to respond to ESF Open Calls issued by the Department for Work and Pensions (DWP) under priority 2.2 (Improving the labour market relevance of education and training systems).

**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**

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**Recommendations**

That the Board endorses the submission of a bid under Priority 2.2 for the Skills Hub, utilising LEP retained Skills Bank monies of £1.2m as match.

**1. Introduction**

- 1.1** In February 2017 the Board endorsed the Executive team to work with the Department for Work and Pensions (DWP) to develop a number of Calls under the European Social Fund (ESF) to meet the strategic priorities of the Sheffield City Region (SCR) and to ensure we maximised spend prior to leaving the European Union.
- 1.2** The Calls included a Skills Hub under Priority 2.2.- Improving the labour market relevance of education and training systems, which was borne out of the work of the Apprenticeship Working Group as a way to stimulate local demand for Apprenticeships and increase awareness of other provision to up-skill existing staff.
- 1.3** ESIF Committee approved the Call for the Skills Hub in spring 2016 and was launched by DWP at the end of Oct with a deadline of January 2018, total contract value of £1,978,855.

## **2. Proposal and justification**

- 2.1** Skills Hub- discussions with the Apprenticeship Working Group reiterated the need for a Skills Hub in SCR to be closely aligned to the Growth Hub as a focus for advice for employers on options available to them in relation to up-skilling/training their staff. Hence this formed a requirement of the call.
- 2.2** The LEP has a reserve of £1.2m which was generated as surplus from the pilot of Skills Bank which under Education Skills Funding Agency (ESFA) stipulations has to be used to support workforce development training (adults). It is our recommendation to the LEP that the £1.2m be used as match to bid directly for the ESF call to enhance the current Growth Hub offer by funding skills specific advisors/brokers to work with employers to source the most appropriate training for their business. This could be existing Government funded provision across both the Further and Higher education sector e.g. Apprenticeships or provision via Skills Bank Two.
- 2.3** The Call under 2.2 for the Skills Hub also has a direct reference to future activity commissioned under Priority 2.1 (enhancing equal access to lifelong learning). The Executive Team are currently undertaking a detailed scoping exercise in relation to this call and to reflect on the second phase of the LEP agreement for the Skills Bank. Further information will be brought to the next Board in relation to this matter.

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

- 3.1** Skills Hub- we could choose to sub contract the delivery of the Skills Hub to a third party. However, the primary disadvantages are the added costs, the risk of ineffective integration with the Growth Hub offer and weaker control over the quality of service offer.

## **4. Implications**

### **4.1 Financial**

A full assessment of the financial implications of the proposal will be undertaken once the scale and preferred delivery model has been developed.

### **4.2 Legal**

Any arrangement in which ESIF funding is allocated will be subject to ESIF conditionality and accordingly any current and future legal agreements will require legal input from their inception to ensure that obligations are assessed and reflected in any further legal arrangements.

### **4.3 Risk Management**

The most prevalent risk is the Combined Authority's ability to competitively bid for and secure ESF funds. These are open calls that any organisation can bid against. However, the LEP has clear match and offer alignment with existing services in this area (namely Growth Hub).

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

ESF is designed for those who don't currently receive the level of support they require via mainstream activity. Matching LEP funds with ESF allows us to increase the breadth and reach of provision to ensure all SCR residents and businesses are able to benefit.

## **5. Communications**

- 5.1** As additional programmes of support for businesses and residents are developed locally and nationally it will become critical that these programmes sit within the wider communications branding and strategy work.

## **6. Appendices/Annexes**

- 6.1** None.

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

Other sources and references: n/a

**SKILLS, EMPLOYMENT AND EDUCATION EXECUTIVE BOARD**

**DATE - TBC**

**Employment Programme Board**

**Purpose of Report**

This paper presents the proposed governance arrangements for the Employment Support Programmes across the SCR.

**Thematic Priority**

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

**Freedom of Information**

Papers are not made available under the Combined Authority Publication Scheme but are subject to FOI.

**Recommendations**

The Board to endorse the suggested Terms of Reference (ToR) for the new Employment Programme Board.

**1. Introduction**

- 1.1** The employment programme of the SCR Combined Authority is based upon two complementary programmes the SCR Early Intervention Employment Support Pilot and the Health Led Employment Trial. The aims are to:
- Work effectively with Job Centre Plus (JCP) to better identify people within the first year of any benefit claim who may find it hard to find and keep paid work and provide the support required to enable participation in employment. (SCR Early Intervention Employment Support Pilot)
  - Help those off sick or those in work but who as a consequence of health issues are less productive to sustain employment. This is the first large-scale, attempt in the UK to robustly evaluate a support employment intervention with those who have depression, anxiety and physical health conditions. (Health-Led Employment Trial)
- 1.2** Both programmes are designed to be complementary to existing support activity delivered across the City Region by the Department for Work and Pensions (DWP) namely the Work and Health Programme, the JCP support offer and programmes designed and commissioned through ESIF, i.e. Skills for Jobs Growth, Building Better Opportunities and the forthcoming Pathways to Progression.

- 1.3** The SCR employment Programmes are built around the principle of integrated service delivery at the most appropriate local level. Local Authorities expressed a desire to utilise and build upon existing structures to create a series of place based Local Integration Boards (LIBs) across SCR that will provide locally designed formal governance arrangements to enable integrated, holistic support (health, debt advice, training, housing etc.). These are the foundation of our employment support programmes. The Work and Health Programme and Skills for Jobs Growth also include an obligation to work with LIBs when established.
- 1.4** All 9 Local Authorities within the SCR have been working together for a year to build 6 Local Integration Boards utilising existing governance structures with the intent of aligning provision to better support target cohorts for both the devolution pilot and health led trial. Boards will operate in Barnsley, Bassetlaw, Derbyshire, Doncaster, Rotherham and Sheffield. Areas are assessing their readiness for service start for the health led trial in December 2017. Four of the 6 boards have produced Local Integration Plans outlining how they will integrate with employment support providers. Appendix 6.1 is not exhaustive but intends to illustrate the scale and scope of potential partners involved in our programmes.
- 1.5** The Board approved the creation of the Employment Programme Board in their meeting April 2017 recognising the complexity of the employment programmes and the need for formal governance arrangements at city region level.
- 1.6** Both the Health Led Employment Trial and the Work and Health Programme go live across the SCR in January 2018 and along with Skills for Jobs Growth, these will report to the Programme Board and work through Local Integration Boards.

## **2. Proposal and justification**

- 2.1** The Programme Board will report to the SCR Skills Employment and Education Board which will provide senior sponsorship and oversight to these innovative programmes. Draft Terms of Reference are presented at appendix 6.22 for consideration.
- 2.2** Whilst the board would primarily be responsible for providing strategic oversight against policy objectives as well as performance and risk management, it would also provide the senior leadership which will be critical in successfully implementing the city region's commitment to service integration and whilst the Early Intervention Employment Support Pilot is on pause the board will give greater impetus to joined up local delivery. As such, we suggest reporting lines from Local Integration Boards and representation of LIB Chairs. Appendix 6.3 suggests a governance structure aligned to the current CA Exec Board model
- 2.3** An operational working group within the SCR Executive Team including technical experts will report to the Board coordinating input from other Task and Finish groups set up to support the implementation and ongoing delivery of programmes.

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

- 3.1** The Skills Employment and Education Board does not have the capacity to take the detailed focus necessary to progress the employment support activity.

## **4. Implications**

### **4.1 Financial**

SCR Executive resources required to service the Programme Board should largely be contained within existing capacity.

### **4.2 Legal**

Whilst the creation of the Programme Board does not give rise to legal implications itself, it must be seen as part of the governance and decision making structure which is underpinned by Memorandums of Understanding and quasi legal arrangements with central government and associated legal agreements with external delivery agents.

### **4.3 Risk Management**

Programme risks will be managed by the SCR Employment Programme Board and will be escalated to the Skills Employment and Education Board.

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

Proactive work has been undertaken in the design of proposals involving service users and key stakeholders. The Health Led Trial, aligning health and employment systems requires a detailed consideration of ethics developed with and monitored by the Work and Health Unit.

A full procurement will be undertaken which will specify that providers must promote equal opportunity ensuring that no groups or individual suffers discriminations or is otherwise disadvantaged. In addition, the specification will promote - social inclusion, community cohesion, widening access and issues relating to fairness and justice

## **5. Communications**

- 5.1** A communication and participation plan will be developed under a single area brand to enable active participation by the SCR communications team aligned to the broader SCR branding. The Skills Education and Employment board have commissioned an agency to work with stakeholders and develop the single brand. This activity commences October 2017 and will involve all key stakeholders.

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

## **6. Appendices/Annexes**

- 6.1** Stakeholder overview
- 6.2** Draft Terms of Reference
- 6.3** Proposed Governance Structure

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Other sources and references: n/a

## Appendix 6.1

	COMBINED AUTHORITY	LOCAL AUTHORITIES	ACCOUNTABLE CARE SYSTEM
<b>PARTNERS</b> Key stakeholders with whom the decision makers will work in partnership to help design and deliver the programmes	<ul style="list-style-type: none"> <li>• Elected Members/democratic accountability</li> <li>• Local Enterprise Partnership</li> <li>• Employer Umbrella Organisations</li> <li>• Work and Health Unit</li> <li>• National Evaluation Team Health Led trial</li> <li>• JobCentre Plus</li> </ul>	<ul style="list-style-type: none"> <li>• Chief Executives</li> <li>• Local Integration Boards (Chairs/Strategic Responsible Officers)</li> </ul>	<ul style="list-style-type: none"> <li>• Collaborative Partnership Board (representatives across clinical system)</li> <li>• Clinical Commissioning Group Management Team</li> </ul>
<b>INVOLVE AND ENGAGE</b> Stakeholders who will need to be actively involved and engaged on the programmes	<ul style="list-style-type: none"> <li>• Service providers (national/regional programmes)</li> <li>• Trade Unions</li> </ul>	<ul style="list-style-type: none"> <li>• Service providers (LA area)</li> <li>• Service users (LA as community leaders/wellbeing)</li> <li>• Health and Wellbeing Boards</li> <li>• Troubled Families</li> <li>• Voluntary and Community Sector Umbrella organisations</li> <li>• Employers</li> </ul>	<ul style="list-style-type: none"> <li>• Service providers (Health)</li> <li>• Practice Managers</li> <li>• GP's across the SCR</li> <li>• IAPT Teams (Improving Access to Psychological Therapies) main source of referrals for the trial</li> <li>• Social Prescribing Hubs</li> <li>• Local Medical Councils (LMC) (GP union)</li> </ul>
<b>INFORM</b> Stakeholders who need to be aware of the programmes, kept informed of the main developments and have the opportunity to respond	<ul style="list-style-type: none"> <li>• Govt. Depts. (CLG, DWP, NHS England)</li> <li>• JobCentre Plus Managers and Partnership Managers</li> <li>• Opinion formers – academics, Centre for Mental Health, Kings Fund, NHS Confederation, Joseph Rowntree, What Works</li> </ul>	<ul style="list-style-type: none"> <li>• Directors of Adult Services</li> <li>• Public Health in Las</li> <li>• Residents</li> <li>• Employers</li> </ul>	<ul style="list-style-type: none"> <li>• NHS North</li> <li>• NHS Staff – acute trusts &amp; primary care</li> </ul>

## Appendix 6.2

### Terms of Reference SCR Employment Programme Board (Draft)

#### Strategic Objective

To “implement a system of integrated securing and sustaining employment and progression” (Draft Employment, Skills and Education Delivery Plan 2017)

#### Purpose of the Programme Board:

- Provide the necessary senior governance and accountability to develop a locally integrated employment support system as per the strategic objective
- Ensure that the employment activities commissioned by the SCR Executive deliver maximum impact and support the overarching strategic objective
- Ensure that wider commissioning activities across SCR and other partners support the overarching strategic objective where appropriate
- Explore opportunities where partners can add value by working together on shared agendas around these strategic objectives.

#### Key Principles

SCR's employment activities are pursued according to eight key principles:

- SCR delivery footprint
- Support provided based on need rather than benefit type
- Co-location and integration of support services
- Collaboration when designing, delivering and managing provision
- Supporting local employers and labour market needs
- Shared accountability framework
- Financial risk and reward share

#### Scope of activity:

Initially focus on the five broad themes of:

- **Local strategic vision:** Developing a strategic vision of the desired future direction and ambition of SCR employment activities.
- **Local integration:** Ensuring local employment and support service integration through effective Local Integration Boards.
- **Local alignment:** Aligning existing employment support activities across the SCR to maximise value for money and ensure that all residents and employers who need employment support are able to access it.
- **Local mobilisation:** Successfully mobilising SCR programmes (e.g. Health Led Employment Trial, Skills for Jobs Growth, the Work and Health Programme and Pathways to Progression).
- **Evidence based design:** employment strategies and activities are informed by evidence and best practice and support further learning for future activities.

## **Core Tasks:**

The objectives of the board will include:

- To drive forwards SCR's employment activities guided by the strategic objectives and key principles outlined above
- Supporting the SCR Executive and the Skills, Employment and Education Executive Board in their governance of the programmes including potential actions for local delivery.
- To sign off the delivery of the objectives and advise on the scope and financial management of the employment support programmes under the Inclusive Investment Plan.
- To ensure that the principles of the programmes are adhered to and reflected across service delivery.
- To review and approve Management Information for the programme as a whole and ensure that the programmes deliver on their objectives.
- To review and manage escalations from the Operational Groups such as performance exceptions and programme risks.
- To receive feedback from the evaluations and ensure that learning is collected and embedded in the provision to strengthen service delivery.
- To design and commission future employment support activity on behalf of the Skills, Employment and Education Executive Board.

## **Membership of the board:**

- Lead Chief Executive (Skills, Employment and Education Board) [Chair]
- Elected member of the Combined Authority
- SCR LEP board member
- Board Member/Lead Officer Accountable Care System
- Director Skills, Employment and Education
- District Manager Job Centre Plus
- Chair of the Local Integration Board for Barnsley
- Chair of the Local Integration Board for Bassetlaw
- Chair of the Local Integration Board for Derbyshire
- Chair of the Local Integration Board for Doncaster
- Chair of the Local Integration Board for Rotherham
- Chair of the Local Integration Board for Sheffield

In attendance:

- DWP
- Work and Health Unit
- 3<sup>rd</sup> Sector
- Local Authority Officers Group

Supported by:

Sheffield City Region Executive Team  
Specialist Advisor Dr Adam Whitworth

## **Format of meetings:**

- Meetings will be chaired by the Sheffield City Region Combined Authority.
- Meetings will be serviced by the Executive Team for the Combined Authority.
- Meetings will be held monthly.
- Interests will be declared and recorded at the beginning of each meeting.

## Appendix 6.3

