

SKILLS EXECUTIVE BOARD
Date: 12th April 2018
Venue: Riverside House, Rotherham
Time: 9.00-10:30am

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 |
| Discussion items | | | |
| 5. | Skills, Employment & Education Delivery Plan | Paper & Presentation | Krysia Wooffinden |
| 6. | Careers, Education, Information, Advice & Guidance Strategy | Paper & Presentation | Karen Challis |
| 7. | Advisory Membership | Verbal | All |
| Updates for information | | | |
| 8. | Employment Programme Board Update | Verbal | Andrea Fitzgerald/Jo Miller |
| Actions & Forward Planning | | | |
| 9. | Agree actions & Summary for Resolution Log | Verbal | Chair |
| 10. | Forward Plan | Verbal | Chair |
| 11. | AOB | Verbal | All |

DATE OF NEXT MEETING – 24th May 2018

SKILLS, EMPLOYMENT AND EDUCATION EXECUTIVE BOARD

12th April 2018

Employment, Skills and Education Delivery Plan

Purpose of Report

This paper presents the final version of the Skills, Employment & Education Delivery Plan to the board for their final endorsement.

Thematic Priority

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

Freedom of Information

This paper is not made available under the Combined Authority Publication Scheme.

Recommendations

To note the contents of the Skills, Employment and Education Delivery Plan and endorse the final version.

1. Introduction

- 1.1** The development of the Skills, Employment & Education Delivery Plan follows the Board's request in November 2016 for a Skills and Employment strategy. Extensive work was undertaken to develop an evidence base for the strategy but the pausing of the SCR Inclusive Industrial Strategy meant work on the strategy was also paused.
- 1.2** This delivery plan now forms a suite of four plans which have been developed around the 4 thematic strands of the draft SCR Inclusive Industrial Strategy (Place, Transport, Business & investment and Skills, Employment & education)
- 1.3** The three year Delivery Plan provides the 'how' in terms of the work of the Skills, Employment and Education Team and their contribution to the SCR Inclusive Industrial Strategy.

2. Proposal and justification

- 2.1** The Delivery Plan was initially presented to the Board in November 2017 with minimal changes suggested and a further version submitted for Board approval in Jan 2018.
- 2.2** However, following work on the other thematic plans, the inclusion of cross cutting themes from the SCR Inclusive Industrial strategy (improving productivity, enhanced supply chain interaction and raising aspirations) and feedback in relation to monitoring progress of the Plans a further iteration of the Plan is brought to the Board for endorsement.

- 2.3 The Plan will now sit alongside a Dashboard (annex 2) which will provide ongoing updates to each Board on the progress of each activity.
- 2.4 The activities under 'The LEP and its partners will continue to deliver' and 'We will also' have been refined to ensure they reflect activity that can be reported to the Board.

3. Consideration of alternative approaches

- 3.1 There are no alternative approaches to consider.

4. Implications

4.1 Financial

The Delivery Plan details work on a number of commissioning rounds (i.e. Skills Capital, AEB). More work will need to be done with finance to ensure these are carried out in line with internal processes and that full financial implications are understood.

4.2 Legal

The Delivery Plan details work on a number of commissioning rounds (i.e. Skills Capital, devolution of AEB). More work will need to be done with legal to ensure these are carried out in line with internal processes and that full legal implications are understood.

4.3 Risk Management

The Skills, Employment and Education Team hold a detailed risk log in order to manage risks in delivery of key work stream areas.

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 There are considerable programmes of work set out in the delivery plan that will have communications implication across a range of stakeholders. The development of the current overarching employment and skills marketing campaign will need to be designed in such a way that enables significant flexibility to add new programmes (and remove ones that come to an end). This must be a key principle of the current development work.

6. Appendices/Annexes

- 6.1 Annex 1- Skills, Employment & Education Delivery Plan 2018-2021
- 6.2 Annex 2- Skills, Employment & Education Dashboard

| | |
|----------------------|--|
| REPORT AUTHOR | Krysia Wooffinden |
| POST | Interim Assistant Director Skills, Employment and Education |
| Officer responsible | Mark Lynam |
| Organisation | Sheffield City Region Combined Authority |
| Email | Mark.Lynam@sheffieldcityregion.org.uk |
| Telephone | 0114 220 3442 |

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

Other sources and references:

Sheffield City Region Skills, Employment and Education Delivery Plan

2018-2021



INTRODUCTION

This document is one of five theme-specific delivery plans that will support the implementation of the Sheffield City Region Industrial Strategy. They provide a framework to focus the work of the Delivery Boards as well as the Executive Team and partners.

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. High quality education and advice for all
2. Securing and sustaining employment
3. Progressing in 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 and is home to a new campus for the National College for High Speed Rail in Doncaster. A new HE centre in Rotherham will open in 2018 and will offer a range of degrees and Degree Apprenticeships.
- The flagship Skills Bank programme has done over 430 deals with businesses
- 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 Advisers, 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 large reduction in part-time adult learning following the introduction of Advanced Learner Loans. We need more employers to provide training for their staff and to offer good quality work experience opportunities. We also need to reverse the recent trend in adult learning, especially at Levels 3 and above, if we are to be recognised as a 'learning City Region'.

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 intervention is needed and where 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.

CROSS CUTTING PRIORITIES

As part of the refresh of the Strategic Economic Plan, three notable cross cutting areas of work were identified, which cannot be delivered by one theme in isolation. These require coordinated efforts across both place, transport, employment and skills along with business and investment. Activities which contribute towards the achievement of these areas of work will be prioritised within this delivery plan.

IMPROVING PRODUCTIVITY

Although the City Region has seen a positive increase in private sector employment, we need to continue to deliver higher value (high GVA) jobs. Tackling this will be multifaceted but will involve at the heart of it, capitalising on the potential of Industry 4.0 (as highlighted in our Science and Innovation Audit). Future high value manufacturing is changing globally and will become digital, reconfigurable, and customisable. SCR can be an early adopter through a series of coordinated actions. For **Employment, Education and Skills** this means:

- *Digital Skills:* through the City Region's ambition to create a single end to end skills and employment system, focus on creating the technical digital level skills required to underpin an advanced manufacturing City Region.
- *Management and Leadership:* Use the Skills Bank to develop excellent leadership and management within companies, and support new enterprise and entrepreneurship to drive productivity improvements within existing and new businesses.
- *Attainment:* Improving primary and secondary educational attainment is necessary to unlock productivity growth. This means raising standards in essential skills through investing in the professional development of our teachers.
- *Preparing the potential workforce:* creating chances for inspirational interactions with employers offering higher value jobs, improving labour market knowledge about opportunities in a globally facing manufacturing environment.

ENHANCED SUPPLY CHAIN NETWORKS

If SCR is to become an advanced manufacturing city region, it needs to improve supply chains and encourage growth in supporting sectors. This needs to be done through a City Region wide Supply Chain programme that develops regional SME's capacity and connects to Inward Investment, Infrastructure, Housing and Transport developments and provides structured support which will in turn stimulates business growth and builds a reputation for a joined up city region. For **Employment, Education and Skills** this means:

- *Demand Driven Skills*: Ensure our 16-18 year olds follow high quality, employer-driven study programmes that create the ambitious young professionals of the future with the help of much-improved advice and guidance, specially designed around the needs of businesses within the City Region's supply chains.
- *Coherent Career Development*: Building accessible core offer of support for all residents that are designed, commissioned and delivered based on the needs of the local economy now and into the future
- *Work Experience*: To enable residents of all ages to find, keep and progress in work, on the job experience is critical. Enabling opportunities for residents to gain experience in jobs at all levels will make a critical difference to employment opportunities for residents and employers.

RAISING ASPIRATION

For the first time in a generation it is private sector jobs growth that is driving our economy, adding £1.34bn of GVA in just two years. However, inequality has remained high, parts of the population have not benefitted from economic growth and in particular more needs to be done to raise aspiration at all levels. Our objective will be to accelerate growth whilst ensuring this creates more and better jobs. We therefore need to ensure that all residents from every community can access employment opportunities, pursuing bold solutions that increase the frequency, efficacy and speed of travel within the City Region as well as creating the type of housing offer to match our commercial development ambitions, underpinned by strong and vibrant urban centres. For **Employment, Education and Skills** this means:

- *Locally led labour market programme*: alongside the delivery of our health-led employment trial, employment programme and early integrated employment pilot, we will seek to secure 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

- *Support progression*: access to opportunities also means providing the ability for people to progress through employment and education. In order to raise productivity, this means giving people the ability to access more degree level apprenticeships, encouraging the development of in-work training as well as supporting internships to provide young people with the ability to access opportunities within growing local companies.
- *Careers information, advice and guidance*: In order to raise aspirations linked to emerging employment opportunities, support should be provided to programmes that would help even further to improve students' understanding of the world of work and work readiness, using the Eight Gatsby Benchmarks as a guiding framework.

MEASURING SUCCESS

These programme level delivery plans contain a range of activity. We will measure the success of that activity by setting a series of milestones by which we expect to achieve an outcome.

Where there are projects being delivered, they will have their own performance metrics attached to them (e.g. number of jobs created, businesses engaged etc). Each project board will monitor the performance of the project against agreed indicators in the Sheffield City Region Monitoring and Evaluation Framework. This is a tool to monitor and evaluate SCR LEP and Combined Authority (CA) activity rather than the totality of activity across the City Region. The Framework is structured around the City Region's overarching objectives to which all LEP and Combined Authority-funded activity must contribute, and provides a high-level, strategic guide to investment priorities.

In addition, the LEP Board will be responsible for measuring the overall performance of the SCR economy based upon the headline targets set in the Strategic Economic Plan.

1. High quality education and advice for all

| The LEP and its partners will continue to deliver... | We will also... |
|--|--|
| South Yorkshire Futures: a new social mobility partnership, led by Sheffield Hallam University, focused on improving educational attainment and raising aspiration, particularly in disadvantaged areas. | Raise standards in essential skills: draw on local expertise and good practice to invest in the professional development of maths and English teachers in schools and colleges and delivery of digital skills across the City Region, enabling all our young people receive high quality tuition in these essential subjects. |
| Implementing the Post-16 Skills Plan by becoming Routes Ready: we are supporting the FE sector to develop high quality Technical Education routes, offering pathways to skilled occupations across the labour market (including Digital) as per the government's Post-16 Skills Plan and supporting employer led delivery models such as the AMRC, UTC and IoT's. | Develop a devolution proposition for Apprenticeships, ensuring they best meet need in SCR and that use of the Levy is maximised |
| CEIAG Strategy: we have developed an all-age CEIAG strategy which will defragment local provision and improve its quality, support the development of effective career management skills, embed employer interactions (including quality work experience) and promote entrepreneurialism. | Strengthen the provision of quality assured careers advice by developing a compelling case for the devolution of the Careers Enterprise Company and National Careers Service Budgets |
| Investing in high quality learning environments: 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. | Improve access to information on post-16 learning routes: working closely with SCR's network of post-16 providers, the LEP will explore options for a new 'one stop shop' service to provide course and vacancy information on local post-16 provision (aside from that covered by UCAS) and apprenticeship opportunities. |
| Aligning adult education with employer need: we are working with providers to ensure that the Adult Education Budget is deployed to equip residents with the skills needed by the City Region's employers (looking at essential skills around maths, English, ESOL and digital) | Work with partners to develop a joint proposition around talent retention, including housing, business growth and transport. Coupled with strengthening Higher/Degree Apprenticeship offer, opportunities for continuous professional development and in work learning. |
| Enterprise Advisor Network: working with schools across South Yorkshire to embed Enterprise Co-ordinators to promote enterprise and increase links with employers | |

What will we aim to achieve in 2018-19?

Embed and facilitate the South Yorkshire Futures programme (especially school attainment): **March 2019**

Create the governance framework for an employer led strategic Commissioning Board of partners to support Strand 1 of the CEIAG Strategy: **Autumn 2018**

Implement 'Routes Ready' groups that support growth areas in SCR and embed employers in curriculum development: **March 2019**

Prepare a devolution proposition for Apprenticeships: **January 2019**

Launch the 2018-2021 Skills Capital Prospectus: **Summer 2018**

Secure a Careers Hub in SCR: **Summer 2018**

Feasibility paper re 'one stop shop' for course and apprenticeship info: **March 2019**

Develop a commissioning strategy for AEB: **March 2019**

Create an evidence base for the devolution of careers budgets: **March 2019**

Develop a joint proposition for talent retention: **March 2019**

2. Securing and sustaining employment

The LEP and its partners will continue to deliver...

Health-led Employment Trial: working with health partners and government, we have co-designed a research programme testing if 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. This is the largest global trial of this approach and launches March/April 2018.

Work and Health Programme: 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.

Early Integrated Employment Pilot: 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.

We will also...

Broaden the offer of joined-up health and employment support: building on learning from the LEPs Health-led Employment Trial, work with partners across SCR to develop a truly integrated health and employment offer for individuals in and out of work

Commission focused activity to enhance and support the employment trial and pilot (inc employer awareness/support): the LEP has 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.

What will we aim to achieve in 2018-19?

Health Led Employment Trial launches: **March 2018**

Finalise the co-design phase of the Early Intervention Employment Support Pilot with the proactive involvement of key stakeholders: **June 2018**

Commission the Specialist Employment Support Service at the heart of the Early Intervention ES Pilot: **September 2018**

Local Integration Boards established (inc published Integration Plans): **May 2018**

Implement a LEP-led campaign to raise employer awareness of the support available to gain the workforce they need and increase productivity: **By Autumn 2018**

Launch Pathways to Progression: **Autumn 2018**

Develop SCR proposition around integrated employment support: **Autumn 2018**

Ensure resident participation in the Work and Health Programme is maximised: **March 2019**

3. Progressing in employment

| The LEP and its partners will continue to deliver... |
|--|
| Skills Bank: 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. |
| Progression from FE to HE: 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. This includes collaborating on an Institute of Technology. |
| Investing in high quality learning environments: we are deploying skills capital resources to improve access to high level technical education adults and those in employment. |
| RISE: supporting the retention of graduates in SCR by supporting SMEs with recruitment |



| We will also... |
|--|
| Continue to invest in the skills employers need: 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 fostering investment in leadership and management but also in embracing innovation and adopting new ways of working. |
| Advancement Service: as part of the LEP's CEIAG Strategy, a new service to pilot a streamlined approach for individuals in receipt of in-work benefits (and those in low paid, low skilled sectors) will be introduced. 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. |
| Explore options to support in work learning, through devolved use of the Adult Education budget, advanced learning loans and flexible learning programmes. As well as considering routes to self-employment and developing entrepreneurship. |
| Work with partners to maximise talent retention, work with Growth Hub, Business |

What will we aim to achieve in 2018-19?

Launch Skills Hub and Skills Bank 2: **January 2019**

Develop a model for an integrated nationally funded CEIAG offer for all residents receiving in work benefits: **Autumn 2018**

Development of flexible learning programmes for SCR residents in employment (including a commissioning strategy for AEB): **March 2019**

Embed an Institute of Technology across existing FE and HE infrastructure: **January 2019**

Launch a Skills Capital prospectus for 2018-2021: **Summer 2018**

Provide ongoing Labour Market Information to allow providers to respond to employer need for skills (including the impact of Automation): **March 2019**

Prepare a devolution proposition for Apprenticeships: **January 2019**

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

Skills, Employment & Education Delivery Plan

Annex 2- Skills, Employment & Education Dashboard

High quality education and advice for all

Last updated on

21/03/2018

Programme Status

Number of at risk projects

[number]

| Activity | Lead | Organisation | What do we want to achieve in 2018-19? (Outcomes) | Status of Outcomes (RAG) | When did we start the activity? | When do we expect to finish the activity? | Delivery Risks | Progress Summary |
|--|-------------------|------------------------------|---|--------------------------|---------------------------------|---|--|---|
| South Yorkshire Futures: a new social mobility partnership, led by Sheffield Hallam University, focused on improving educational attainment and raising aspiration, particularly in disadvantaged areas. | Greg Burke | Sheffield Hallam Univeristy | Embed and facilitate the South Yorkshire Futures programme (especially school attainment): March 2019 | | 01/03/2018 | on- going | This is a mutli faceted project delivered by Sheffield Hallam Uni | We have met with Greg Burke and colleagues on a number of occasions to discuss how the SY Futures Programmes link with our work i.e. The CEIAG strategy and how we can work together of projects, for example Careers Hubs |
| Implementing the Post-16 Skills Plan by becoming Routes Ready: we are supporting the FE sector to develop high quality Technical Education routes, offering pathways to skilled occupations across the labour market (including Digital) as per the government's Post-16 Skills Plan and supporting employer led delivery models such as the AMRC, UTC and IoT's. | Helen George | SCR LEP | Implement 'Routes Ready' groups that support growth areas in SCR and embed employers in curriculum development: March 2019 | | 01/09/2017 | 31/08/2019 | Introduction of Routes to Post 16 education is a complex process and will require substantial change in the FE sector | An initial project lead was recruited in Sept 2018, they unfrotuntley left in Dec but carried out a lot of work with post 16 providers to understand their main concerns. The concept of Routes Ready groups for CEIAG, Employer Engagement and Curriculum Change were agreed in addition to 3 specific Routes Groups which will focus on where current gaps in supply are linked to inward investment and business growth. An interim consultant has now been recruited to take this work forward and progress activity. |
| CEIAG Strategy: we have developed an all-age CEIAG strategy which will defragment local provision and improve its quality, support the development of effective career management skills, embed employer interactions (including quality work experience) and promote entrepreneurialism. | Karen Challis | SCR LEP | Create the governance framework for an employer led strategic Commissioning Board of partners: Autumn 2018 | | 01/08/2017 | on -going | The CEIAG Strategy is stakeholder driven and relies on partnership work/collaboration | A Draft implemntaion plan is currently being worked through with stakeholders and following the release of the Gov National Careers Strategy. On-going work is taking place with the Enterprise Advisor Network as well as work with the CEC, SY Futures and links to the Health led Trial, ESF |
| Investing in high quality learning environments: 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. | Krysia Wooffinden | SCR LEP | Launch the 2018-2021 Skills Capital Prospectus: Summer 2018 Secure a Careers Hub in SCR: Summer 2018 | | [date] | [date] | | |
| Aligning adult education with employer need: we are working with providers to ensure that the Adult Education Budget is deployed to equip residents with the skills needed by the City Region's employers (looking at essential skills around maths, English, ESOL and digital) | Krysia Wooffinden | SCR LEP | Develop a commissioning strategy for AEB: March 2019 | | 01/03/2016 | 01/07/2019 | Devolution of AEB is currently on pause in relation to the mayoral powers needed to devolve funds to the CA | Considerable work was undertaken prior to the pause, which included work with stakeholders on the current mix and balance of provision to develop new funding policy that meets economic need, draft commissioning docs, funding agreement etc. We were also working through with Gov requirements around Readiness conditions and operational readiness conditions. Implementation Funding has been granted to the CA for 2018/19 which will be relased oncve mayoral powers are in place. |
| Enterprise Advisor Network: working with schools across South Yorkshire to embed Enterprise Co-ordinators to promote enterprise and increase links with employers | Karen Challis | Doncaster Chamber and SY LAs | Achieve 100% of South Yorkshire schools with an Enterprise Advisor: August 2018 | | 01/09/2017 | 31/08/2018 | Delays in contracting slowed down activity | Doncaster Chamber were contracted to co-ordinate delivery across the 4 SY LAs. Although in some areas progress was slow to start (due to contracts) activity is now progressing and we are waiting on Q1 claims |
| Develop a devolution proposition for Apprenticeships, ensuring they best meet need in SCR and that use of the Levy is maximised | Krysia Wooffinden | SCR LEP | Prepare a devolution proposition for Apprenticeships: January 2019 | | 01/04/2018 | 31/03/2019 | Failure to maxmisie use of the Levy will mean as a region we potentially lose investment in skills development | activity not started yet |
| Strengthen the provision of quality assured careers advice by developing a compelling case for the devolution of the Careers Enterprise Company and National Careers Service Budgets | Karen Challis | SCR LEP | Create an evidence base for the devolution of careers budgets: March 2019 | | 01/04/2018 | 31/03/2019 | Budgets for careers based activity remain fragmented with careers advice for both adults and young people not currently being effective. Residents are unable to | activity not started yet |
| Improve access to information on post-16 learning routes: working closely with SCR's network of post-16 providers, the LEP will explore options for a new 'one stop shop' service to provide course and vacancy information on local post-16 provision (aside from that covered by UCAS) and apprenticeship opportunities. | Krysia Wooffinden | SCR LEP | Feasibility paper re 'one stop shop' for course and apprenticeship info: March 2019 | | 01/04/2018 | 31/03/2019 | | activitiy not started yet |
| Work with partners to develop a joint proposition around talent retention, including housing, business growth and transport. Coupled with strengthening Higher/Degree Apprenticeship offer, opportunities for continuous professional development and in work learning. | Krysia Wooffinden | SCR LEP | Develop a joint proposition for talent retention: March 2019 | | 01/04/2018 | 31/03/2018 | | Activity not started yet |

Skills, Employment & Education Delivery Plan

Securing & Sustaining Employment

Last updated on

[insert date]

Programme Status

Number of at risk projects

[number]

| Activity | Lead | Organisation | What do we want to achieve in 2018-19? (Outcomes) | Status of Outcomes (RAG) | When did we start the activity? | When do we expect to finish the activity? | Delivery Risks | Progress Summary |
|--|-------------------|---------------------|---|--------------------------|---------------------------------|---|--|---|
| Health-led Employment Trial: working with health partners and government, we have co-designed a research programme testing if 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. This is the largest global trial of this approach and launches March/April 2018. | Andrea Fitzgerald | SCR LEP | Health Led Employment Trial launches: March 2018 | | 01/03/2017 | 31/03/2021 | This is the first of its kind in terms of randomised controled trial which combined health with employment support | A provider has been appointed to deliver all 5 contracts (SYHA). We are now in the final stages of contracting for a launch at the end of March/Beginning April |
| Work and Health Programme: 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. | Andrea Fitzgerald | Reed in Partnership | Ensure resident participation in the Work and Health Programme is maximised: March 2019 | | 15/01/2018 | 31/01/2023 | Small volumes, nationally controlled programmes, covers 45 LAs, admin heavy for JCP | Delivery has started and we are working with Reed to ensure it meets local need |
| Early Integrated Employment Pilot: 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. | Andrea Fitzgerald | SCR LEP | Finalise the co-design phase of the Early Intervention Employment Support Pilot with the proactive involvement of key stakeholders: June 2018 Commission the Specialist Employment Support Service at the heart of the Early Intervention ES Pilot: September 2018 | | TBC | TBC | Pilot currently on pause. | |
| Broaden the offer of joined-up health and employment support: building on learning from the LEPs Health-led Employment Trial, work with partners across SCR to develop a truly integrated health and employment offer for individuals in and out of work | Andrea Fitzgerald | SCR LEP | Local Integration Boards established (inc published Integration Plans): May 2018 Develop SCR proposition around integrated employment support: Autumn 2018 | | 01/04/2018 | 31/05/2018 | Resource and capcity within LAs and other local services | Most LIBS (exc Bassetlaw) are now established and are working on Integration Plans to identify where challenges exist and how collaboration can support. Themes will be brought to the Employment Programme Board |
| Commission focused activity to enhance and support the employment trial and pilot (inc employer awareness/support: the LEP has 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. | Andrea Fitzgerald | DWP | Launch Pathways to Progression: Autumn 2018 Implement a LEP-led campaign to raise employer awareness of the support available to gain the workforce they need and increase productivity: By Autumn 2018 | | 01/06/2017 | 31/07/2021 | Delays to commisioning activity by DWP and activity going live | Outline bids fro delivery of this programme have been reveiwed by ESIF Committee. Full bids were submitted by applicants in Feb 2018. We are waiting for moderation by DWP. Marketing agency commissioned to develop key messages for employers |
| Activity Name | Name | Name | Milestone | | [date] | [date] | | |
| Activity Name | Name | Name | Milestone | | [date] | [date] | | |
| Activity Name | Name | Name | Milestone | | [date] | [date] | | |

Skills, Employment & Education Delivery Plan

Progressing in Employment

Last updated on [insert date]

Programme Status [●]

Number of at risk projects [number]

| Activity | Lead | Organisation | What do we want to achieve in 2018-19? (Outcomes) | Status of Outcomes (RAG) | When did we start the activity? | When do we expect to finish the activity? | Delivery Risks | Progress Summary |
|--|-------------------|--------------|---|--------------------------|---------------------------------|---|--|---|
| Skills Bank: 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. | Name | Name | Launch Skills Hub and Skills Bank 2: January 2019 | ● | [date] | [date] | | |
| Progression from FE to HE: 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. This includes collaborating on an Institute of Technology. | Name | Name | Embed an Institute of Technology across existing FE and HE infrastructure: January 2019 | ● | [date] | [date] | | |
| Investing in high quality learning environments: we are deploying skills capital resources to improve access to high level technical education adults and those in employment. | Name | Name | Launch a Skills Capital prospectus for 2018-2021: Summer 2018 | ● | [date] | [date] | | |
| Continue to invest in the skills employers need: 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 fostering investment in leadership and management but also in embracing innovation and adopting new ways of working. | Krysia Wooffinden | SCR LEP | Launch Skills Hub and Skills Bank 2: January 2019 | ● | 01/01/2018 | 31/07/2021 | Skills Hub will be part funded by ESF and is the commisisoning process is managed by DWP (risks in relation to slippage) | Outlineapplication for the Skills Hub was submmitted by the CA to DWP in Jan 2018. Full stakeholder consulation has taken place on Skills Bank 2 with suggested changes agreed by CA and LEP Board. We are now working with the ESFA on the development of the specification and ITT documentation. |
| Advancement Service: as part of the LEP's CEIAG Strategy, a new service to pilot a streamlined approach for individuals in receipt of in-work benefits (and those in low paid, low skilled sectors) will be introduced. 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. | Karen Challis | SCR LEP | Develop a model for an integrated nationally funded CEIAG offer for all residents receiving in work benefits: Autumn 2018 | ● | 01/04/2018 | 31/08/2018 | | activity hasn't started yet |
| Explore options to support in work learning, through devolved use of the Adult Education budget, advanced learning loans and flexible learning programmes. As well as considering routes to self-employment and developing entrepreneurship. | Krysia Wooffinden | SCR LEP | Development of flexible learning programmes for SCR residents in employment (including a commissioning strategy for AEB): March 2019 | ● | 01/04/2018 | 31/03/2019 | Lack of flexible learning opportunities means the numbers of adults engaging with skills has/will drop | We currently have ESIF Committee approval to develop a flexible learning call to encourage innovative models of delivery. This is now being worked up. |
| Develop a devolution proposition for Apprenticeships, ensuring they best meet need in SCR and that use of the Levy is maximised | Krysia Wooffinden | SCR LEP | Prepare a devolution proposition for Apprenticeships: January 2019 | ● | 01/04/2018 | 31/03/2019 | Failure to maxmisie use of the Levy will mean as a region we potentially lose investment in skills development | activity not started yet |
| Activity Name | Name | Name | Milestone | ● | [date] | [date] | | |

SKILLS, EMPLOYMENT AND EDUCATION EXECUTIVE BOARD

12th April 2018

Employment, Skills and Education Delivery Plan

Purpose of Report

This paper presents the final version of the Skills, Employment & Education Delivery Plan to the board for their final endorsement.

Thematic Priority

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

Freedom of Information

This paper is not exempt from FOI requests.

Recommendations

To note the contents of the Skills, Employment and Education Delivery Plan and endorse the final version.

1. Introduction

- 1.1** The development of the Skills, Employment & Education Delivery Plan follows the Board's request in November 2016 for a Skills and Employment strategy. Extensive work was undertaken to develop an evidence base for the strategy but the pausing of the SCR Inclusive Industrial Strategy meant work on the strategy was also paused.
- 1.2** This delivery plan now forms a suite of four plans which have been developed around the 4 thematic strands of the draft SCR Inclusive Industrial Strategy (Place, Transport, Business & investment and Skills, Employment & education)
- 1.3** The three year Delivery Plan provides the 'how' in terms of the work of the Skills, Employment and Education Team and their contribution to the SCR Inclusive Industrial Strategy.

2. Proposal and justification

- 2.1** The Delivery Plan was initially presented to the Board in November 2017 with minimal changes suggested and a further version submitted for Board approval in Jan 2018.
- 2.2** However, following work on the other thematic plans, the inclusion of cross cutting themes from the SCR Inclusive Industrial strategy (improving productivity, enhanced supply chain interaction and raising aspirations) and feedback in relation to monitoring progress of the Plans a further iteration of the Plan is brought to the Board for endorsement.

- 2.3 The Plan will now sit alongside a Dashboard (annex 2) which will provide ongoing updates to each Board on the progress of each activity.
- 2.4 The activities under 'The LEP and its partners will continue to deliver' and 'We will also' have been refined to ensure they reflect activity that can be reported to the Board.

3. Consideration of alternative approaches

- 3.1 There are no alternative approaches to consider.

4. Implications

4.1 Financial

The Delivery Plan details work on a number of commissioning rounds (i.e. Skills Capital, AEB). More work will need to be done with finance to ensure these are carried out in line with internal processes and that full financial implications are understood.

4.2 Legal

The Delivery Plan details work on a number of commissioning rounds (i.e. Skills Capital, devolution of AEB). More work will need to be done with legal to ensure these are carried out in line with internal processes and that full legal implications are understood.

4.3 Risk Management

The Skills, Employment and Education Team hold a detailed risk log in order to manage risks in delivery of key work stream areas.

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 There are considerable programmes of work set out in the delivery plan that will have communications implication across a range of stakeholders. The development of the current overarching employment and skills marketing campaign will need to be designed in such a way that enables significant flexibility to add new programmes (and remove ones that come to an end). This must be a key principle of the current development work.

6. Appendices/Annexes

- 6.1 Annex 1- Skills, Employment & Education Delivery Plan 2018-2021
- 6.2 Annex 2- Skills, Employment & Education Dashboard

| | |
|----------------------|--|
| REPORT AUTHOR | Krysia Wooffinden |
| POST | Interim Assistant Director Skills, Employment and Education |
| Officer responsible | Mark Lynam |
| Organisation | Sheffield City Region Combined Authority |
| Email | Mark.Lynam@sheffieldcityregion.org.uk |
| Telephone | 0114 220 3442 |

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

Other sources and references:

Sheffield City Region Skills, Employment and Education Delivery Plan

2018-2021



INTRODUCTION

This document is one of five theme-specific delivery plans that will support the implementation of the Sheffield City Region Industrial Strategy. They provide a framework to focus the work of the Delivery Boards as well as the Executive Team and partners.

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. High quality education and advice for all
2. Securing and sustaining employment
3. Progressing in 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 and is home to a new campus for the National College for High Speed Rail in Doncaster. A new HE centre in Rotherham will open in 2018 and will offer a range of degrees and Degree Apprenticeships.
- The flagship Skills Bank programme has done over 430 deals with businesses
- 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 Advisers, 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 large reduction in part-time adult learning following the introduction of Advanced Learner Loans. We need more employers to provide training for their staff and to offer good quality work experience opportunities. We also need to reverse the recent trend in adult learning, especially at Levels 3 and above, if we are to be recognised as a 'learning City Region'.

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 intervention is needed and where 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.

CROSS CUTTING PRIORITIES

As part of the refresh of the Strategic Economic Plan, three notable cross cutting areas of work were identified, which cannot be delivered by one theme in isolation. These require coordinated efforts across both place, transport, employment and skills along with business and investment. Activities which contribute towards the achievement of these areas of work will be prioritised within this delivery plan.

IMPROVING PRODUCTIVITY

Although the City Region has seen a positive increase in private sector employment, we need to continue to deliver higher value (high GVA) jobs. Tackling this will be multifaceted but will involve at the heart of it, capitalising on the potential of Industry 4.0 (as highlighted in our Science and Innovation Audit). Future high value manufacturing is changing globally and will become digital, reconfigurable, and customisable. SCR can be an early adopter through a series of coordinated actions. For **Employment, Education and Skills** this means:

- *Digital Skills:* through the City Region's ambition to create a single end to end skills and employment system, focus on creating the technical digital level skills required to underpin an advanced manufacturing City Region.
- *Management and Leadership:* Use the Skills Bank to develop excellent leadership and management within companies, and support new enterprise and entrepreneurship to drive productivity improvements within existing and new businesses.
- *Attainment:* Improving primary and secondary educational attainment is necessary to unlock productivity growth. This means raising standards in essential skills through investing in the professional development of our teachers.
- *Preparing the potential workforce:* creating chances for inspirational interactions with employers offering higher value jobs, improving labour market knowledge about opportunities in a globally facing manufacturing environment.

ENHANCED SUPPLY CHAIN NETWORKS

If SCR is to become an advanced manufacturing city region, it needs to improve supply chains and encourage growth in supporting sectors. This needs to be done through a City Region wide Supply Chain programme that develops regional SME's capacity and connects to Inward Investment, Infrastructure, Housing and Transport developments and provides structured support which will in turn stimulates business growth and builds a reputation for a joined up city region. For **Employment, Education and Skills** this means:

- *Demand Driven Skills*: Ensure our 16-18 year olds follow high quality, employer-driven study programmes that create the ambitious young professionals of the future with the help of much-improved advice and guidance, specially designed around the needs of businesses within the City Region's supply chains.
- *Coherent Career Development*: Building accessible core offer of support for all residents that are designed, commissioned and delivered based on the needs of the local economy now and into the future
- *Work Experience*: To enable residents of all ages to find, keep and progress in work, on the job experience is critical. Enabling opportunities for residents to gain experience in jobs at all levels will make a critical difference to employment opportunities for residents and employers.

RAISING ASPIRATION

For the first time in a generation it is private sector jobs growth that is driving our economy, adding £1.34bn of GVA in just two years. However, inequality has remained high, parts of the population have not benefitted from economic growth and in particular more needs to be done to raise aspiration at all levels. Our objective will be to accelerate growth whilst ensuring this creates more and better jobs. We therefore need to ensure that all residents from every community can access employment opportunities, pursuing bold solutions that increase the frequency, efficacy and speed of travel within the City Region as well as creating the type of housing offer to match our commercial development ambitions, underpinned by strong and vibrant urban centres. For **Employment, Education and Skills** this means:

- *Locally led labour market programme*: alongside the delivery of our health-led employment trial, employment programme and early integrated employment pilot, we will seek to secure 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

- *Support progression*: access to opportunities also means providing the ability for people to progress through employment and education. In order to raise productivity, this means giving people the ability to access more degree level apprenticeships, encouraging the development of in-work training as well as supporting internships to provide young people with the ability to access opportunities within growing local companies.
- *Careers information, advice and guidance*: In order to raise aspirations linked to emerging employment opportunities, support should be provided to programmes that would help even further to improve students' understanding of the world of work and work readiness, using the Eight Gatsby Benchmarks as a guiding framework.

MEASURING SUCCESS

These programme level delivery plans contain a range of activity. We will measure the success of that activity by setting a series of milestones by which we expect to achieve an outcome.

Where there are projects being delivered, they will have their own performance metrics attached to them (e.g. number of jobs created, businesses engaged etc). Each project board will monitor the performance of the project against agreed indicators in the Sheffield City Region Monitoring and Evaluation Framework. This is a tool to monitor and evaluate SCR LEP and Combined Authority (CA) activity rather than the totality of activity across the City Region. The Framework is structured around the City Region's overarching objectives to which all LEP and Combined Authority-funded activity must contribute, and provides a high-level, strategic guide to investment priorities.

In addition, the LEP Board will be responsible for measuring the overall performance of the SCR economy based upon the headline targets set in the Strategic Economic Plan.

1. High quality education and advice for all

| The LEP and its partners will continue to deliver... | We will also... |
|--|--|
| South Yorkshire Futures: a new social mobility partnership, led by Sheffield Hallam University, focused on improving educational attainment and raising aspiration, particularly in disadvantaged areas. | Raise standards in essential skills: draw on local expertise and good practice to invest in the professional development of maths and English teachers in schools and colleges and delivery of digital skills across the City Region, enabling all our young people receive high quality tuition in these essential subjects. |
| Implementing the Post-16 Skills Plan by becoming Routes Ready: we are supporting the FE sector to develop high quality Technical Education routes, offering pathways to skilled occupations across the labour market (including Digital) as per the government's Post-16 Skills Plan and supporting employer led delivery models such as the AMRC, UTC and IoT's. | Develop a devolution proposition for Apprenticeships, ensuring they best meet need in SCR and that use of the Levy is maximised |
| CEIAG Strategy: we have developed an all-age CEIAG strategy which will defragment local provision and improve its quality, support the development of effective career management skills, embed employer interactions (including quality work experience) and promote entrepreneurialism. | Strengthen the provision of quality assured careers advice by developing a compelling case for the devolution of the Careers Enterprise Company and National Careers Service Budgets |
| Investing in high quality learning environments: 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. | Improve access to information on post-16 learning routes: working closely with SCR's network of post-16 providers, the LEP will explore options for a new 'one stop shop' service to provide course and vacancy information on local post-16 provision (aside from that covered by UCAS) and apprenticeship opportunities. |
| Aligning adult education with employer need: we are working with providers to ensure that the Adult Education Budget is deployed to equip residents with the skills needed by the City Region's employers (looking at essential skills around maths, English, ESOL and digital) | Work with partners to develop a joint proposition around talent retention, including housing, business growth and transport. Coupled with strengthening Higher/Degree Apprenticeship offer, opportunities for continuous professional development and in work learning. |
| Enterprise Advisor Network: working with schools across South Yorkshire to embed Enterprise Co-ordinators to promote enterprise and increase links with employers | |

What will we aim to achieve in 2018-19?

Embed and facilitate the South Yorkshire Futures programme (especially school attainment): **March 2019**

Create the governance framework for an employer led strategic Commissioning Board of partners to support Strand 1 of the CEIAG Strategy: **Autumn 2018**

Implement 'Routes Ready' groups that support growth areas in SCR and embed employers in curriculum development: **March 2019**

Prepare a devolution proposition for Apprenticeships: **January 2019**

Launch the 2018-2021 Skills Capital Prospectus: **Summer 2018**

Secure a Careers Hub in SCR: **Summer 2018**

Feasibility paper re 'one stop shop' for course and apprenticeship info: **March 2019**

Develop a commissioning strategy for AEB: **March 2019**

Create an evidence base for the devolution of careers budgets: **March 2019**

Develop a joint proposition for talent retention: **March 2019**

2. Securing and sustaining employment

The LEP and its partners will continue to deliver...

Health-led Employment Trial: working with health partners and government, we have co-designed a research programme testing if 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. This is the largest global trial of this approach and launches March/April 2018.

Work and Health Programme: 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.

Early Integrated Employment Pilot: 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.

We will also...

Broaden the offer of joined-up health and employment support: building on learning from the LEPs Health-led Employment Trial, work with partners across SCR to develop a truly integrated health and employment offer for individuals in and out of work

Commission focused activity to enhance and support the employment trial and pilot (inc employer awareness/support): the LEP has 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.

What will we aim to achieve in 2018-19?

Health Led Employment Trial launches: **March 2018**

Finalise the co-design phase of the Early Intervention Employment Support Pilot with the proactive involvement of key stakeholders: **June 2018**

Commission the Specialist Employment Support Service at the heart of the Early Intervention ES Pilot: **September 2018**

Local Integration Boards established (inc published Integration Plans): **May 2018**

Implement a LEP-led campaign to raise employer awareness of the support available to gain the workforce they need and increase productivity: **By Autumn 2018**

Launch Pathways to Progression: **Autumn 2018**

Develop SCR proposition around integrated employment support: **Autumn 2018**

Ensure resident participation in the Work and Health Programme is maximised: **March 2019**

3. Progressing in employment

| The LEP and its partners will continue to deliver... |
|--|
| Skills Bank: 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. |
| Progression from FE to HE: 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. This includes collaborating on an Institute of Technology. |
| Investing in high quality learning environments: we are deploying skills capital resources to improve access to high level technical education adults and those in employment. |
| RISE: supporting the retention of graduates in SCR by supporting SMEs with recruitment |



| We will also... |
|--|
| Continue to invest in the skills employers need: 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 fostering investment in leadership and management but also in embracing innovation and adopting new ways of working. |
| Advancement Service: as part of the LEP's CEIAG Strategy, a new service to pilot a streamlined approach for individuals in receipt of in-work benefits (and those in low paid, low skilled sectors) will be introduced. 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. |
| Explore options to support in work learning, through devolved use of the Adult Education budget, advanced learning loans and flexible learning programmes. As well as considering routes to self-employment and developing entrepreneurship. |
| Work with partners to maximise talent retention, work with Growth Hub, Business |

What will we aim to achieve in 2018-19?

Launch Skills Hub and Skills Bank 2: **January 2019**

Develop a model for an integrated nationally funded CEIAG offer for all residents receiving in work benefits: **Autumn 2018**

Development of flexible learning programmes for SCR residents in employment (including a commissioning strategy for AEB): **March 2019**

Embed an Institute of Technology across existing FE and HE infrastructure: **January 2019**

Launch a Skills Capital prospectus for 2018-2021: **Summer 2018**

Provide ongoing Labour Market Information to allow providers to respond to employer need for skills (including the impact of Automation): **March 2019**

Prepare a devolution proposition for Apprenticeships: **January 2019**

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

Skills, Employment & Education Delivery Plan

High quality education and advice for all

Last updated on

21/03/2018

Programme Status

Number of at risk projects

[number]

| Activity | Lead | Organisation | What do we want to achieve in 2018-19? (Outcomes) | Status of Outcomes (RAG) | When did we start the activity? | When do we expect to finish the activity? | Delivery Risks | Progress Summary |
|--|-------------------|------------------------------|---|--------------------------|---------------------------------|---|--|---|
| South Yorkshire Futures: a new social mobility partnership, led by Sheffield Hallam University, focused on improving educational attainment and raising aspiration, particularly in disadvantaged areas. | Greg Burke | Sheffield Hallam Univeristy | Embed and facilitate the South Yorkshire Futures programme (especially school attainment): March 2019 | | 01/03/2018 | on- going | This is a mutli faceted project delivered by Sheffield Hallam Uni | We have met with Greg Burke and collegaues on a number of occasions to discuss how the SY Futures Programmes link with our work i.e. The CEIAG strategy and how we can work together of projects, for example Careers Hubs |
| Implementing the Post-16 Skills Plan by becoming Routes Ready: we are supporting the FE sector to develop high quality Technical Education routes, offering pathways to skilled occupations across the labour market (including Digital) as per the government's Post-16 Skills Plan and supporting employer led delivery models such as the AMRC, UTC and IoT's. | Helen George | SCR LEP | Implement 'Routes Ready' groups that support growth areas in SCR and embed employers in curriculum development: March 2019 | | 01/09/2017 | 31/08/2019 | Introduction of Routes to Post 16 education is a complex process and will require substantial change in the FE sector | An initial project lead was recruited in Sept 2018, they unfrotuntley left in Dec but carried out a lot of work with post 16 providers to understand their main concerns. The concept of Routes Ready groups for CEIAG, Employer Engagement and Curriculum Change were agreed in addition to 3 specific Routes Groups which will focus on where current gaps in supply are linked to inward investment and business growth. An interim consultant has now been recruited to take this work forward and progress activity. |
| CEIAG Strategy: we have developed an all-age CEIAG strategy which will defragment local provision and improve its quality, support the development of effective career management skills, embed employer interactions (including quality work experience) and promote entrepreneurialism. | Karen Challis | SCR LEP | Create the governance framework for an employer led strategic Commissioning Board of partners: Autumn 2018 | | 01/08/2017 | on -going | The CEIAG Strategy is stakeholder driven and relies on partnership work/collaboration | A Draft implemntaion plan is currently being worked through with stakeholders and following the release of the Gov National Careers Strategy. On-going work is taking place with the Enterprise Advisor Network as well as work with the CEC, SY Futures and links to the Health led Trial, ESF |
| Investing in high quality learning environments: 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. | Krysia Wooffinden | SCR LEP | Launch the 2018-2021 Skills Capital Prospectus: Summer 2018 Secure a Careers Hub in SCR: Summer 2018 | | [date] | [date] | | |
| Aligning adult education with employer need: we are working with providers to ensure that the Adult Education Budget is deployed to equip residents with the skills needed by the City Region's employers (looking at essential skills around maths, English, ESOL and digital) | Krysia Wooffinden | SCR LEP | Develop a commissioning strategy for AEB: March 2019 | | 01/03/2016 | 01/07/2019 | Devolution of AEB is currently on pause in relation to the mayoral powers needed to devolve funds to the CA | Considerable work was undertaken prior to the pause, which included work with stakeholders on the current mix and balance of provision to develop new funding policy that meets economic need, draft commissioning docs, funding agreement etc. We were also working through with Gov requirements around Readiness conditions and operational readiness conditions. Implementation Funding has been granted to the CA for 2018/19 which will be relased oncve mayoral powers are in place. |
| Enterprise Advisor Network: working with schools across South Yorkshire to embed Enterprise Co-ordinators to promote enterprise and increase links with employers | Karen Challis | Doncaster Chamber and SY LAs | Achieve 100% of South Yorkshire schools with an Enterprise Advisor: August 2018 | | 01/09/2017 | 31/08/2018 | Delays in contracting slowed down activity | Doncaster Chamber were contracted to co-ordinate delivery across the 4 SY LAs. Although in some areas progress was slow to start (due to contracts) activity is now progressing and we are waiting on Q1 claims |
| Develop a devolution proposition for Apprenticeships, ensuring they best meet need in SCR and that use of the Levy is maximised | Krysia Wooffinden | SCR LEP | Prepare a devolution proposition for Apprenticeships: January 2019 | | 01/04/2018 | 31/03/2019 | Failure to maxmisie use of the Levy will mean as a region we potentially lose investment in skills development | activity not started yet |
| Strengthen the provision of quality assured careers advice by developing a compelling case for the devolution of the Careers Enterprise Company and National Careers Service Budgets | Karen Challis | SCR LEP | Create an evidence base for the devolution of careers budgets: March 2019 | | 01/04/2018 | 31/03/2019 | Budgets for careers based activity remain fragmented with careers advice for both adults and young people not currently being effective. Residents are unable to | activity not started yet |
| Improve access to information on post-16 learning routes: working closely with SCR's network of post-16 providers, the LEP will explore options for a new 'one stop shop' service to provide course and vacancy information on local post-16 provision (aside from that covered by UCAS) and apprenticeship opportunities. | Krysia Wooffinden | SCR LEP | Feasibility paper re 'one stop shop' for course and apprenticeship info: March 2019 | | 01/04/2018 | 31/03/2019 | | activitiy not started yet |
| Work with partners to develop a joint proposition around talent retention, including housing, business growth and transport. Coupled with strengthening Higher/Degree Apprenticeship offer, opportunities for continuous professional development and in work learning. | Krysia Wooffinden | SCR LEP | Develop a joint proposition for talent retention: March 2019 | | 01/04/2018 | 31/03/2018 | | Activity not started yet |

Skills, Employment & Education Delivery Plan

Securing & Sustaining Employment

Last updated on

[insert date]

Programme Status

Number of at risk projects

[number]

| Activity | Lead | Organisation | What do we want to achieve in 2018-19? (Outcomes) | Status of Outcomes (RAG) | When did we start the activity? | When do we expect to finish the activity? | Delivery Risks | Progress Summary |
|--|-------------------|---------------------|---|--------------------------|---------------------------------|---|--|---|
| Health-led Employment Trial: working with health partners and government, we have co-designed a research programme testing if 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. This is the largest global trial of this approach and launches March/April 2018. | Andrea Fitzgerald | SCR LEP | Health Led Employment Trial launches: March 2018 | | 01/03/2017 | 31/03/2021 | This is the first of its kind in terms of randomised controled trial which combined health with employment support | A provider has been appointed to deliver all 5 contracts (SYHA). We are now in the final stages of contracting for a launch at the end of March/Beginning April |
| Work and Health Programme: 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. | Andrea Fitzgerald | Reed in Partnership | Ensure resident participation in the Work and Health Programme is maximised: March 2019 | | 15/01/2018 | 31/01/2023 | Small volumes, nationally controlled programmes, covers 45 LAs, admin heavy for JCP | Delivery has started and we are working with Reed to ensure it meets local need |
| Early Integrated Employment Pilot: 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. | Andrea Fitzgerald | SCR LEP | Finalise the co-design phase of the Early Intervention Employment Support Pilot with the proactive involvement of key stakeholders: June 2018 Commission the Specialist Employment Support Service at the heart of the Early Intervention ES Pilot: September 2018 | | TBC | TBC | Pilot currently on pause. | |
| Broaden the offer of joined-up health and employment support: building on learning from the LEPs Health-led Employment Trial, work with partners across SCR to develop a truly integrated health and employment offer for individuals in and out of work | Andrea Fitzgerald | SCR LEP | Local Integration Boards established (inc published Integration Plans): May 2018 Develop SCR proposition around integrated employment support: Autumn 2018 | | 01/04/2018 | 31/05/2018 | Resource and capcity within LAs and other local services | Most LIBS (exc Bassetlaw) are now established and are working on Integration Plans to identify where challenges exist and how collaboration can support. Themes will be brought to the Employment Programme Board |
| Commission focused activity to enhance and support the employment trial and pilot (inc employer awareness/support: the LEP has 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. | Andrea Fitzgerald | DWP | Launch Pathways to Progression: Autumn 2018 Implement a LEP-led campaign to raise employer awareness of the support available to gain the workforce they need and increase productivity: By Autumn 2018 | | 01/06/2017 | 31/07/2021 | Delays to commisioning activity by DWP and activity going live | Outline bids fro delivery of this programme have been reveiwed by ESIF Committee. Full bids were submitted by applicants in Feb 2018. We are waiting for moderation by DWP. Marketing agency commissioned to develop key messages for employers |
| Activity Name | Name | Name | Milestone | | [date] | [date] | | |
| Activity Name | Name | Name | Milestone | | [date] | [date] | | |
| Activity Name | Name | Name | Milestone | | [date] | [date] | | |

Skills, Employment & Education Delivery Plan

Progressing in Employment

Last updated on [insert date]Programme Status [●]Number of at risk projects [number]

| Activity | Lead | Organisation | What do we want to achieve in 2018-19? (Outcomes) | Status of Outcomes (RAG) | When did we start the activity? | When do we expect to finish the activity? | Delivery Risks | Progress Summary |
|--|-------------------|--------------|---|--------------------------|---------------------------------|---|--|---|
| Skills Bank: 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. | Name | Name | Launch Skills Hub and Skills Bank 2: January 2019 | ● | [date] | [date] | | |
| Progression from FE to HE: 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. This includes collaborating on an Institute of Technology. | Name | Name | Embed an Institute of Technology across existing FE and HE infrastructure: January 2019 | ● | [date] | [date] | | |
| Investing in high quality learning environments: we are deploying skills capital resources to improve access to high level technical education adults and those in employment. | Name | Name | Launch a Skills Capital prospectus for 2018-2021: Summer 2018 | ● | [date] | [date] | | |
| Continue to invest in the skills employers need: 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 fostering investment in leadership and management but also in embracing innovation and adopting new ways of working. | Krysia Wooffinden | SCR LEP | Launch Skills Hub and Skills Bank 2: January 2019 | ● | 01/01/2018 | 31/07/2021 | Skills Hub will be part funded by ESF and is the commisisoning process is managed by DWP (risks in relation to slippage) | Outlineapplication for the Skills Hub was submmitted by the CA to DWP in Jan 2018. Full stakeholder consulation has taken place on Skills Bank 2 with suggested changes agreed by CA and LEP Board. We are now working with the ESFA on the development of the specification and ITT documentation. |
| Advancement Service: as part of the LEP's CEIAG Strategy, a new service to pilot a streamlined approach for individuals in receipt of in-work benefits (and those in low paid, low skilled sectors) will be introduced. 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. | Karen Challis | SCR LEP | Develop a model for an integrated nationally funded CEIAG offer for all residents receiving in work benefits: Autumn 2018 | ● | 01/04/2018 | 31/08/2018 | | activity hasn't started yet |
| Explore options to support in work learning, through devolved use of the Adult Education budget, advanced learning loans and flexible learning programmes. As well as considering routes to self-employment and developing entrepreneurship. | Krysia Wooffinden | SCR LEP | Development of flexible learning programmes for SCR residents in employment (including a commissioning strategy for AEB): March 2019 | ● | 01/04/2018 | 31/03/2019 | Lack of flexible learning opportunities means the numbers of adults engaging with skills has/will drop | We currently have ESIF Committee approval to develop a flexible learning call to encourage innovative models of delivery. This is now being worked up. |
| Develop a devolution proposition for Apprenticeships, ensuring they best meet need in SCR and that use of the Levy is maximised | Krysia Wooffinden | SCR LEP | Prepare a devolution proposition for Apprenticeships: January 2019 | ● | 01/04/2018 | 31/03/2019 | Failure to maxmisie use of the Levy will mean as a region we potentially lose investment in skills development | activity not started yet |
| Activity Name | Name | Name | Milestone | ● | [date] | [date] | | |

SKILLS, EMPLOYMENT AND EDUCATION EXECUTIVE BOARD

12th April 2018

Careers, Education, Information, Advice & Guidance (CEIAG)

Strategy Update

Purpose of Report

This paper and associated presentation offers an update on progress towards delivery of the SCR CEIAG Strategy.

Thematic Priority

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

Freedom of Information

This paper is not made available under the Combined Authority Publication Scheme.

Recommendations

To note the progress to date on this area of work and discuss the benefits for the region in submitting a bid to the Careers and Enterprise Company to have a Careers Hub to support local schools to achieve the Gatsby benchmarks in relation to careers.

1. Introduction

- 1.1** The Careers, Education, Information, Advice and Guidance (CEIAG) Strategy was presented to the Board for discussion in February 2017, circulated for Board members in June and subsequently approved in its July meeting. Since then, work has taken place to integrate the key elements of the strategy into the Skills, Employment and Education Delivery Plan and to develop an Implementation Plan that is owned by local Stakeholders.
- 1.2** The strategy sets out “what good looks like” under three headings:-
- Employer leadership
 - Infrastructure
 - Core Offer

These three headings form the basis of on-going work to integrate existing activity and provide the framework for the Implementation Plan.

2. Proposal and justification

2.1 A working draft Implementation Plan for the Strategy is being formulated with partners and has been considered by:

- The local officers group (for skills & employment)
- The SCR Provider Network sub group for CEIAG
- The Careers and Enterprise (CEC) funded Enterprise Advisors Steering Group
- South Yorkshire Futures

The plan is currently being re-drafted in light of the publication of the national Careers Strategy and the CEC draft Careers Strategy Implementation Plan.

2.2 Whilst the Implementation Plan is being completed, further work is taking place to isolate and develop good practice. This includes:

- A developing discussion with South Yorkshire Futures on the Gatsby Benchmarks
- Maximising the CEC funded Enterprise Coordinators and Enterprise Adviser Network
- Considering the potential for Work Experience for Adults
- Agreeing KPIs with the National Careers Service provider.

A full update on activity will be presented at the Board meeting.

2.3 The national Careers Strategy (published December 2017) helpfully includes many areas of overlap with the SCR Strategy and establishes a wider role for the CEC with regard to the Gatsby benchmarks. Pivotal to this will be the opportunity for LEPs to bid for one of 20 "Careers Hubs" which has been allocated (nationally) £5m over two academic years from September 2018. The prospectus for bidding is expected in early April and based on initial dialogue with local officers a South Yorkshire bid would enable the SCR to support achievement of the Gatsby benchmarks (a key component of the CEIAG Strategy).

More information on Career Hubs and an SCR LEP bid will be provided at the Board meeting following publication of the prospectus.

3. Consideration of alternative approaches

3.1 The CEIAG Strategy was informed through extensive mapping and consultation with stakeholders. The Implementation Plan is currently being shaped with the active input from a wide range of key stakeholders.

3.2 The achievement of the Gatsby benchmarks is a key feature in the SCR CEIAG Strategy. To not submit a bid to the CEC reduces the opportunity we have to work with schools to implement this activity and improve access to careers advice for young people.

4. Implications

4.1 Financial

The financial implications will relate to any Careers Hub bid and SCR's share of the £5m national pot. As this will be dependant on the model chosen, including geographic spread and number of schools. Any application submitted by SCR will be worked through with finance input.

4.2 Legal

There are no legal implications from this paper. However, if a bid is submitted on behalf of the LEP the legal implications of this will need to be worked through.

4.3 Risk Management

An application to the CEC for a Careers Hubs in SCR presents a number of risks to both the SCR Executive in terms of managing the contract and ensuring there is sufficient resource and capacity to do so and to the Combined Authority in accepting a grant on behalf of the LEP if a bid was successful. These risks will be worked through with relevant statutory officers as more information on the bidding process becomes available.

4.4 Equality, Diversity and Social Inclusion

The CEIAG Strategy has informed the Employment, Skills and Education Delivery Plan which in turn 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** There are three key strands of communication included within the CEIAG Strategy, focusing on raising awareness in schools, for employers and for SCR residents. These have been included within the Skills, Employment and Education delivery plan as part of the communications across a range of stakeholders, previously discussed at the Board.

6. Appendices/Annexes

- 6.1** Annex 1 CEIAG Strategy
- 6.2** Annex 2 Update Presentation

| | |
|----------------------|--|
| REPORT AUTHOR | Karen Challis |
| POST | Strategic Lead (CEIAG) |
| Officer responsible | Mark Lynam |
| Organisation | Sheffield City Region Combined Authority |
| Email | Mark.Lynam@sheffieldcityregion.org.uk |
| Telephone | 0114 220 3442 |

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

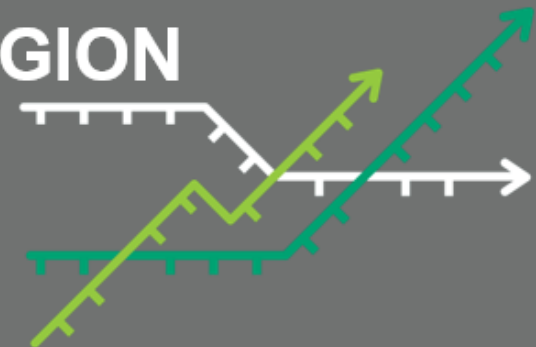
Other sources and references:



Sheffield City Region

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

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

Nationally there already exists a compelling social and economic narrative about the importance of CEIAG, articulated by the national 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 a 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 quality 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 48%², with a record number of people in employment, the continuing need for resilient workers of 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 in 2010, the infrastructure for delivering CEIAG to young people has materially diminished. In SCR there are pockets of good practice yet 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 alone³; 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.

² As at May 2017

³ Mapping undertaken in 2016

3. Aim of the Strategy

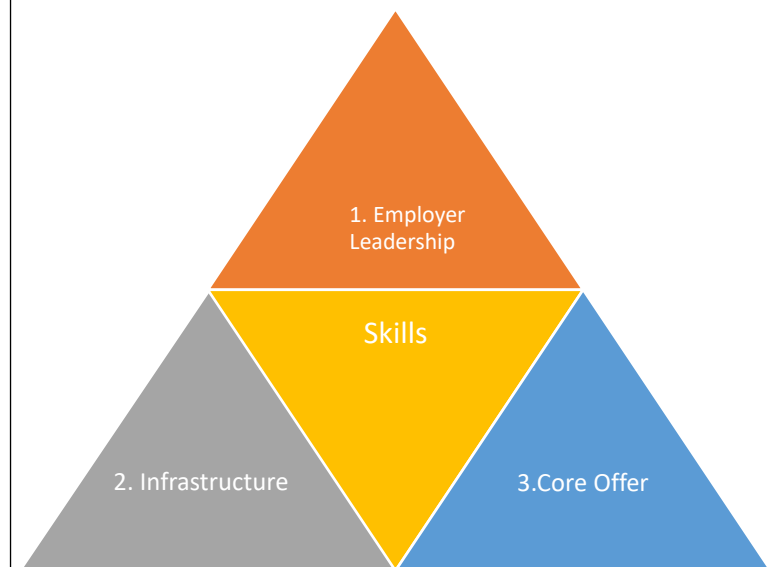
The aim of the strategy is to create the conditions that will build an effective, robust career development community of individuals, employers and providers who share the responsibilities and benefits of a resilient and productive work force. It is driven by the desire to inform, motivate and inspire young people from secondary school into adulthood 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 partnerships 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, 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.

Fig 1. The three priority headings for the strategy



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 priorities to build an effective skills pipeline, including in work progression to higher level skills, achievement of English and Maths Level 2 qualifications and building appropriate apprenticeship pathways to support individuals aspire and achieve their full potential.

Fig 2.

| What Good Looks Like | Enablers |
|---|--|
| <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.

Fig 3.

| What Good Looks Like | 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. • A local “Advancement Service” is piloted in a targeted area to support in work progression for the existing workforce, utilising existing statutory, discretionary and voluntary services for adults. | <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 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 • 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. |

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 a 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 “catalogue” of provision, 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.

Fig 4.

| What Good Looks Like | Enablers |
|--|---|
| <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 workforce and enact changes in job or career effectively, including progression or re-entry into the workforce. • Local Labour market information is readily and easily accessible in multiple formats. | <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 • 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 |

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 funded 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, recognising the statutory responsibilities that may already exist (for example, relating to Local Authorities and NEET young people)
- 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

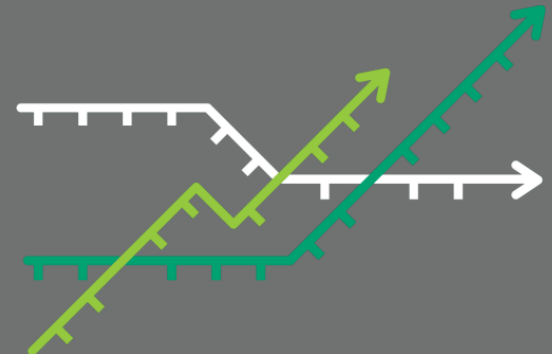
- To deliver cost effective services that meet the requirements of the Matrix Standard
- To ensure that IAG provision is delivered by professionals qualified to standards recommended by the Career Development Institute
- To secure appropriate quality standards for the delivery of work related learning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



Sheffield City Region

KAREN CHALLIS

Strategic Lead (CEIAG)



“INSPIRE, ASPIRE AND ACHIEVE”:

**A STRATEGIC APPROACH TO CAREERS
EDUCATION, INFORMATION, ADVICE &
GUIDANCE (CEIAG)**

Strategy sets out what good looks for like for CEIAG through the following three themes:-

- The Core Offer
- Employer Leadership
- Infrastructure

PROGRESS TO DATE

- Consultation on Implementation Plan
- Alignment e.g. South Yorkshire Futures; Doncaster Opportunity Area; national Careers Strategy; ESIF 2.2 Call (Business & Industry); Skills, Employment & Education Delivery Plan
- Clearer steer to CEC and local Enterprise Advisor Network
- KPIs with National Careers Service Provider
- Dialogue with providers for e.g. Careers Leader Training; local Skills Show
- Marketing action plan in development
- Creating links with Health Led Employment Trial
- Careers Hub dialogue commenced

IMMEDIATE NEXT STEPS (APRIL-AUG)

- Finalise Implementation Plan
- Milestone activity from Skills, Employment & Education Delivery Plan
 - Create the governance framework for an employer led strategic Commissioning Board of partners:
 - Develop a model for an integrated nationally funded CEIAG offer for all residents receiving in work benefits
 - Create an evidence base for the devolution of careers budgets
- Evaluate EAN impact and management and ensure development for new contract year
- Secure approval to bid for Careers Hub

CAREERS HUBS

- Part of national Careers Strategy to increase achievement of Gatsby Benchmarks in schools and colleges
- £5m National programme from Careers Enterprise Company (CEC)
- Funding is for two academic years (from September 2018)
- Allocation for a Co-ordinator + virtual wallet
- Matched funding is not a requirement of the programme but will be an advantage.
- Builds on existing Enterprise Adviser Network (EAN) - a clear commitment to existing match funding to 2020
- Hubs expected to engage 20-40 schools
- Bidding opens early April

CAREERS HUB IN SCR

Draft Proposal

- South Yorkshire Careers Hub
- 30 schools/colleges (to include sample special schools) clustered around “lead schools” with centres of excellence across 4 Upper Tier LAs
- Focus on schools with limited achievement to date and/or in those areas with high volumes of hard to fill vacancies
- Align with South Yorkshire Futures
- Create multiplier effect by having “shadow” clusters of schools/colleges
- When feasible, align to ESIF Call (Business & Industry)

**SCR CA Executive Board
DOCUMENT HISTORY COVER SHEET
DOCUMENT DETAILS**

DOCUMENT DETAILS

| | |
|-----------------------------|----------------------|
| CREATOR | Karen Challis |
| DATE VERSION 1 SAVED | 18/3/2018 |
| FILE LOCATION PATH | N: |

| VERSION | DATE | SAVED BY | NOTES |
|---------|------------|----------|--|
| 1 | 18/03/2018 | KC | Version 1 |
| 2 | 20/03/2018 | AF | Version 2 |
| 3 | 20/03/2018 | KC | Minor amendments |
| 4 | 20/03/18 | KC | Inclusion of reference to Careers Hubs |
| 5 | 21/03/2018 | KW | Amends to recommendations |
| 6 | 22/02/2018 | KW | Send to ML, finance, legal and comms |
| 7 | 04/04/2018 | KW | Feedback from RA |

APPROVALS REQUIRED BY

| APPROVAL REQUIRED BY | DATE |
|----------------------|------|
| Executive Director | |
| Monitoring Officer | |
| S151 Officer | |

Board Paper Instructions

1. Before commencing the preparation of a paper, please ensure that your Director is aware that it will be on the agenda for the meeting.
2. Please read the guidance for preparing a paper below and contained within the body of the template.
3. If your paper relates to a project rather than a policy decision, ensure that it has received Full Business Plan approval prior Director approval date above. Programme Management process needs to be reflected here
4. Use the format set out below to structure your paper. Noting:
 - a. Papers should be less than 4 pages long with additional material in an annexes;
 - b. Recommendations should be self-contained and specific given they will be used in the minutes;
 - c. Pages should not be numbered (they will be numbered for the final .pdf paper pack);
 - d. Paragraphs must be numbered correctly;
5. Ensure that your Director and subsequent approvers receives the paper in good time to comment on and approve within the timescales set out above.

Should you require any assistance with formatting issues, please contact Claire James who will be happy to assist.

Please ensure that you follow the above before submitting papers.

SKILLS, EMPLOYMENT AND EDUCATION EXECUTIVE BOARD

12th April 2018

Careers, Education, Information, Advice & Guidance (CEIAG)

Strategy Update

Purpose of Report

This paper and associated presentation offers an update on progress towards delivery of the SCR CEIAG Strategy.

Thematic Priority

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

Freedom of Information

This paper is not exempt from FOI requests.

Recommendations

To note the progress to date on this area of work and discuss the benefits for the region in submitting a bid to the Careers and Enterprise Company to have a Careers Hub to support local schools to achieve the Gatsby benchmarks in relation to careers.

1. Introduction

- 1.1** The Careers, Education, Information, Advice and Guidance (CEIAG) Strategy was presented to the Board for discussion in February 2017, circulated for Board members in June and subsequently approved in its July meeting. Since then, work has taken place to integrate the key elements of the strategy into the Skills, Employment and Education Delivery Plan and to develop an Implementation Plan that is owned by local Stakeholders.
- 1.2** The strategy sets out “what good looks like” under three headings:-
- Employer leadership
 - Infrastructure
 - Core Offer

These three headings form the basis of on-going work to integrate existing activity and provide the framework for the Implementation Plan.

2. Proposal and justification

2.1 A working draft Implementation Plan for the Strategy is being formulated with partners and has been considered by:

- The local officers group (for skills & employment)
- The SCR Provider Network sub group for CEIAG
- The Careers and Enterprise (CEC) funded Enterprise Advisors Steering Group
- South Yorkshire Futures

The plan is currently being re-drafted in light of the publication of the national Careers Strategy and the CEC draft Careers Strategy Implementation Plan.

2.2 Whilst the Implementation Plan is being completed, further work is taking place to isolate and develop good practice. This includes:

- A developing discussion with South Yorkshire Futures on the Gatsby Benchmarks
- Maximising the CEC funded Enterprise Coordinators and Enterprise Adviser Network
- Considering the potential for Work Experience for Adults
- Agreeing KPIs with the National Careers Service provider.

A full update on activity will be presented at the Board meeting.

2.3 The national Careers Strategy (published December 2017) helpfully includes many areas of overlap with the SCR Strategy and establishes a wider role for the CEC with regard to the Gatsby benchmarks. Pivotal to this will be the opportunity for LEPs to bid for one of 20 "Careers Hubs" which has been allocated (nationally) £5m over two academic years from September 2018. The prospectus for bidding is expected in early April and based on initial dialogue with local officers a South Yorkshire bid would enable the SCR to support achievement of the Gatsby benchmarks (a key component of the CEIAG Strategy).

More information on Career Hubs and an SCR LEP bid will be provided at the Board meeting following publication of the prospectus.

3. Consideration of alternative approaches

3.1 The CEIAG Strategy was informed through extensive mapping and consultation with stakeholders. The Implementation Plan is currently being shaped with the active input from a wide range of key stakeholders.

3.2 The achievement of the Gatsby benchmarks is a key feature in the SCR CEIAG Strategy. To not submit a bid to the CEC reduces the opportunity we have to work with schools to implement this activity and improve access to careers advice for young people.

4. Implications

4.1 Financial

The financial implications will relate to any Careers Hub bid and SCR's share of the £5m national pot. As this will be dependant on the model chosen, including geographic spread and number of schools. Any application submitted by SCR will be worked through with finance input.

4.2 Legal

There are no legal implications from this paper. However, if a bid is submitted on behalf of the LEP the legal implications of this will need to be worked through.

4.3 Risk Management

An application to the CEC for a Careers Hubs in SCR presents a number of risks to both the SCR Executive in terms of managing the contract and ensuring there is sufficient resource and capacity to do so and to the Combined Authority in accepting a grant on behalf of the LEP if a bid was successful. These risks will be worked through with relevant statutory officers as more information on the bidding process becomes available.

4.4 Equality, Diversity and Social Inclusion

The CEIAG Strategy has informed the Employment, Skills and Education Delivery Plan which in turn 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** There are three key strands of communication included within the CEIAG Strategy, focusing on raising awareness in schools, for employers and for SCR residents. These have been included within the Skills, Employment and Education delivery plan as part of the communications across a range of stakeholders, previously discussed at the Board.

6. Appendices/Annexes

- 6.1** Annex 1 CEIAG Strategy
- 6.2** Annex 2 Update Presentation

| | |
|----------------------|--|
| REPORT AUTHOR | Karen Challis |
| POST | Strategic Lead (CEIAG) |
| Officer responsible | Mark Lynam |
| Organisation | Sheffield City Region Combined Authority |
| Email | Mark.Lynam@sheffieldcityregion.org.uk |
| Telephone | 0114 220 3442 |

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

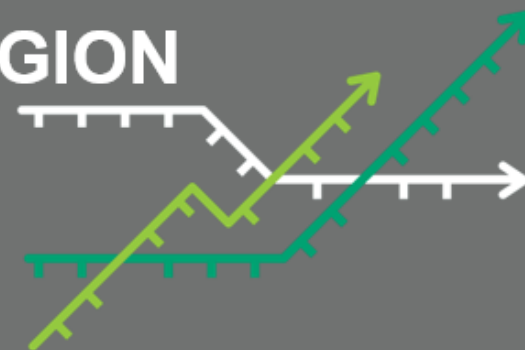
Other sources and references:



Sheffield City Region

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

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

Nationally there already exists a compelling social and economic narrative about the importance of CEIAG, articulated by the national 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 a 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 quality 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 48%², with a record number of people in employment, the continuing need for resilient workers of 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 in 2010, the infrastructure for delivering CEIAG to young people has materially diminished. In SCR there are pockets of good practice yet 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 alone³; 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.

² As at May 2017

³ Mapping undertaken in 2016

3. Aim of the Strategy

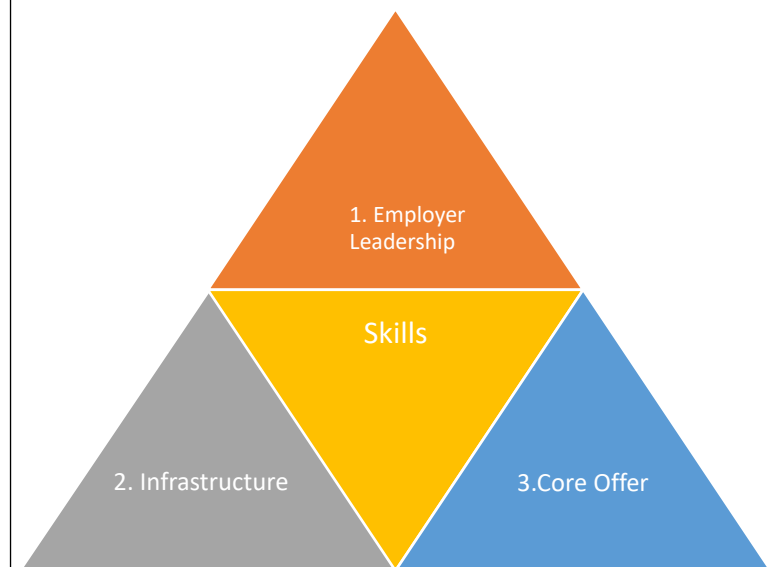
The aim of the strategy is to create the conditions that will build an effective, robust career development community of individuals, employers and providers who share the responsibilities and benefits of a resilient and productive work force. It is driven by the desire to inform, motivate and inspire young people from secondary school into adulthood 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 partnerships 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, 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.

Fig 1. The three priority headings for the strategy



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 priorities to build an effective skills pipeline, including in work progression to higher level skills, achievement of English and Maths Level 2 qualifications and building appropriate apprenticeship pathways to support individuals aspire and achieve their full potential.

Fig 2.

| What Good Looks Like | Enablers |
|---|--|
| <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.

Fig 3.

| What Good Looks Like | 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. • A local “Advancement Service” is piloted in a targeted area to support in work progression for the existing workforce, utilising existing statutory, discretionary and voluntary services for adults. | <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 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 • 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. |

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 a 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 “catalogue” of provision, 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.

Fig 4.

| What Good Looks Like | Enablers |
|--|---|
| <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 workforce and enact changes in job or career effectively, including progression or re-entry into the workforce. • Local Labour market information is readily and easily accessible in multiple formats. | <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 • 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 |

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 funded 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, recognising the statutory responsibilities that may already exist (for example, relating to Local Authorities and NEET young people)
- 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

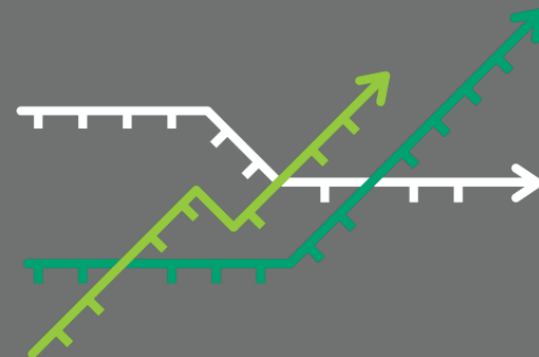


Sheffield City Region



KAREN CHALLIS

Strategic Lead (CEIAG)



“INSPIRE, ASPIRE AND ACHIEVE”:

**A STRATEGIC APPROACH TO CAREERS
EDUCATION, INFORMATION, ADVICE &
GUIDANCE (CEIAG)**

Strategy sets out what good looks for like for CEIAG through the following three themes:-

- The Core Offer
- Employer Leadership
- Infrastructure

PROGRESS TO DATE

- Consultation on Implementation Plan
- Alignment e.g. South Yorkshire Futures; Doncaster Opportunity Area; national Careers Strategy; ESIF 2.2 Call (Business & Industry); Skills, Employment & Education Delivery Plan
- Clearer steer to CEC and local Enterprise Advisor Network
- KPIs with National Careers Service Provider
- Dialogue with providers for e.g. Careers Leader Training; local Skills Show
- Marketing action plan in development
- Creating links with Health Led Employment Trial
- Careers Hub dialogue commenced

IMMEDIATE NEXT STEPS (APRIL-AUG)

- Finalise Implementation Plan
- Milestone activity from Skills, Employment & Education Delivery Plan
 - Create the governance framework for an employer led strategic Commissioning Board of partners:
 - Develop a model for an integrated nationally funded CEIAG offer for all residents receiving in work benefits
 - Create an evidence base for the devolution of careers budgets
- Evaluate EAN impact and management and ensure development for new contract year
- Secure approval to bid for Careers Hub

CAREERS HUBS

- Part of national Careers Strategy to increase achievement of Gatsby Benchmarks in schools and colleges
- £5m National programme from Careers Enterprise Company (CEC)
- Funding is for two academic years (from September 2018)
- Allocation for a Co-ordinator + virtual wallet
- Matched funding is not a requirement of the programme but will be an advantage.
- Builds on existing Enterprise Adviser Network (EAN) - a clear commitment to existing match funding to 2020
- Hubs expected to engage 20-40 schools
- Bidding opens early April

CAREERS HUB IN SCR

Draft Proposal

- South Yorkshire Careers Hub
- 30 schools/colleges (to include sample special schools) clustered around “lead schools” with centres of excellence across 4 Upper Tier LAs
- Focus on schools with limited achievement to date and/or in those areas with high volumes of hard to fill vacancies
- Align with South Yorkshire Futures
- Create multiplier effect by having “shadow” clusters of schools/colleges
- When feasible, align to ESIF Call (Business & Industry)