

Lancashire Skills and Employment Strategic Framework 2024-2029



A partnership initiative

LANCASHIRE
2050

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Forewords

Cllr Phillippa Williamson

Chair of Lancashire Leaders

Lancashire is a place of amazing beauty, talented people, diverse communities, and world-leading businesses. We are proud of our rich history, with Lancashire being the birthplace of the Industrial Revolution. With a population of 1.5m people, and over 55,000 businesses providing over 700,000 jobs, our regional economy generates over £35bn. With a range of significant and future facing sectors – from manufacturing and tourism, to cyber, digital and low carbon – Lancashire is a thriving economy within the North of England.



Lancashire 2050 is our shared strategy – bringing Lancashire’s 15 councils and our stakeholders together around a shared vision and ambition for the future. Our ambition is for Lancashire to be seen across the world as the best place to make a home, raise a family, develop a career, do business, and grow old, with communities that celebrate our sense of place, heritage, and natural environment.

This strategy is paving the way and providing one voice for Lancashire, to champion our needs with government and attract additional investment into areas which we think are the most important, including employment and skills, better housing, transport and infrastructure, early years and education, and health and wellbeing.

The strategy is organised around eight priority areas; each area will have an action plan which will drive our ambitions. The Lancashire Skills and Employment Strategic Framework 2024-2029 articulates our ambitions and our plans to enable people to develop their skills throughout their lives, flourish in their chosen career, and to further develop a highly skilled workforce to enable our businesses to take advantage of a strong and growing regional economy and to attract inward investment.

Phillippa Williamson

Cllr Karen Buckley

Lead for Skills and Employment

Lancashire has an amazing story to tell of natural beauty, of hard-working people, and of innovation and making. Lancashire is internationally renowned in the military and civil aerospace industry, with the world's fourth largest cluster, alongside strengths in automotive, clean energy, textiles, food and drink manufacture and agri-tech. The basing of the National Cyber Force in central Lancashire will add to the county's strengths in defence and further catalyse the growth of the ecosystem of digital and cyber businesses. With coastal and rural visitor economies and vibrant urban centres, Lancashire is the place to live, work and study.

The coming together of Lancashire's 15 councils and the launch of Lancashire 2050 provides a shared vision for Lancashire. Since the launch at the Palace of Westminster as part of the Lancashire Day celebrations in November 2022, work has been underway to develop plans to bring the ambitions to reality. A key ingredient for success is our people. Through the refreshed Lancashire Skills and Employment Strategic Framework 2024-2029, we aim to work together with employers, partners, and stakeholders to boost aspirations and skills and 'level up' communities across Lancashire.

We want to ensure that Lancashire's people can access good jobs and progress in their chosen careers, and to ensure that people are not held back due to their skills or background. We want to build a highly skilled workforce which enables our economy to grow to the benefit of people living and working in Lancashire.



Fundamental to the strategy, is our partnership with employers. By working together, we can help our county thrive – whether that be by inspiring our future workforce through work with schools, colleges and universities, by recruiting local people, or by investing in reskilling and upskilling employees.

The Lancashire Skills Pledge is a growing group of over 240 Lancashire businesses who are committed to inspiring, recruiting and developing Lancashire's people, demonstrating the power of collaboration, they are leading the way in showing how committing to the Lancashire Skills Pledge is good for business, good for our people and ultimately good for Lancashire.

Wes Johnson

Chair of Lancashire Skills and Employment Board

The Lancashire Skills and Employment Board is a vibrant partnership of employers, education, and skills providers, the third sector and councils, all of whom have a passion and shared ambition that is focused on improving the social mobility of Lancashire's people and the skills of our business base.



The refresh of the Lancashire Skills and Employment Strategic Framework 2024-2029 builds on previous iterations. Since the publication of the first Framework, we have seen partners come together to drive, for example, the development of Lancashire's award winning Careers Hub; make significant progress against Lancashire's Technical Education Vision; take policy to practice through trailblazers such as Skills Bootcamps, the Local Skills Improvement Plan and investment in the college network through the Strategic Development Fund; drive up digital skills; and generated significant Social Value aligned with skills and employment priorities.

Fundamental to our success is collaboration – collaboration with the private sector and employers, collaboration between education and skills providers and collaboration with the public sector. It is the power of this local collaboration, and the shared ownership of our future economy, which is the driver behind the successful implementation of Lancashire 2050, this Framework and our shared ambitions.

The context has shifted since the first iteration, and an evidence-based approach is ensuring that we focus on key priorities in the local labour market. The effects of the pandemic and the cost-of-living crisis have affected the dynamics, with growth in skills shortages, hard to fill vacancies and economic inactivity due to health conditions creating challenges. Labour market intelligence and consultation with employers, education and skills providers, councils and stakeholders has contributed to the shaping of the refreshed Framework, ensuring that as partners we continue to look forward towards the ambitions of Lancashire 2050 and the opportunities that will come as a result of collaboration and a joint conversation with government.

Introduction

The Lancashire Skills and Employment Strategic Framework was first published in 2016 and subsequently refreshed in 2021. The Framework fosters collaboration amongst employers, providers, and stakeholders across Lancashire. With a collective purpose, it establishes a dynamic vision designed to enhance the adaptability of the skills and employment ecosystem, aligning it more effectively with the ever-evolving demands of Lancashire's businesses and residents. The Framework is driven by the Lancashire Skills and Employment Board and Hub, which operate pan-Lancashire, and is underpinned by an extensive evidence base.

The time is right to refresh the Framework once again, in line with the ambitions of Lancashire 2050 and to support the drive towards a Lancashire Combined County Authority.

Lancashire 2050 was launched at the Palace of Westminster as part of the Lancashire Day celebrations in November 2022, aptly commemorating the day, in 1295, on which representatives from Lancashire were sent to Parliament for the first time.

Lancashire 2050, initiated by Lancashire's 15 councils, sets out Lancashire's ambition to bring everyone together with a stake in Lancashire's success, around a shared vision to enable the county to be successful and thrive. It is both bold and strategic in scope and creates a strategic framework so that:

- ▶ Lancashire competes better for its share of national resources and investment.
- ▶ Lancashire's public, private and voluntary sectors collaborate better to maximise the best use of our resources.
- ▶ Lancashire has a strong and clear voice that responds innovatively to new opportunities and challenges.
- ▶ Lancashire has rich, meaningful, and strategic dialogue with central government about the future of our county.

The ambition is for Lancashire to be seen across the world as the best place to make a home, raise a family, develop a career, do business, and grow old. A place made up of communities everyone is proud of, that celebrates our sense of place, heritage, and natural environment. Lancashire 2050 is made up of eight themes:

- ▶ Economic Prosperity
- ▶ Transport and Infrastructure
- ▶ Environment and Climate
- ▶ Housing
- ▶ Early Years and Education
- ▶ **Employment and Skills**
- ▶ Health and Wellbeing
- ▶ Communities and Place

Lancashire 2050 provides an umbrella strategy, which enhances connections between the eight themes and their respective priorities, to enable joint ambitions and actions.

Through a dedicated focus on Employment and Skills, the aspiration is to empower individuals to continually develop their skills throughout their lifetimes, thereby enticing businesses to invest in the county due to the presence of a highly skilled and productive workforce.

The mechanism for driving action is through the refresh of the Lancashire Skills and Employment Strategic Framework, working collaboratively with employers, providers, and stakeholders, who were consulted throughout the development of the Framework.



Assessment of Progress

The last refresh of the Framework was published in the first half of 2021, during the pandemic. Whilst there continued to be disruption throughout 2021 and early 2022, significant progress has been made against the delivery plans albeit in challenging times. Several highlights are provided below:

- ▶ The Lancashire Careers Hub has achieved full coverage, supporting all 155 secondary schools, special schools, alternative providers, and colleges across the area. At the end of July 2023, average progress against the 8 Gatsby Benchmarks, the measure of careers excellence, was 6.4 - significantly above target, with every one of the eight benchmarks scoring above national averages. Supported by a proactive group of Cornerstone Employers and over 150 business volunteers ('Enterprise Advisers') young people are receiving more encounters with employers and experiences of the workplace than ever before. A mix of physical and virtual options are available following the innovative and creative practice developed during the pandemic. A range of Labour Market Intelligence resources have also been developed in consultation with over 1,200 young Lancastrians, bringing labour market intelligence alive through Portal animations and LMI Board Games developed with employers.
- ▶ A progress report was published against the Lancashire Technical Education Vision www.lancshireskillshub.co.uk/strategies/technical-education-vision featuring a variety of case studies. Technical Education pathways are embedded into careers programmes in schools, T Levels have continued to roll out across the colleges, and The Lancashire Colleges and Universities worked collaboratively to secure a Lancashire Institute of Technology (IoT) with the DfE. The IoT was launched in September 2023. Apprenticeship numbers are also on the rise, since receding during the pandemic, with over £1m of unspent levy circulated to Lancashire employers by the Lancashire Work Based Learning Forum through the successfully established Lancashire Levy Transfer Network (LLTN).
- ▶ Since the refresh, the announcement was made that the National Cyber Force (NCF) was to base its Headquarters on the Samesbury Enterprise Zone. There has thus been an accelerated focus on the 'Digital Workforce of the Future', working in partnership with NCF, partners, DSIT and the wider ecosystem. A whole host of exciting and inspirational activities have been delivered in schools to inspire our future workforce, including the TeenTech Festival – first virtually and then with a physical event in 2023, the BAE-sponsored programme with InnovateHer and Create Education, CyberFirst and Digital Advantage, and the piloting of Cyber Fairy Tales in primary schools.



Apprentices at Blackpool & The Fylde College

- ▶ The programme funded by European Social Funds (ESF) is now coming to an end, with over £102m allocated to projects across Lancashire over the past seven years, including over £15m of National Reserve Fund (underspend from other subregions). To date the programme has supported over 7,300 young people at risk of, or currently, NEET with 54% going into a positive outcome, supported over 30,000 unemployed or inactive residents on their journey towards employment or education, with 41% moving into a positive outcome, and worked with over 2,300 employers to upskill over 23,000 employees. The case studies generated by providers, all members of the Lancashire Adult Skills Forum, have shown how the projects have changed the lives of many Lancashire residents, whilst enabling employers to boost skills within the workplace and progress employees.
- ▶ The Lancashire Skills Bootcamps programme has grown from the initial 'Fast Track' trial with DCMS and Greater Manchester to a £3m programme in Lancashire alone, following the incorporation of the model into the DfE's National Skills Fund and a national roll out. The Skills Hub have procured a range of providers to widen the breadth of Skills Bootcamps available to Lancashire residents and businesses – from software development, electronics and cyber to pharmacy, HGV and construction, providing a creative approach to skilling Lancashire's workforce in line with business need. The influence on national skills policy has been a significant success helping to inform national strategy.
- ▶ Additional Digital Skills Programmes have supported over 1,500 Lancashire SMEs to develop their digital skills, including digital marketing programmes with Clockwork City, and choosing digital platforms to improve productivity with Embrace Digital.

- ▶ Following the development of a localised toolkit, Social Value was embedded across a range of projects under the Growth Deal and City Deal programmes. The Growth Deal programme generated over £56.9m of Social Value, including 683 apprenticeships and 338 work placement weeks for unemployed adults. Actively building social value into the procurement and operation of major contracts enables tangible outcomes to be achieved. There are many personal stories regarding the impact on Lancashire residents and communities.
- ▶ The Chambers of Commerce secured a trailblazer Local Skills Improvement Plan (LSIP) with the DfE and, working in partnership with the Skills Hub, have published a deep dive into the skills needs of Lancashire employers following a whole host of events, surveys and focus groups. The findings will inform local further education provision. In parallel, The Lancashire Colleges secured Strategic Development Funds and ran a complementary programme investigating and developing low carbon and digital provision in line with employer

demand, building on the collaborative research¹ that the Work Foundation undertook with the Skills Hub regarding the impact of Low Carbon on Lancashire business's skills needs.

- ▶ The Lancashire Skills Pledge has tripled in the number of signups – with over 200 businesses committed to over 500 pledges. Building on this success, a pledge to offer placements and internships to students at Lancashire's universities was launched at the annual celebration in December 2022. This is in addition to the existing 7 pledges on offer, building on the single front door for Lancashire businesses to access local skills and employment programmes and be recognised as businesses that are committed to inspiring, recruiting and developing the people of Lancashire.
- ▶ The Skills Hub evidence base has evolved, with an open-access Power BI Dashboard for use by partners supporting careers information, advice and guidance, curriculum planning, local strategies and planning and the formulation of business cases. The approach is feeding into the development of the Lancashire 2050 Data Observatory.

Whilst there have been several successes, the labour market has continued to suffer from the shock of the pandemic, the war in Ukraine, high and persistent inflation and rising interest rates and costs. Since the refresh of the framework, there has been growth in the number of skills shortages, hard-to-fill vacancies, and a significant increase in economic inactivity – primarily due to a rise in health conditions.

The refresh of the Framework takes into consideration the changing context, but also encompasses the ambitions of Lancashire 2050 and the push to boost the skills of Lancashire residents, building on the progress made and commitment of partners across the area.

Wider Policy Context

The government has published several strategies and policies that provide a wider context for Lancashire 2050 and the Lancashire Skills and Employment Strategic Framework.

Most notable is the Levelling Up White Paper², published in February 2022, which sets out the government's ambition to spread opportunity more equally across the UK. In relation to skills, the Levelling Up paper builds on the ambitions outlined in the Skills for Jobs White Paper³ which was published in January 2021. The government aims to drive up pay, employment, and productivity by 2030 in every area of the UK and increase the number of people successfully completing high quality skills training – with a focus on the lowest skilled areas.

The Skills and Post 16 Education Bill⁴ received royal assent in April 2022, taking forward the skills related recommendations in the Levelling Up White Paper. Key measures introduced through the Act include embedding employers at the heart of the skills system, prioritising green skills, policy to deliver the Lifetime Skills Guarantee including the Lifelong Learning Entitlement, continued commitment to technical education, and Further Education (FE) funding and accountability reforms.

In relation to skills planning and meeting the needs of local employers, Local Skills Improvement Plans⁵ have been introduced. Initially via trailblazers, and now across the country, designated Employer Representative Bodies (ERBs) have been given responsibility to developing local LSIPs, with support from local partners including Local Enterprise Partnerships. The LSIP aims to articulate the local skills needs of employers. There is a duty on providers to support the development and to ensure that their training offer aligns with the LSIP, thereby ensuring that employer skills needs are driving the skills system.

In Lancashire, two trailblazers were secured, one for the development of a local LSIP and the second to enable colleges to respond effectively to employer skills needs – through the award of Strategic Development Funds (SDF). The former was led by the North and West Lancashire Chamber of Commerce, on behalf of the Lancashire Chambers, and the second by The Lancashire College (TLC) group.



Thrive - Burnley

¹www.lancaster.ac.uk/work-foundation/publications/skills-for-net-zero-in-lancashire

²www.gov.uk/government/publications/levelling-up-the-united-kingdom

³www.gov.uk/government/publications/skills-for-jobs-lifelong-learning-for-opportunity-and-growth

⁴<https://commonslibrary.parliament.uk/research-briefings/cbp-9394/>

⁵https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/1111501/Local_skills_improvement_plans_-_statutory_guidance_Oct_2022.pdf

The Lancashire Skills and Employment Hub is working in partnership with the Chambers, collecting and analysing labour market intelligence to support the development of the LSIP – with the Chambers enhancing understanding through qualitative research with employers. The Chambers have recently published their second iteration of the Lancashire LSIP⁶, as part of the national roll out, and SDF is evolving into the Local Skills Improvement Fund with the colleges continuing to collaborate.

The government remains committed to the reforms to the Post 16 Technical Education system, with the roll out of T Levels, Higher Technical Qualifications, particularly at Levels 4 and 5, and investment in Institutes of Technology. There is also a continued drive to grow apprenticeships, including higher level and degree, with apprenticeship levy now embedded.

The Act was followed by the publication of statutory guidance⁷ for schools and colleges in relation to careers guidance and access for education and training providers. The Provider Access Legislation, which enforces the previous Baker Clause, ensures that all pupils meet providers of technical education so that they understand the wide range of career routes and training available to them, including apprenticeships and T Levels.

The Lancashire Technical Education Vision, as referenced in the progress section, recognises the importance of a high performing technical education system to the businesses of Lancashire that require technical skills. Balancing technical and academic pathways post-16 and for adults enables residents to develop higher level skills, helping to address the attainment

gap at Level 4 and above in the working-age population. The Lancashire Careers Hub is supporting schools and colleges to embed the statutory guidance to ensure that young people are informed about the technical education routes available to them.

The Lifetime Skills Guarantee⁸ has resulted in a range of flexible training options, including Skills Bootcamps, free courses for adults without a Level 3 qualification or who are unemployed, and through the UK Shared Prosperity Fund (UKSPF) Multiply numeracy provision – all of which are aimed to help people gain better paid jobs. The Lifelong Learning Entitlement is due to be introduced in 2025, following the consultation which was reported in March 2023⁹ and will provide individuals with a loan entitlement to the equivalent of 4 years of post-18 education to use over their lifetime. It will be available for both modular and full-time study at higher technical and degree levels (levels 4 to 6), regardless of whether they are provided in colleges or universities. The approach provides opportunities for modular, flexible provision with credit transfer – which correlates with the findings of the local LSIP and the requests from employers to be able to access flexible, bitesize provision.

Skills Bootcamps have grown in Lancashire, with a wide-ranging offer available to residents and businesses. Following approval of investment plans in September 2022, Multiply was also launched across Lancashire through the three upper tier authorities, with the Lancashire Skills and Employment Hub leading a community of practice across the area to support sharing of good practice and creativity in how numeracy provision is delivered in ways to engage local residents.



⁶www.lancashirelsip.co.uk/downloads/Lancashire%20LSIP%20report%202023.pdf

⁷https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/1127489/Careers_guidance_and_access_for_education_and_training_providers_.pdf

⁸https://skillsforlife.campaign.gov.uk/?utm_source=Google&utm_medium=PPC&utm_campaign=AdultSkills23_202307_0_All&gclid=EAlaQobChMlh7W-1M3lgAMVbllQBh3OfgZyEAAyASAAEgLUgfD_BwE&gclid=aw.ds

⁹www.gov.uk/government/consultations/lifelong-loan-entitlement#full-publication-update-history



Teen Tech Festival

The Spring Budget 2023¹⁰ recognised the growth in economic inactivity across the country, and in particular the increase that is attributable to long term sickness and caring responsibilities. There is an intention to introduce several measures including enhanced support from work coaches for long-term sick, disabled, older workers and parents, expansion of free childcare, employment support aligned with NHS mental health and musculoskeletal health services, expanded access to Individual Placement and Support (IPS) programmes and piloting of approaches to subsidising occupational health support for Small to Medium

Enterprises (SMEs), including consulting on tax incentives.

The budget also announced the Government's intention to abolish the Work Capability Assessment (WCA). This is a significant development, requiring legislation to change the current system. Removing the WCA is a fundamental change to the Government's strategy to assess benefit eligibility, with plans to introduce a single assessment service that will consider a claimant's functional capability, as opposed to their ability to work.

In Lancashire, economic inactivity has seen a significant uplift since the start of the pandemic, with concerns regarding the number of people moving into economic inactivity due to health conditions. A deep dive into economic inactivity has been commissioned by the Lancashire Skills and Employment Hub, funded by the three upper tier authorities under Lancashire 2050, to understand better the reasons behind the rise, with a view to working with government to trial approaches to reversing the increasing numbers.

The National Cyber Strategy¹¹ was published in December 2022, followed by the publication 'Responsible Cyber Power in Practice'¹² in April 2023. The former outlines five pillars, including strengthening the UK cyber ecosystem – including investing in our people and skills and deepening the partnership between government, academia, and industry. The latter provides detail on the National Cyber Force and how it delivers cyber operations daily to protect the UK and its allies from harm and references the basing of the NCF Headquarters on the Samlesbury Enterprise Zone in Lancashire.

The Lancashire Skills and Employment Hub is leading a People and Skills Workstream Group with local partners, the NCF and the Department for Science, Innovation and Technology (DSIT) to inspire young people about future jobs in cyber and digital and grow the talent pipeline. This partnership aims to engage young people, students, and adults across the Lancashire area and more widely through the evolving Northwest Cyber Corridor.

Further guidance¹³ from government, including information and resources regarding the Social Value Act (which came into force in January 2013) was published in March 2021. Government have stated that Social Value should be explicitly evaluated in all government procurement, where the requirements are related and proportionate to the subject-matter of the contract, rather than just 'considered' as was required under the Public Services (Social Value) Act 2012. This supports the approach in Lancashire, and the embedding of Social Value in programmes such as Growth Deal and City Deal, with good practice also in several district councils. There is ambition through Lancashire 2050 to gain more consistency and added value through Social Value and hence it is a stand-alone priority within the refresh of the Framework.

The English Devolution Accountability Framework¹⁴ was published in March 2023 to deliver on the Levelling Up White Paper, providing a new accountability framework for English institutions with devolved powers. The framework ensures local accountability and effective scrutiny and forms part of the Local Government Accountability Framework which applies to all local authorities, including combined authorities. The framework forms the basis for negotiations between Lancashire and government regarding the Lancashire 2050 ambitions and plans for a Lancashire Combined County Authority with devolution, including the Adult Education Budget, and the integration of the LEP.

¹¹ www.gov.uk/government/publications/national-cyber-strategy-2022/national-cyber-security-strategy-2022

¹² www.gov.uk/government/publications/responsible-cyber-power-in-practice

¹³ www.gov.uk/government/publications/social-value-act-information-and-resources/social-value-act-information-and-resources

¹⁴ www.gov.uk/government/publications/english-devolution-accountability-framework

Labour market context






An Economic Powerhouse

-  **£35bn** regional economy – one of the UK's largest
-  **1.5m residents** + 6m within an hour's commute
-  **55,000** businesses supporting 700,000+ jobs
-  **Top-ranked** UK region for business innovation

Vital Signs

- 73%** Lancashire **employment rate** 6th lowest nationally
- 4%** Lancashire **unemployment** 9th highest nationally
- 25%** Lancashire **economic inactivity rate** 7th highest nationally
- 100,000** Unique **job vacancies**
- 7,000** Lancashire business **recruiting** this year

Powerful Talent Pipeline

-  **1,000** technology + engineering graduates
-  **4,000** computing + mathematics students
-  **Above UK average** for further maths + computing A Level performance
-  **Highest ranked** UK region for engineering-related GCSEs
-  **Award winning** technical education programmes


Skilled Workforce

-  **84,000** engineering + aerospace workers
-  **37,000** energy specialists
-  **30,000** digital + technology professionals
-  **15,000** software developers
-  **5,300** telecoms experts

Outstanding HEI Offer

-  **4x universities** + 60k students
-  Lancaster University ranked in **top 1%** globally
-  The University of Central Lancashire (UCLan), one of the **UK's best entrepreneurial universities**
-  11x FE colleges, majority in UK's **top 20%**
-  **Lancashire Institute of Technology** opened in 2023

On The Horizon

-  **60,000** new low carbon jobs by 2050
-  **National Cyber Force HQ**
-  **Eden Project Morecambe**
-  **£200m** of Levelling Up investment
-  **Lancashire 2050** - a countywide plan for growth and prosperity

High Value Supply Chain

-  **4,000** technology + digital enterprises
-  **2,000** computing businesses
-  **500** aerospace firms
-  **200** telecoms companies
-  **100+** tier 1-3 automotive suppliers

Challenges

- 23,000** More **economically inactive residents** than pre-pandemic
- 25%** Lancashire **graduate retention** second lowest in NP11
- 35%** Residents with **level 4+ qualification** 8.6% below national average
- 3%** Lancashire's economy **3% smaller** than pre-pandemic
- 36%** of vacancies are **hard to fill** vs 25% nationally



Labour Market Context

It's important to consider where the Skills and Employment challenges, and proposed interventions, sit alongside the wider economic context facing Lancashire's residents and businesses. Lancashire is awash with opportunities but faces a series of challenges not only from the structure of its economy, its labour market, the skills of its residents and the prospects of its businesses – but also from wider macroeconomic circumstances.

These macroeconomic and geopolitical circumstances, such as the war in Ukraine, climate change, high and persistent inflation, rising interest rates, stagnant growth expectations, and the recovery from the COVID-19 pandemic, developments in digital technology including AI, all affect Lancashire in direct and indirect ways. Whilst some of these macroeconomic and geopolitical constraints are more abstract, there are others which have an impact on Lancashire, such as the ending of the ESF programme, high levels of economic inactivity, lower productivity, and a tight labour market. It is also important to recognise opportunities and policy levers, such as Lancashire 2050, the introduction of UKSPF, the Levelling Up Fund, and the potential creation of a County Combined Authority in Lancashire and a devolution deal.

Lancashire's economy is a powerful and diverse one, with a varied sector mix and high-value supply chain. The labour market is buoyant at present, with over 100,000 vacancies posted in 2023, and exciting opportunities on the horizon. Lancashire has a powerful talent pipeline, a skilled workforce and an outstanding higher education and further education offer. But Lancashire is not without its challenges, such as a shrinking working-age population, an economy which is still smaller than it was pre-pandemic, and specific labour market challenges around employment, economic inactivity and the development and retention of skills. There are numerous economic and social challenges to consider. It is important that the most up-to-date labour market data and economic insights are used to inform

the refresh. The actions outlined in the framework are all tied to, underpinned by and in response to the latest and most robust intelligence, both quantitative and qualitative. There is direct read across between the actions and priorities in this framework to the Lancashire Skills and Employment Hub's 4 pillars:

Future Workforce, Skilled and Productive Workforce, Inclusive Workforce, and Social Value - all being supported by an Informed Approach.

The Lancashire Skills and Employment Strategic Framework provides the plan behind the five main Employment and Skills priorities as per Lancashire 2050:

- ▶ Helping young people make informed choices about their pathway into employment;
- ▶ To retain a higher percentage of local graduates and place them into graduate level jobs;
- ▶ To build a strong pipeline of skilled people at all levels who can enter the labour market and meet the needs of Lancashire businesses;
- ▶ To increase the proportion of adults in Lancashire achieving a Level 4 or above qualification, and improving access to tailored adult skills provision; and
- ▶ To increase the employment rate to at least equal to any other region of the UK outside of London and improve economic inactivity rates.



Helping young people make informed choices about their pathway into employment

is a crucial focus for Lancashire – all of Lancashire’s upper tier authorities have lower than the national average Attainment 8 scores at GCSE level. These scores have been impacted by the disruption from the pandemic, and though they have improved over the last 4 years, they are doing so at a rate slower than the national increase, thus widening the gap.

Lancashire’s proportion of 16 and 17-year olds who are not in education, employment or training (NEET) is higher than the national average for 2 of the 3 upper tier authorities, with the county council area’s proportion of NEET in the bottom third of all local authorities nationally, and Blackpool’s in the bottom 10%.

Lancashire businesses commonly cite that “employability skills” are the most important attribute they are looking for in a candidate for a job, and evidence from the LSIP shows 83% of surveyed employers agreed with this. The Local Skills Improvement Plan also highlighted that difficulty in finding individuals with the right employability skills was the second most common experience of a Lancashire employer when recruiting.

For the first time, the strategic framework places a focus on **retaining a higher percentage of local graduates and placing them into graduate level jobs**. Evidence from the Higher Education Statistics Authority’s (HESA) graduate outcome surveys from the last 3 years, shows Lancashire retains just over a quarter of those who graduate from its higher education institutions (HEIs).

When benchmarking Lancashire against other areas, it shows that Lancashire has the second lowest graduate retention in the NP11 and is below the national average of 33.4% and the national median of 26.8%.

Lancashire also more widely underperforms national averages for retaining graduates into graduate level jobs, a possible reason for why graduate retention more generally underperforms the national average.

This is an important focus for Lancashire, as jobs which typically require higher qualification levels are more productive, and therefore better paid, which contribute to our economy and creating a good standard of living for our residents.

Clearly, it isn’t only graduates and graduate-level jobs that are important in this framework, and there is a focus on **building a strong pipeline of skilled people at all levels, who can enter the labour market and meet the needs of Lancashire businesses**. This is pertinent in the context of most of Lancashire’s districts and two of its upper tier authorities having Level 3 attainment rates (by age 19) that are below the national average (60.7%). The county council area has an attainment rate of 60.5%, and Blackpool’s is 46.9%. Though the rate at which residents attain a Level 3 qualification by the age of 19 is trending up in Lancashire, it is doing so more slowly than it is nationally, and it fell from 2020/21 to 2021/22.

Lancashire also has a smaller proportion of its residents who have a Level 4 or above qualification than is typical nationally, with 35% in Lancashire compared to 43.6% nationally. There has been progress against this since 2015, growing by 5 percentage points, but during the same time frame the national proportion grew by 6.5 percentage points – and so the gap widens. The rationale behind this is similar to that for graduate retention, with a strong relationship between Level 4+ qualifications and productivity, economic growth and wages. Projections by the Lancashire Enterprise Partnership using Cambridge Econometrics’ Local Economy Forecasting Model, shows that growth will be strongest between now and 2050 in occupations which typically require Level 4 or above qualifications, and will represent an additional 7% of all

employment in 2050 relative to today’s levels. More broadly, Lancashire now has the 6th lowest employment rate of LEP-based economic geographies nationally, with 72.9% of residents in employment compared to 78.5% in Great Britain. This is a post-pandemic development and comes after Lancashire’s employment rate grew by 9 percentage points between 2015 and 2020 to an employment rate that was above the national average pre-pandemic.

This comes amongst increasing qualitative evidence of skills shortages and hard to fill vacancies in Lancashire, with the 2019 Employer Skills Survey showing that Lancashire had a greater proportion of vacancies (36%) than was typical nationally (25%). The Local Skills Improvement Plan (LSIP) also highlighted occupation and sector specific skills shortages, and more general employability skills, leadership and management skills, and skills specific to Low-Carbon and Net Zero.

The framework is intended to be reflective of the variety of skills required by businesses in Lancashire, and levels of qualifications

demand differ from business to business, though with an explicit ambition **to increase the proportion of adults in Lancashire achieving a Level 4 or above qualification**, as well as **improving access to tailored adult skills provision**.

This is driven by the fact that Lancashire is in the bottom quarter of LEP areas nationally when measured by the proportion of the resident population with Level 4 or above qualifications, with just Chorley and South Ribble having proportions above the national average.

Lancashire residents also have lower than average disposable household income, with Median Gross Disposable Household income in Lancashire considerably below the national average, and in the bottom quarter of LEP areas nationally by this measure. There is also considerable disparity across Lancashire, with an almost £10,000 a year difference between the areas with the highest disposable income (Ribble Valley) and the lowest (Blackburn with Darwen), and only Ribble Valley and Fylde are above the national average in Lancashire.



Corpus Christi High School showcasing Careers Hub Labour Market Information resources with Peter Caney, BAE Systems and Hannah Thurston, Enterprise Coordinator

These two facts aren't unrelated, on average someone who has a level 4 or above qualification earns 60% more than someone with no qualifications, and higher-level qualifications that are well-matched to opportunities in the labour market can help residents improve their employment prospects and boost their income.

At the other end of the spectrum, Lancashire has also seen significant growth in economic inactivity amongst adults of all ages, with 23,000 more people now classed as economically inactive in Lancashire compared to pre-pandemic. Early interventions and support in adapting their role may have mitigated this in some cases, but in other cases, re-training might be necessary to allow these residents to access a career that they can manage alongside their health condition, and improved access to tailored adult skills provision will help achieve this.

This sits alongside a related ambition to **increase the employment rate to at least equal to any other region of the UK outside of London, and to improve economic inactivity rates.** This links to Lancashire's low employment rate (23.9%, the 6th lowest nationally), and an increase in economic inactivity rates (7th highest nationally), such that only Liverpool City Region and the North East have higher economic inactivity rates in the NP11 than Lancashire. The economic inactivity rates naturally vary across Lancashire's districts, from 30% in Pendle to 12.2% in South Ribble. In some cases the rises are attributable to a number of causes, but the main factors tend to be ill-health and caring responsibilities.

Poor health at work is also a challenge in Lancashire, with higher-than-average sickness absence rates at work (1.3% working days lost to sickness) than is typical nationally (1.0% of working days), with 4 of Lancashire's 14 districts in the worst quartile for sickness absence rates nationally. Lancashire also has a higher percentage of economic inactivity due to long-term ill-health (30% of all inactive residents) than is typical nationally (25.8%).

Economic inactivity isn't the only determinant or constraint on Lancashire's employment rate, unemployment is also closely linked. Unemployment rates have fluctuated in the past in Lancashire, and for much of the period between 2015 and 2020 it was below the national average, but post pandemic it has risen to a position of 0.6 percentage points above the national average, and 1.0 percentage points above the pre-pandemic level in Lancashire. These priorities are all underpinned by a group of specific actions, and each of the priorities map to the Lancashire Skills and Employment Hub's 4 strategic pillars and focus around developing a Skilled and Productive Workforce in Lancashire, an Inclusive Workforce, supporting the development of Lancashire's Future Workforce, and embedding Social Value throughout.

Key Themes

Lancashire has an established Skills and Employment Board, which feeds into the Lancashire Local Authority Leaders group and the LEP Board. Governance arrangements will evolve over the coming year in line with the establishment of the proposed Lancashire Combined County Authority and LEP integration.



Future Workforce: working with education and business to establish a talent pipeline and future workforce that meets the current and future demands of the local labour market.



Inclusive Workforce: supporting unemployed and inactive residents into sustainable employment, driving up digital skills.



Skilled & Productive Workforce: working with business to drive up skills in Lancashire's workforce to boost productivity, inline with the needs of Lancashire's growth pillars.



Social Value: providing a more consistent approach to capturing Social Value that contributes to achieving Lancashire 2050 priorities.



Informed Approach: taking an evidence-based approach to identifying the skills and employment issues facing Lancashire's businesses and industries.

The diagram on page 26 provides a one-page summary of the Lancashire Skills and Employment Strategic Framework. The summary shows the four themes, the cross-cutting evidence base and alignment with Lancashire 2050.

The board adopts an evidence-based approach, supported by the open-source evidence base of Labour Market Intelligence (LMI). The board has membership from employers, large and small, local priority sectors, education and skills providers, including universities, colleges, a secondary school, independent training providers and the third sector, as well as local authority representation. The Lancashire Skills and Employment Hub is the executive to the board, working with education and skills

providers, employers, and stakeholders across the area.

The Lancashire Skills and Employment Strategic Framework has 4 themes: Future Workforce, Inclusive Workforce, Skilled and Productive Workforce, and Social Value, with underpinning evidence which enables an Informed Approach. These themes are useful in clearly articulating the aims of the Framework and have been used in previous iterations of the Framework.



Lancashire Skills and Employment Strategic Framework

Summary of Actions

The tables on the next page lay out the key actions per theme, including anticipated outputs. The longer-term view regarding outcomes and impact will be assessed through the evolving Lancashire 2050 Data Observatory, with outputs in the delivery plans feeding into a range of longer-term key dynamics – for example, increasing the percentage of Lancashire residents with Level 4+ qualifications.





Future Workforce

- Provide excellent careers provision from primary school to college, underpinned by local Labour Market Intelligence (LMI).
- Embed employability skills in careers and wider curriculum.
- Build the Digital and Low Carbon Workforce of the future.
- Technical Education Vision: Engage more young people in Technical Education.
- Support young people who are NEET or at risk or becoming NEET.



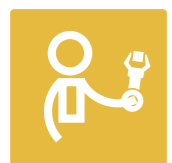
Inclusive Workforce

- Accessible adult careers provision informed by local LMI.
 - Effective use of Adult Education Budget (AEB) to improve the skills and employability of Lancashire’s people.
- Work collaboratively with employers, DWP and employment providers to support more people into good jobs.
- Sector specific initiatives targeted at areas with labour market demand (for example, Skills Bootcamps).
 - Research growth in economic inactivity in Lancashire.



Informed Approach

Taking an evidence based approach to identifying the skills and employment issues facing Lancashire’s businesses and industries, prioritising and influencing locally and nationally, and working with partners to identify best practice.



Skilled & Productive Workforce

- Retain and attract graduates with Lancashire employers.
- Technical Education Vision: Growth in Apprenticeships.
- Reskill and Upskill the Lancashire Workforce through flexible and accessible provision.
- Improve the health and wellbeing of Lancashire’s Workforce.



Social Value

- Development of a shared Social Value framework, building on existing good practice.
 - Embed Social Value into Lancashire 2050.
- Influencing anchor employers and public sector organisations to gain wider buy-in to Social Value.

Interactions with Lancashire 2050 Key Priorities



Economic Prosperity

- Social Value
- Grow higher value and graduate jobs
- Referrals to Boost for business start-up & business support
- Joined up approach to Inward Investment
- Essential Digital Skills
- Healthy Workforces



Transport and Infrastructure

- Social Value
- Subsidised transport for 16-18 year olds, Apprentices, those on employment courses
- Travel to Learn and Travel to Work patterns
- Digital Infrastructure



Environment and climate

- Social Value
- Low Carbon jobs
- Technical Education programmes linked to Environment and Climate – reskill and upskill the current workforce



Housing

- Social Value
- Affordable housing
- Housing for young professionals
- Transport links



Early years and education

- Social Value
- Resilience and mental health
- Careers provision in Primary schools
- Joined up approach to Post 16 transition
- Support to Young People who are at risk of or NEET



This is the Employment and Skills plan



Health and wellbeing

- Social Value
- Mental health provision
- Reduce the growth of economic inactivity – joined up employment and health provision
- Access to health provision online



Communities and place

- Social Value
- Digital Inclusion – access to devices, data and digital skills
- Digital Champions
- Role of third sector in engaging residents in employment support





Delivery Plan

The following tables lay out the key actions per theme, including anticipated outputs. The longer-term view regarding outcomes and impact will be assessed through the evolving Lancashire 2050 Data Observatory, with outputs in the delivery plans feeding into a range of longer-term key dynamics – for example, increasing the percentage of Lancashire residents with Level 4+ qualifications.

There are several tools that have been developed in collaboration with providers, employers and stakeholders which support the delivery plan. These cut across the themes and are used to help engage businesses, communicate offers and address issues of market failures associated with information sharing. The following tools will continue to evolve and develop inline with feedback from customers and partners:

Lancashire Evidence Base

The open-source **evidence base** provides a detailed insight into the Lancashire Labour Market to support careers information, advice and guidance, curriculum planning, prioritisation of funding, articulation of priorities to government and to support bids and propositions.



LANCASHIRE SKILLS PLEDGE

The **Lancashire Skills Pledge** aims to provide a one-stop shop for employers to easily engage in the upskilling, recruitment and inspiration of the people of Lancashire, whilst also recognising their commitment.



ESCALATE

OPPORTUNITIES AT YOUR FINGERTIPS

An **online search tool** that enables referral agencies and Lancashire residents to search and access local provision aimed at supporting unemployed and inactive adults on their journey back into work.

Skills for Work

The **Skills for Work microsite** provides an overview of current offers to Lancashire residents, bringing support to those who are looking to reskill or upskill, support to residents facing redundancy and those seeking work, and younger people aged 16-24 with tailored provision.

Social Value Toolkit

Toolkit to support organisations to embed social value into public sector contracts, with local sources of support to help them to deliver against their commitments.



Future Workforce (maps to priority 1, 3 and 5)

1 Provide excellent careers provision from primary school to college, underpinned by local Labour Market Intelligence (LMI)

Actions

- 1.1 Raise the breadth & quality of careers provision in schools, special schools, alternative providers and colleges, underpinned by LMI.
- The Lancashire Careers Hub will drive progress against the 8 Gatsby Benchmarks working collaboratively with all 155 schools and colleges across Lancashire.
 - Increase the number of trained Careers Leaders in schools and colleges and time dedicated to the role.
 - Schools and colleges to actively use the developed Lancashire LMI resources, complemented by CPD for teachers and careers advisers, with further development of Portal resources and animations.
 - Increase the number of teachers benefiting from employer encounters to boost their insight into the local labour market.
 - Work collaboratively with Future U to inspire young people in target schools towards higher education.

- 1.2 Develop approaches to better engage with parents and carers in careers provision.
- Test approaches in collaboration with upper tier authorities and schools to better engage parents and carers, including, for example, use of Start in Lancashire, broadcasts, Parent Forums, success stories.

- 1.3 Build ability in primary schools to embed careers provision.
- Blackpool pilot with CEC to train nominated primary Careers Leaders from March 2024, with a view to wider roll out across the county, subject to further funding.
 - Roll out of primary school activities such as Cyber Fairy Tales.

Ownership

Careers Hub, schools, colleges, Careers Hub Cornerstone Employers, Enterprise Advisers (business volunteers), Future U

Careers Hub, upper tier authorities, schools, colleges, Post 16 Officers group, TLC, Lancashire WBL Forum

Careers Hub, primary schools, upper tier authorities, CEC

Key Outputs to support the priority

- Sustained progress against the 8 Gatsby Benchmarks.
- Feedback from young people via the Future Skills. Questionnaire – growing the number of schools using the questionnaire and sample size from a baseline of 3,000.
- Increase from 60 schools and colleges with trained Careers Leaders.
- Sustained progress against Benchmark. 2: Learning from career and labour market information.
- Number of teachers undertaking workplace encounters.
- Progress against Gatsby Benchmark. 4: Linking curriculum learning to careers.

- Feedback on activity from parents.
- Feedback on activity from schools and colleges.
- Sustained progress against Benchmark 1: A stable careers programme.

- Number of primary schools engaged and delivering activity.
- Feedback from young people and schools.

2 Embed employability skills in careers and wider curriculum

- 2.1 Integration of employability skills in the curriculum.
- Promotion of tools, such as Skills Builder, to embed a consistent set of employability skills in curriculum.
 - Drive progress against Gatsby Benchmark 4, to integrate careers in the curriculum.
 - Use the LSIP findings and work with employers to embed a common language regarding employability skills into recruitment processes.

- 2.2 Expand employer encounters and experiences which positively impact on young peoples' employability skills.
- Linking to 2.1, use the LSIP and work with employers to embed a consistent set of employability skills and common language into employer encounters and experiences.

- 2.3 Prepare employers to confidently interact in a meaningful way with young people of school and college age to support the transition into the world of work.
- Develop and deliver an employer training package / masterclass and handbook to include topics such as recruitment, induction, supervision and coaching, and test with Lancashire Skills Pledge employers before then rolling out more widely.

Careers Hub, schools, colleges, upper tier authorities, Careers Hub Cornerstone Employers, Enterprise Advisers (business volunteers), Chambers of Commerce

Careers Hub, schools, colleges, Careers Hub Cornerstone Employers, Enterprise Advisers (business volunteers), employers

Careers Hub, schools, colleges, Careers Hub Cornerstone Employers, Enterprise Advisers (business volunteers), employers

- Number of schools embedding employability frameworks in careers and curriculum (measured through conversation with Enterprise Coordinators).
- Progress against Gatsby Benchmark 4: Linking curriculum to careers.

- Progress against Gatsby Benchmarks 5 & 6: Encounters with employers and employees and experiences of the workplace.

- Feedback from employers in the pilot phase.
- Delivery of masterclasses and feedback from employers.
- Number of employers using the CEC Employer Standards framework.



Future Workforce (maps to priority 1, 3 and 5)

3 Build the Digital and Low Carbon workforce of the future

Actions

- 3.1 Inspire young people about the future career opportunities in Digital and Low Carbon.
- Continue to develop Digital and Low Carbon LMI resources including Start in Lancashire, Portal and other materials.
 - Develop a calendar of activities in primary schools through to colleges to inspire young people and develop skills and attributes. To include, for example, Cyber Fairy Tales, CyberFirst, InnovateHer, Create Education. TeenTech, STEMFirst, TechWeCan.
- 3.2 Support the NCSC CyberFirst programme through delivery partners (IN4.0 Group and Lancaster University) to reach Lancashire schools and colleges.
- Increase the number of schools and colleges applying for CyberFirst recognition to achieve a minimum of one gold/silver school or college in each of the 14 districts of Lancashire.
 - Increase the number of Lancashire young people on post-16 CyberFirst residential (with progression to HE scholarships as per 3.3).
- 3.3 Work in partnership with NCF, MOD and UKStratCom to develop bursaries and scholarships for students in Lancashire.
- In partnership with the MOD and UKStratCom, develop and pilot an FE Bursary scheme designed to encourage 16-18 year olds to consider careers in digital in defence and develop relevant skills and attributes.
 - Develop HE scholarships with NCF, NCSC and partners to encourage a pipeline of local graduates into NCF roles.
- 3.4 Support NCCE's local Computing Hub to increase the quality of Computing education in primary and secondary schools across Lancashire.
- Work with STEM Learning to increase the number of schools achieving the Computing Quality Mark.
 - Create a primary and a secondary community of practice to drive and share good examples of teaching and learning.
 - Ensure links with CyberFirst recognition, as per 3.2.
- 3.5 Lobby the DfE, with partners to update school curriculum to embed digital skills throughout all subjects and to ensure the computing curriculum prepares students for the digital world, with the ability to flex to embrace future tech developments.
- Gain traction through joint working with DSIT and into the joint DfE and DSIT Digital and Computing Taskforce.
 - Gain traction by working with the NCF and defence partners, and Greater Manchester under the umbrella of the Northwest Cyber Corridor.

Ownership

Skills Hub, LDSP, Careers Hub, schools, colleges, employers, NCF, providers

NCSC, Careers Hub, IN4.0, Lancaster University, Skills Hub, LDSP, colleges, schools

Skills Hub, LDSP, NCF, MOD, UKStratCom, NCSC, TLC, colleges, universities

STEM Learning, LDSP, schools

Skills Hub, LDSP, DfE, DSIT, NCF, GMCA

Key Outputs to support the priority

- Progress against Gatsby Benchmarks 2, 4, 5.
- Numbers of young people engaging in activities.
- Feedback from young people.
- Feedback from schools.

- Numbers of schools and colleges with CyberFirst Recognition.
- Number and diversity of young people taking part in CyberFirst activities.
- Increased number of Lancashire students on CyberFirst residential.

- Feedback on initial pilots, including numbers and diversity of young people.
- Success stories and positive outcomes of students, benefiting from the programmes.

- Increased number of schools with the Computing Quality Mark.
- Increased number of schools registering and attempting to complete the framework.
- Improved grades against the GCSE Computer Science across Lancashire.

- Impact on the school curriculum.



Future Workforce (maps to priority 1, 3 and 5)

4 Technical Education Vision: Engage more young people in Technical Education

Actions

- 4.1 Growth in the range and level of technical education qualifications available to Lancashire people.
- Colleges to roll out and grow the occupational pathways and geographical coverage of T levels, with support from The Lancashire College Routeway Networks.
 - Increase the number of employers offering industry placements to T Level and other vocational students.
 - Successful launch and establishment of the Institute of Technology (IoT) and growth in Higher Technical Qualifications.

- 4.2 Increase the visibility of technical education routes with young people and schools and colleges.
- Lancashire Careers Hub to support schools and colleges to meet the Provider Access Legislation.
 - Increase the number of schools and colleges engaged in the ASK programme, funded by DfE and delivered by the Lancashire WBL Forum, to raise the profile of technical education routes with young people and teachers.
 - Successful Early Connect pilot with DfE and UCAS to increase the visibility of apprenticeships with Year 13 and enable employers to recruit more effectively.

Ownership

TLC, colleges, universities, employers, IoT

Skills Hub, DfE, UCAS, Lancashire WBL Forum, Early Connect Working Group

Key Outputs to support the priority

- Growth in T Level starts.
 - Case studies.
 - Establishment of the IoT and growth in the offer of Higher Technical Qualifications.
- Number of schools across Lancashire meeting the Provider Access Legislation.
 - Number of schools and colleges engaged in the ASK programme.
 - Evaluation of the Early Connect pilot, including impact on apprenticeships starts post 18.

5 Support Young People who are NEET or at risk of becoming NEET

- 5.1 Undertake a review of NEET provision post ESF and lobby for further funds.
- Complete a gap analysis on NEET offer post ESF.
 - Influence future funding to secure funds to support young people at risk of or NEET.
 - Ensure new offers of support, including UKSPF projects are on the Escalate tool.

- 5.2 Work with the Post 16 Officers group, which includes the upper tier authorities, to drive forward strategy and policy in regard to NEET prevention.
- Effective tracking of young people who are NEET to provide accurate data to inform provision.
 - Work with the Careers Hub and schools to embed identification of risk tool in Compass+.
 - Sharing of good practice and development of creative approaches.

Skills Hub, upper tier authorities

Skills Hub, upper tier authorities, DfE, Careers Hub, TLC, Lancashire WBL Forum

- Gap analysis completed.
- Number of opportunities and usage of the Escalate tool.

- Reduction in Not Knowns.
- Development of Compass+ and usage by schools.

Key Outputs for the Lancashire Skills Pledge

- Increase the number of employers signed up to:
- Help Young People Get Work Ready.
 - Become an Enterprise Adviser.
 - Work Experience and Industry Placements.
 - Take on an Apprentice.
 - Become an Apprenticeship Ambassador.



Inclusive Workforce (maps to priority 3 and 5)

1 Accessible adult careers provision informed by local LMI

Actions	Ownership	Key Outputs to support the priority
1.1 Work with the National Careers Service prime contractor to ensure accessible adult careers provision is available across Lancashire, which is informed by LMI. <ul style="list-style-type: none"> Review engagement and outcome data by district authority to identify and address any gaps. Provide annual CPD for adult careers advisers in local LMI – targeting NCS providers and other providers of careers advice and employability provision including JCP Work Coaches, Restart providers, UKSPF projects etc. Development of Lancashire portal for Cyber careers to support growth of the local talent pipeline. 	Skills Hub, NCS, DWP, LDSP, providers,	<ul style="list-style-type: none"> Number of people engaged by NCS providers in Lancashire. Number of learning and job outcomes achieved by NCS providers in Lancashire. Geographical spread of NCS provision. Number of careers advisers and employability staff trained. Evaluation of CPD.
1.2 Improve communication with residents to enable easier access to careers provision. <ul style="list-style-type: none"> Embedding the NCS offer in Escalate and Skills for Work. Promote case studies regarding the impact of careers provision on Lancashire residents via social media and through partner websites. 	Skills Hub, NCS, DWP, Adult Skills Forum	<ul style="list-style-type: none"> NCS offer embedded in Escalate and Skills for Work.

2 Effective use of Adult Education Budget (AEB) to improve the skills and employability of Lancashire’s people

2.1 Work with AEB providers to ensure that provision engages and boosts the employability of Lancashire residents. <ul style="list-style-type: none"> Development of pre-Skills Bootcamps with AEB providers. Use of AEB to deliver Sector-based Work Academies Programme (SWAP), in collaboration with employers. Ensure AEB is complementary to Multiply. Work with AEB providers to promote the inclusion of essential Digital Skills into provision. 	Skills Hub, DfE, providers, DWP, LDSP, Adult Skills Forum	<ul style="list-style-type: none"> Pre-Skills Bootcamps offer developed and in delivery. Number of SWAPs offered through AEB funds.
2.2 Develop capacity to commission AEB locally, subject to establishment of the County Combined Authority and associated devolution deal. <ul style="list-style-type: none"> Devise an AEB strategy and model aligned with local LMI and LSIP findings in partnership with DfE. Consult with local providers and stakeholders on the model to ensure impact for Lancashire people. 	Skills Hub, Chambers of Commerce	<ul style="list-style-type: none"> AEB strategy and model developed for Lancashire.



Inclusive Workforce (maps to priority 3 and 5)

3 Work collaboratively with employers, DWP and employment providers to support more people into good jobs

Actions	Ownership	Key Outputs to support the priority
<p>3.1 Improve the employability offer across Lancashire to support more residents into good jobs through effective collaboration and communication.</p> <ul style="list-style-type: none"> Maintain and grow the Adult Skills Forum, ensuring representation from all Lancashire providers of employability provision. Use local LMI and LSIP findings to influence provision. Maintain and update the Escalate tool ensuring new provision is added. Track number of Escalate searches to ensure usage. Continued promotion of the tool to Lancashire referral agencies and people. Use data generated from Escalate to provide intelligence into the needs and asks of Lancashire people to influence provision and inform funding. Maintain and update Skills for Work to communicate offers to Lancashire people. 	<p>Skills Hub, DWP, Adult Skills Forum, UKSPF providers</p>	<ul style="list-style-type: none"> Number of opportunities on Escalate by district authority. Usage data of Escalate and Skills for Work. LMI generated from Escalate.
<p>3.2 Ensure effective referral mechanisms between employment providers and Boost for people interested in starting up their own business.</p>	<p>Skills Hub, Boost, providers</p>	
<p>3.3 Work with the Adult Skills Forum to improve the employability offer for adults with SEND.</p> <ul style="list-style-type: none"> Work with digital, tech and cyber employers to develop recruitment practices and inclusive workplace cultures that embrace workers with neurodiversity. Ensure that providers are working collaboratively with upper tier authorities to enhance the employability of adults in their care. Ensure that providers are working collaboratively with DWP and 'Access to Work' to support the transition of adults with SEND into the workplace. Increase the number of employers signed up to the DWP Disability Confident scheme. Enhance employer insight into the benefits of a diverse workforce, and support available in the workplace for adults with SEND, including masterclasses targeted at Lancashire Skills Pledge employers. 	<p>DWP, Skills Hub, Adult Skills Forum, Upper Tier Authorities, employers, Skills Pledge employers, LDSP</p>	<ul style="list-style-type: none"> Increase number of Lancashire residents with SEND entering work. Number of Lancashire employers signed up to the Disability Confident scheme. Delivery of masterclasses and feedback from employers.

4 Sector-specific initiatives targeted at areas with labour market demand

<p>4.1 Use local LMI and LSIP findings to inform and grow the number of sector specific interventions to support Lancashire residents into good jobs.</p> <ul style="list-style-type: none"> Secure funds annually from DfE and continue to implement a Skills Bootcamps programme which addresses local technical skills shortages, moving people into employment and enabling progression in the workplace. Work with employability providers and Skills Bootcamps providers to devise and deliver a pre-Skills Bootcamps offer to enhance progression of Lancashire adults. Work with DWP to grow the number of SWAPs aligned with inward investment opportunities, companies expanding and employer needs. 	<p>Skills Hub, DWP, employers, providers</p>	<ul style="list-style-type: none"> Number of people starting and completing Skills Bootcamps. Number of people progressing into employment from Skills Bootcamps. Number of people on pre-Skills Bootcamps and progression onto a full Skills Bootcamp. Number of SWAPs.
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Inclusive Workforce (maps to priority 3 and 5)

5 Reduce the growth of economic inactivity in Lancashire

Actions

- 5.1 Undertake a deep dive into Economic Inactivity in Lancashire under Lancashire 2050, in collaboration with Public Health and the Integrated Care Board (ICB) to better understand the growth in numbers.
- Quantitative and Qualitative research undertaken to provide insight into the growth in Economic Inactivity and causes, with the identification of priorities and recommendations.
 - Establishment of working group with upper tier authorities, ICB and DWP to develop action plan to address the recommendations.
 - Identify local test and learn projects to test approaches to working with people in employment with health conditions and newly economic inactive to reduce the number of people becoming long-term economic inactive.
 - Positioning of Lancashire to secure pilots and projects to address Economic Inactivity, working with government.

Ownership

Skills Hub, DWP, Upper Tier Authorities, ICB, employers

Key Outputs to support the priority

- Research completed and published.
- Action plan completed and published.
- Projects initiated.
- Reduced growth in Economic Inactivity in Lancashire.

Key Outputs for the Lancashire Skills Pledge

Increase the number of employers signed up to:

- Recruit Lancashire People.





Skilled & Productive Workforce (maps to priorities 2, 3 and 4)

1 Retain and attract graduates with Lancashire employers

Actions	Ownership	Key Outputs to support the priority
<p>1.1 Develop a data dashboard to provide trend data for the retention and attraction of graduates.</p> <ul style="list-style-type: none"> Lancashire 2050 Data Observatory to develop a data dashboard using HESA data to provide trend data. Lobbying of the Office for Students regarding league tables and the focus on salary as an outcome, within an environment of Levelling Up. Triangulation of data with Higher Education providers in Lancashire. 	Lancashire 2050 Data Observatory, Higher Education providers	<ul style="list-style-type: none"> Data dashboard for graduate retention and attraction.
<p>1.2 Engage employers, particularly SMEs in student projects, placements and internships to forge links between employers and students.</p> <ul style="list-style-type: none"> Higher Education providers to embed employability skills into programmes of study, including real-life experience through student projects, placements and internships. Maximise the impact of the Lancashire Skills Pledge and employers registering interest in offering student placements and internships. Develop curriculum and courses with, and matched to, the needs of employers. 	Universities, colleges, Skills Hub, Business Networks, employers	<ul style="list-style-type: none"> Increased number of graduates remaining in Lancashire and gaining graduate-level employment. Number of employers signed up to the Lancashire Skills Pledge.
<p>1.3 Promote Lancashire as a place to live, work and prosper for graduates.</p> <ul style="list-style-type: none"> Working collaboratively to develop campaigns to include the targeting of alumni of local universities and returners to Lancashire. Explore opportunities for Lancashire employers to promote job opportunities to undergraduates across local universities and colleges in a more coherent and visible way. 	Marketing Lancashire, Skills Hub, universities, colleges	<ul style="list-style-type: none"> Increased number of graduates remaining, returning, or moving to Lancashire for employment. Case studies.
<p>1.4 Careers provision provided by Higher Education is informed by local LMI.</p> <ul style="list-style-type: none"> Provide annual CPD for Careers Advisers in universities and colleges. 	Skills Hub, universities, colleges	<ul style="list-style-type: none"> Increased number of graduates remaining, returning, or moving to Lancashire for employment.
<p>1.5 Explore ways to increase the percentage of students undertaking part-time study to advance their skills in their workplace or to improve employment prospects, linking with 3.3 below in relation to future funding changes.</p>	Skills Hub, colleges, universities	<ul style="list-style-type: none"> Increase in part time students undertaking higher education provision in Lancashire.

2 Technical Education Vision: Growth in Apprenticeships

<p>2.1 Refresh the Lancashire Apprenticeship Action Plan with partners. Actions will include:</p> <ul style="list-style-type: none"> Exceed and grow the £1m of unspent levy transferred between employers through the Lancashire Levy Transfer Network (LLTN). Award the available 135 Apprenticeships Grants to Lancashire employers and secure additional grant funding. Grow the number of Employer and Apprentice Ambassadors to engage employers, adults and young people in apprenticeships. Successful Early Connect pilot with DfE and UCAS to increase the visibility of apprenticeships with Year 13 and enable employers to recruit more effectively. 	Skills Hub, Lancashire WBL Forum, colleges, Local Authorities, DfE, UCAS, Early Connect Working Group	<ul style="list-style-type: none"> Amount of unspent levy funding donated and transferred. Number of Apprenticeship Grants awarded. Number of Apprentice Ambassadors. Evaluation of the Early Connect pilot, including impact on Apprenticeships starts post-18. Growth in Apprenticeship starts.
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Skilled & Productive Workforce (maps to priorities 2, 3 and 4)

3 Reskill and Upskill the Lancashire Workforce through flexible and accessible provision

Actions	Ownership	Key Outputs to support the priority
<p>3.1 Local Skills Improvement Plan (LSIP) refreshed annually with a progress report by the Chambers of Commerce, in partnership with the Skills Hub.</p> <ul style="list-style-type: none"> • FE providers to use Local LMI and LSIP to inform their curriculum offer and Accountability Agreements annually. • Local LMI and LSIP used to inform wider provision, including Skills Bootcamps and the Lancashire Careers Hub to ensure provision is aligned with local labour market needs. 	<p>Chambers of Commerce, Skills Hub, colleges, providers</p>	<ul style="list-style-type: none"> • LSIP progress report published annually. • Accountability Agreements published annually.
<p>3.2 Reskill and upskill the Lancashire workforce through flexible training provision.</p> <ul style="list-style-type: none"> • Secure funds annually from DfE and continue to implement a Skills Bootcamps programme which addresses local technical skills shortages, moving people into employment and enabling progression in the workplace. • Multiply provision developed by providers in collaboration with employers and delivered to employees. • Colleges to use the Local Skills Improvement Fund (LSIF) to address the skills needs of employers, focusing on low carbon and digital. • Successful launch and establishment of the Institute of Technology (IoT) and growth in Higher Technical Qualifications, in line with local LMI. • Chambers to develop a vocational and technical provision map across Lancashire targeted at employers, as part of the LSIP roadmap. • Building on the success of ERDF and ESF investments in leadership and management provision targeted at SMEs, secure further funds to enable continued activity through, for example, UKSPF and by utilising apprenticeships. 	<p>Skills Hub, Chambers of Commerce, colleges, providers</p>	<ul style="list-style-type: none"> • Number of people starting and completing Skills Bootcamps. • Number of people progressing into employment and in the workplace from Skills Bootcamps. • Number of employees engaged in Multiply provision. • Number of employees trained through LSIF. • Establishment of the IoT and growth in the offer of Higher Technical Qualifications. • Publication of vocational and technical provision map. • Number of Apprenticeship starts in leadership and management.
<p>3.3 Work collaboratively with FE & HE providers to maximise the impact & flexibility through the Lifelong Learning Entitlement & changes to the student funding system, to be implemented in 2025.</p>	<p>Skills Hub, colleges, universities</p>	
<p>3.4 Work in partnership with employers to boost diversity and inclusion in the workforce.</p> <ul style="list-style-type: none"> • Grow the number of Lancashire employers signed up to the Tech Talent Charter, to increase the percentage of women in the digital and tech workforce. • Annual Inclusion Summit for employers in digital, tech and STEM industries. • Increase the number of employers signed up to the DWP Disability Confident scheme. • Enhance employers insight into the benefits of a diverse workforce, and support available in the workplace for adults with SEND, including masterclasses targeted at Lancashire Skills Pledge employers. 	<p>Skills Hub, LDSP, Tech Talent Charter, DWP, employers</p>	<ul style="list-style-type: none"> • Number of employers signed up to the Tech Talent Charter. • Delivery of Inclusion Summit. • Percentage of women in the digital and tech sector in Lancashire. • Number of Lancashire employers signed up to the Disability Confident scheme. • Delivery of masterclasses and feedback from employers.



Skilled & Productive Workforce (maps to priorities 2, 3 and 4)

4 Improve the health and wellbeing of Lancashire's Workforce

Actions

- 4.1 Work with employers to boost the health and wellbeing of Lancashire's workforce and improve retention of employees with health conditions.
- Collaborate with partners to develop workplace initiatives that improve health and wellbeing, building on the Business Health Matters programme and other initiatives.
 - Identify local test and learn projects to test approaches to working with people in employment with health conditions and newly economic inactive to reduce the number of people becoming long-term economically inactive.

Ownership

Skills Hub, DWP

Key Outputs to support the priority

- Number of employers engaged with workplace initiatives.
- Trend data for the number of people who are economically inactive due to health conditions.

Key Outputs for the Lancashire Skills Pledge

Increase the number of employers signed up to:

- Upskill Lancashire People.
- Become an Apprenticeship Ambassador.
- Take on an Apprentice.
- Offer a Placement to a University Student.





Social value (maps to priority 1, 2, 3, 4 and 5)

1 Development of a shared Social Value framework, building on existing good practice

Actions

- 1.1 Produce a shared Social Value framework that can guide activity across the Lancashire local authorities, that supports delivery of Lancashire 2050 shared priorities.
- Review of existing local authority approaches.
 - Map Lancashire 2050 outputs and outcomes to inform the development of a framework with theme leads.
 - Undertake workshops with Lancashire local authorities and other stakeholders to develop the framework.
 - Drafting of light touch SV framework, including suggested measures and template documents.
 - Development of a support directory to maximise local impact.

Ownership

Skills Hub, local authorities, Lancashire 2050 theme leads

Key Outputs to support the priority

- Development of Social Value framework mapped to Lancashire 2050.
- Support directory.

2 Embed Social Value into Lancashire 2050

- 2.1 Work with theme leads, local authorities and stakeholders to support local authorities to adopt good practice and maximise the impact of social value in their localities.
- Establishment of Lancashire Community of Practice to support take up and sharing of best practice.

Skills Hub, DfE, providers, DWP, Adult Skills Forum

- Community of Practice established.
- Production of case studies.

- 2.2 Raise awareness and understanding of opportunities to gain Social Value through other routes outside of procurement, for example, planning applications, workforce management (volunteering hours) and corporate social impact.
- Capturing learning from Lancashire local authorities.
 - Research best practice from other sectors or local authority areas.
 - Share findings and good practice through the Community of Practice.

Skills Hub, Lancashire 2050 theme leads, local authorities

- Widening understanding of Social Value and ways to achieve outputs and outcomes.

3 Influencing anchor employers and public sector organisations to gain wider buy-in to Social Value

- 3.1 Develop mechanism(s) to foster collaboration and learning between and within anchor employers, public sector organisations and community groups to maximise social value outcomes.
- Research approaches adopted by Lancashire anchor employers and public sector organisations to identify good practice.
 - Undertake workshops to engage anchor employers and public sector organisations to adopt Social Value.
 - Development of supporting external-facing toolkits or documents.

Skills Hub, anchor employers, public sector organisations, community groups

- Social Value Toolkit for partners beyond local authorities
- Number of anchor employers and public sector organisations beyond local authorities engaged in Social Value.

- 3.2 Supporting business awareness and understanding of Social Value.
- Workshops and masterclasses for businesses, including Skills Pledge members.

Skills Hub, employers

- Number of businesses trained.

Key Outputs for the Lancashire Skills Pledge:

Increase the number of employers signed up to all eight of the Lancashire Skills Pledges

Glossary

This glossary has been compiled to provide definitions for some of the specialised terms used in this framework.

AEB	Adult Education Budget
ASK	Apprenticeship Skills and Knowledge programme
Gatsby Benchmark 1	A stable careers programme
Gatsby Benchmark 2	Learning from career and labour market information
Gatsby Benchmark 3	Addressing the needs of each pupil
Gatsby Benchmark 4	Linking curriculum learning to careers
Gatsby Benchmark 5	Encounters with employers and employees
Gatsby Benchmark 6	Experiences of workplaces
Gatsby Benchmark 7	Encounters with further and higher education
Gatsby Benchmark 8	Personal guidance
Boost	Lancashire Business Growth Hub
Careers Hub	Lancashire Careers Hub
CEC	The Careers and Enterprise Company
CIAG	Careers Information Advice and Guidance
CPD	Continued Professional Development
Cornerstone Employers	A community of businesses who work with the Careers Hubs
DCMS	Department for Digital, Culture, Media & Sport
DfE	Department for Education
Disability Confident	Disability Confident employer scheme
DSIT	Department for Science, Innovation and Technology
DWP	Department for Work and Pensions
EAs	Enterprise Advisers
ERB	Employer Representative Bodies
ERDF	European Regional Development Fund
Escalate	The Escalate tool helps individuals find support to get them back into work.
ESF	European Social Fund
ESIF	European Structural & Investment Fund
FE	Further Education
Forum	Adult Skills Forum
GVA	Gross Value Added

HE	Higher Education
HEIs	Higher Education Institutions
HESA	Higher Education Statistics Agency
ICB	Integrated Care Board
IoT	The Institute of Technology
IPS	Individual Placement Support
JCP	Job Centre Plus
LAs	Local Authorities
LCC	Lancashire County Council
LDSP	Lancashire Digital Skills Partnership
LEP	Lancashire Enterprise Partnership or Local Enterprise Partnership
LLTN	Lancashire Levy Transfer Network
LMI	Labour Market Information
LSIF	Local Skills Improvement Fund
LSIP	Local Skills Improvement Plan
LWBLEF	Lancashire Work Based Learning Executive Forum
MOD	Ministry of Defence
Multiply	Numeracy initiative funded by DfE
NCF	National Cyber Force
NCS	National Careers Service
NCSC	The National Cyber Security Centre
NEET	Not in Education, Employment or Training
NP11	Northern Powerhouse 11
SDF	Strategic Development Funds
SEND	Special Educational Needs and Disabilities
SME	Small to Medium Sized Employer
STEM	Science, Technology, Engineering, and Mathematics
SWAPs	Sector-based Work Academy Programme
TLC	The Lancashire Colleges
UCAS	The Universities and Colleges Admissions Service
UKSPF	UK Shared Prosperity Fund
UKStratCom	Strategic Command
WCA	Work Capability Assessment
WWP	Working Well Pilot

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