

Liverpool City Region Skills for Growth



PRIORITIES
2015/16



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Introduction

Liverpool City Region is an area with strong economic assets and a unique geography, which have helped to create an economy of £27bn. Economic performance has accelerated over the last 5 years, with the City Region being one of two areas nationally to record growth in both years of the downturn. Economic output per person has increased but there remains a gap of £6bn to national levels.

There are unparalleled opportunities for the City Region in the medium term, spearheaded by the planned £12bn private sector investments and supported by the £1bn public sector investment secured through the Growth Deal: the construction of the Liverpool 2 Container Terminal and the Mersey Gateway Bridge are at the vanguard of these investments. Coupled together, these provide the potential for long-term and sustainable improvements in economic growth and productivity in support of the Northern Powerhouse and rebalancing the economy.

Achieving this level of growth is not certain but dependent on a range of factors including; the full delivery of major investment schemes in business and infrastructure; the ability of businesses to successfully compete within changing international market conditions and not least, the availability of high quality skills within the City Region labour market. Raising the level and relevance of skills to reflect employer demand and boost productivity is key to improving the attractiveness of the labour market to business investors.

There are a number of potential areas of mismatch between future demand for skills and current supply of skills and the Skills for Growth work has already begun to address this e.g. logistics, catering and science. An assessment of existing data and projections will only get us so far and ultimately it will be a culture of genuine collaboration between

businesses and learning providers that will bring supply and demand together.

The Skills for Growth Priorities 2015/16 alongside specific Skills for Growth Agreements will support and further challenge existing curriculum planning within the context of our local economy and its opportunities for growth. These products draw on national data, local intelligence and local insight to stimulate a discussion on current training supply to inform provider plans. This will help to support a dialogue to identify where there are areas of oversupply of vocational training and where there is insufficient volume or gaps in the currently available curriculum offer.

Learning providers therefore need to pre-empt this by focusing on developing the skills needed to fuel economic growth and productivity improvements locally. Otherwise the City Region will not meet this demand, inhibiting our growth and requiring employers to import talent from elsewhere. Those charged with supporting residents into work must also be aware of the current and future needs of businesses, whether at entry level or more advanced.

There is also a critical role for those with responsibility for careers education and the provision of information, advice and guidance. This must be based on the current and future needs of local employers. The rich information contained in this document and the Skills for Growth Agreements, together with the Jobs for Tomorrow careers materials, is a sound basis for this to happen.

Skills solutions need to be designed to contribute to increases in economic productivity. This cannot be accomplished by operating remotely from the actual economy. Employers need to be engaged and embedded in the design process, and

become the architects as well as consumers of skills services. The central challenge for Liverpool City Region is not just more qualifications but an intelligence-led redesign of provision able to further contribute to higher value business activity and output.

This task can only come from active collaboration and communication between employers, learning providers and welfare to work providers. The challenge is to create a skills and employment environment where responsibility for the curriculum offer, design and delivery of learning is appropriately shared between learning providers and employers. This requires an enhanced set of relationships and improved communication to ensure that curriculum planning responds directly to the articulated skills needs of businesses within the City Region.

The relationships are already there and in some areas very good: these need to be enhanced and taken to a new level across all sectors across the City Region as a whole so that we universalise that best practice in seeking deep connections between employers and providers of learning and welfare to work services. This will enable residents to take advantage of the opportunities available, to enable businesses to flourish and to allow the whole of the City Region to benefit. This will also have a wider impact on rebalancing national economic performance as a key driver of the Northern Powerhouse.

The Combined Authority is committed to improving the skills system to ensure that training matches current and future employer needs within the City Region. This will be achieved not by the imposition of targets or performance frameworks but through creating an environment of collaboration where articulated demand combines with robust labour market intelligence and regular local insight to inform curriculum design and provider business planning. This approach is reflective of the dynamic skills market within the City Region. Delivering Skills for Growth will involve raising awareness and focusing action on what is needed to further add value and improve skills and employment outcomes for the City Region.



Executive summary

Economic context

The £27bn economy of the Liverpool City Region has seen strong growth in recent years. The City Region has also improved the economic output per resident, which currently stands at £17,852, but there is still an overall gap to the national rate of £21,860. The overall gap has also narrowed, with a 24% reduction since 2011. An increase in the skills levels of residents would contribute towards a further and more rapid narrowing of this productivity gap.

There are approximately 1.5 million residents in the Liverpool City Region, a population which has not grown in recent years as much as that nationally. The national trend of an ageing population is evident and there is a specific local issue with the reduction of 16 and 17 year olds in the coming years: projections suggest that there will be an 11% reduction between 2015 and 2020. This will have an impact on businesses and learning provision in the coming years and will be essential to ensure that young people have the skills that businesses require.

The City Region has a long standing skills gap compared to national rates, which restricts opportunities for local residents and businesses alike, with the gap widening at Level 3+ (A level equivalent) and Level 4+ (First year degree onwards). The gap is exacerbated with age, with older people much less likely to have qualifications than young people.

The employment rates in the City Region have been generally positive in recent years with the current rate standing at 65.1%. However, there remains a gap with national employment rates of some 7% and there is a need to address specific issues. In particular: health-related unemployment currently accounts for 70% of all benefit claims and an increasing proportion of unemployed residents (almost three-quarters) have been out of work for more than a year. In addition, there are concerns about the quality of the jobs on offer, with an increasing proportion of vacancies being for part-time and flexible roles, as elsewhere.

Skills gap

There remain significant skills gaps at all levels between the City Region and national rates. There is an attainment gap between the City Region and nationally for performance at GCSEs and A-levels, although this is narrowing. Young people in the City Region are more likely to go to College at age 16 than nationally and less likely to go to University at age 18.

There have been a number of changes to enrolment patterns in recent years, with engineering, retail, science and health and care seeing significant increases since 2011/12. These correlate well with the City Region's growth sectors and are in direct response to previous Skills for Growth recommendations.

Apprentices are valued by employers in the City Region and they continue to invest in their development. The numbers of apprenticeship starts are broadly in-line with national trends, with more apprenticeship starts per resident in the City Region than nationally: residents aged over 25 are most likely to start an apprenticeship. The proportion of advanced or higher level apprenticeships has also been increasing although this is still lower than what would be expected. There are also a large number of businesses involved in offering apprenticeships to their staff.

Skills for Growth approach

Since 2012 the City Region has developed and published a series of Skills for Growth Agreements. Based around the identified growth sectors, these business-led documents clearly set out the current and future skills needs of businesses. To date, the following agreements have been published:

- Visitor Economy;
- SuperPORT and Logistics;
- Advanced Manufacturing;
- Life Sciences;
- Financial and Professional;
- Low Carbon; and
- Digital and Creative.

Skills priorities for 2015/16

Based on the feedback from businesses, business networks, Colleges and training providers, the following have been identified as generic skills priorities for Liverpool City Region for 2015/16:

- Customer service for staff working in front line customer service roles: this continues to be identified by the Visitor Economy Board and is critical for the City Region, particularly with the next International Festival for Business in 2016;
- Science, technology and mathematics at all levels: there is a need for all residents to have a sound basis in mathematics and an increasing need at technician, graduate and postgraduate for general science and specific technology skills;
- Practical logistics: with the logistics developments linked to the Liverpool 2 container terminal, there is an increasing need for entry level warehouse skills (e.g. pickers and packers) and drivers of heavy goods vehicles;
- Digital skills, to ensure that residents can use technology and to build upon the higher level expertise in the City Region, based around Scitech Daresbury and the cluster at the Baltic in Liverpool in particular;

- Project management, which underpins good business practice and particularly construction sectors;
- Leadership and management across all levels and particularly for small and medium enterprises; and
- Underpinning employability skills that enable residents to contribute in the workplace (e.g. team working, literacy).

These are in addition to the detailed sector specific skills priorities which have been set out in the Skills for Growth Agreements. Based upon projections of growth and replacement demand, the key areas for focus in 2015/16 are as follows:

- Intermediate and Advanced Apprenticeships in Engineering Manufacture, Warehousing and Storage, Logistics Operations, and Construction;
- Advanced and Higher Apprenticeships in Engineering Manufacture, Electrical Trades, Polymer Processing, and Metal Processing and Allied Operations;
- Level 3 technical skills in Engineering Technician, Welding Roles, and for Electricians, Marine staff; and
- Digital and technology solutions professional.

All providers of skills development and training are asked to reflect these in their curriculum offers. Through 2015/16, providers will be asked to identify how they have done so and to report this to the Employment and Skills Board.



Headline actions

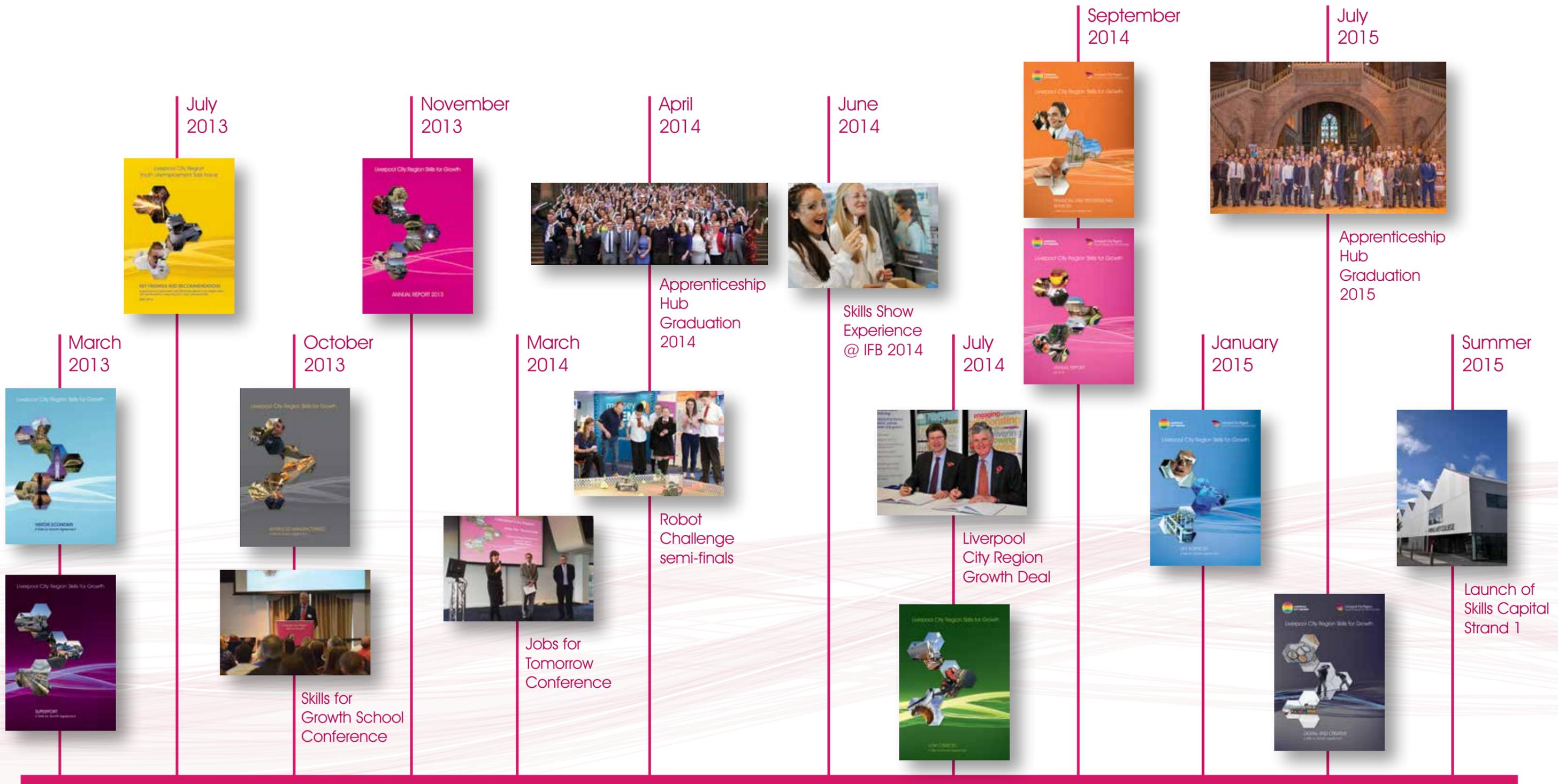
There are a wider set of challenges to be addressed to create a skills environment where responsibility for the curriculum offer, design and delivery of learning is appropriately shared between business, learning providers and welfare to work providers. This requires a new set of relationships, improved communications and a shared commitment across the whole employment and skills system.

The headline challenges for those involved in the employment and skills system are:

- Enhance links between business and education / training, so that curricula are informed by the current and future needs of businesses;
- Improve careers, information, advice and guidance, so that everybody receiving advice and guidance obtains informed and accurate advice;
- Make it easier for business to invest in workforce skills, so that productivity can be improved, growth can be delivered and businesses take a shared responsibility for skills investments;
- Promote progression of individuals, so that they are not locked into entry level jobs but can instead enhance their skills, contribute more in the workplace, increase their earning potential and support improvements in productivity; and
- Tackle long-term worklessness, enabling residents to receive the support they need to get into work and take advantage of the opportunities available.



Skills for Growth - The story so far



Policy context

Productivity

There is a strong focus from within Government to improve the productivity levels of businesses in the United Kingdom, and thus improve overall national levels. There is an important role for skills development to play in this, as improved levels of skills will contribute (along with other factors) to the increase in productivity levels. Productivity in the City Region is largely determined by the composition of the economy, with Advanced Manufacturing and Visitor Economy amongst those contributing higher productivity levels in the City Region than elsewhere. There remains the challenge to create growth in sectors of higher skill, higher value and higher pay, which will contribute to an overall improvement in productivity in the City Region.

Skills funding

Government's continued focus on Apprenticeship provision along with ongoing spending pressures means that Colleges and training providers have seen further reductions in their non-Apprenticeship funding settlements for 2015/16. Local estimates suggest that, in total, the City Region's biggest Colleges are facing an overall funding cut of 14% from 2014/15 to 2015/16 and a reduction of almost 25% in their total Adult Skills Budget. There are concerns that these cuts will reduce the City Region's capacity to address its historic skills gap and improve the economic competitiveness of its residents and businesses. Within this funding environment, skills provision in the Liverpool City Region will need to be able to respond to business requirements and Skills for Growth recommendations in a timelier manner. As part of the Liverpool City Region's recently-agreed Devolution Agreement, the Liverpool City Region will be responsible for its commissioning from 2018/19. This will ensure that City Region economic priorities remain at the heart of skills provision and the skills of residents will be responsive to future economic opportunities.

Apprenticeship levy

As part of the new Government's Emergency Budget in July 2015, the Chancellor announced the intention to introduce a new Apprenticeship levy. The levy will aim to incentivise Apprenticeship starts within large businesses, in order to help meet the Government's pledge of creating 3 million new Apprenticeships by 2020. The levy will come into effect in April 2017: it will be payable annually by all employers with a payroll over £3m, with employers' payment equivalent to 0.5% of their total payroll. Government are continuing to consult on the implementation of the levy and the Liverpool City Region will ensure that the views of local residents, training providers and employers are reflected.

Area based review

Government has announced a rolling national programme of area based reviews of post 16 education provision, with the clear objective to improve the resilience of organisations providing further education: they are expecting that there will be fewer and larger organisations delivering in the future. This is an integrated review across Government and local areas and will set out a plan for organisations in each area to implement. This is also expected to lead to an increased degree of specialism in institutions in each area.

Big Ticket targets

In 2014, the Liverpool City Region Employment and Skills Board developed a series of high level, 'Big Ticket' targets and aspirations for 2020. Ensuring these targets are met will require collective action across the City Region and will remain the focus of the Board's work. These targets and aspirations continue to inform the City Region's emergent devolution proposals and the ongoing commissioning of the 2014-2020 European Social Fund programme.

Employment and Skills targets and aspirations for 2020:

- Close the employment gap by half with the rest of the country
- Close the NVQ Level 3+ skills gap by 1/3 with the rest of the country
- Increase the take-up of Higher / Advanced Apprenticeships by 40%
- Tackle health-related worklessness by helping those who can work into employment

Devolution

The Liverpool City Region has a long term ambition to maximise the economic potential of businesses and residents, and to significantly reduce the gap between the City Region and the national average in terms of skills levels and welfare dependency. As part of its Devolution Agreement, the Liverpool City Region Combined Authority developed a range of employment and skills 'proposals' regarding the devolution of funding and powers to enhance economic growth. These proposals will create a flexible, responsive, financially resilient and fully integrated employment and skills system in the Liverpool City Region: ensuring residents and business can better access the skills needed to boost productivity now and in the future.

Skills Capital Investment Fund

Implementation of the Liverpool City Region Growth Deal has continued to progress since the deal was first published in July 2014. This included the launch of a £41m Skills Capital Investment Fund for Colleges and skills providers, and a new low carbon fund for Colleges. Administered by the Liverpool City Region Combined Authority, these funds will be used to upgrade skills training facilities across the City Region, helping to meet employer demands for skills training by improving the quality of the learning environment, and enhancing the job prospects of learners. The deployment of this Fund will be guided by the recommendations of the area based review.

European Social Fund

The Liverpool City Region's EU Structural and Investment Funds Strategy for the 2014-20 programme sets out the proposed spend of the £221.9m allocation for the Liverpool City Region. Liverpool City Region's 2014-2020 European Social Fund 'Inclusive Economy' and Youth Employment Initiative allocation of more than £97m is being utilised to procure a wide range of additional activity that will help adults and young people across the City Region tackle social exclusion and improve their skills levels. These activities provide a clear opportunity to assist residents into sustainable employment and increase local productivity: ensuring that they are able to take advantage of this opportunity will be key to driving economic growth across the City Region.



Economic context

Population

There are currently around 1,517,500 residents in the Liverpool City Region, of whom around 970,000 (64%) are of working age. The local population structure remains broadly similar to both the North West and England, although the City Region's exposure to an ageing workforce continues to be an issue with a smaller proportion of residents aged below 15 years.

The Liverpool City Region's overall population fell between 1983 and 2003, in contrast to the growth seen nationally over the last 30 years. Figure 1 shows that, since 2004, the City Region's population is growing: although at a slower rate than seen across England.

The Liverpool City Region has historically been characterised by a marginally larger female population compared to male population: as reflected by a working age resident female population of 493,100 compared with 477,700 working age males. However, the younger 0-15 population group shows a divergence from this with 138,000 males compared with 132,300 females, suggesting that future workforce demographics could vary.

FIGURE 1
LIVERPOOL CITY REGION POPULATION CHANGE INDEX

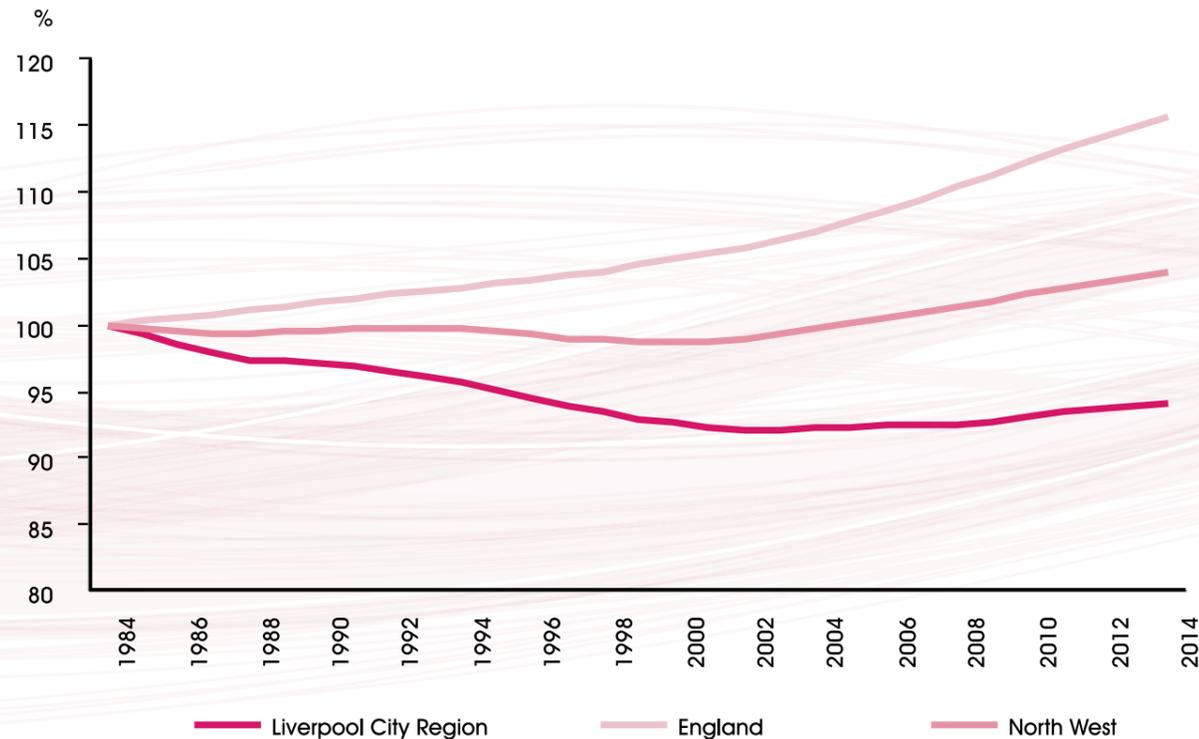
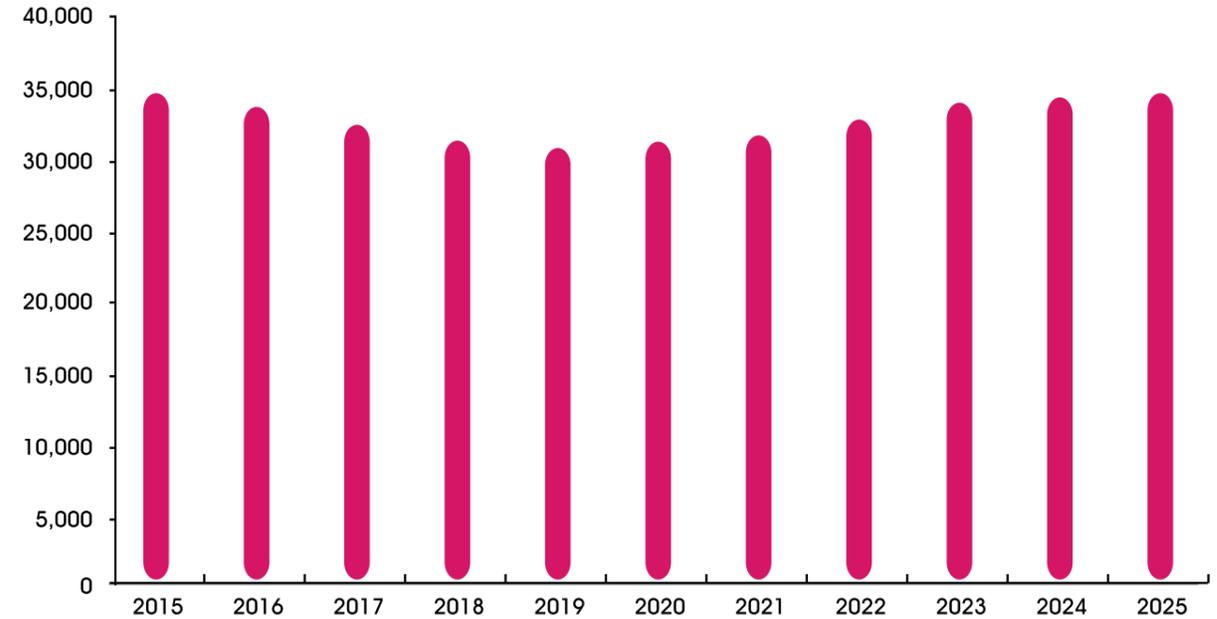


FIGURE 2
LIVERPOOL CITY REGION POPULATION PROJECTIONS (16 AND 17 YEAR OLDS)



The population rate of young people aged 16 and 17 is an important indicator for the future shape of the labour market. Figure 2 projects the 16 and 17 year old population in the Liverpool City Region over the next ten years: showing an 11% reduction in the number of 16 and 17 year olds between 2015 and 2019, followed by a five year period of population growth (12% increase between 2020 and 2025). This, combined with the trend of an ageing workforce, is likely to have a longer term impact on the working age population and means that there is a pressing need for a higher proportion of the City Region's 16 and 17 year olds of the next five years to develop the right skill types required by local employers.

The City Region continues to make progress in achieving this, with the proportion of working age residents with NVQ Level 3 and 4 qualifications both rising by at least 8% points between 2004 and 2014.

Since 2008, the Liverpool City Region's overall skills base has continued to grow with current levels amongst the highest recorded. However, the gap with the England average has also increased over this time period. As shown in Figure 3, in order to achieve parity with national levels, the City Region would currently need:

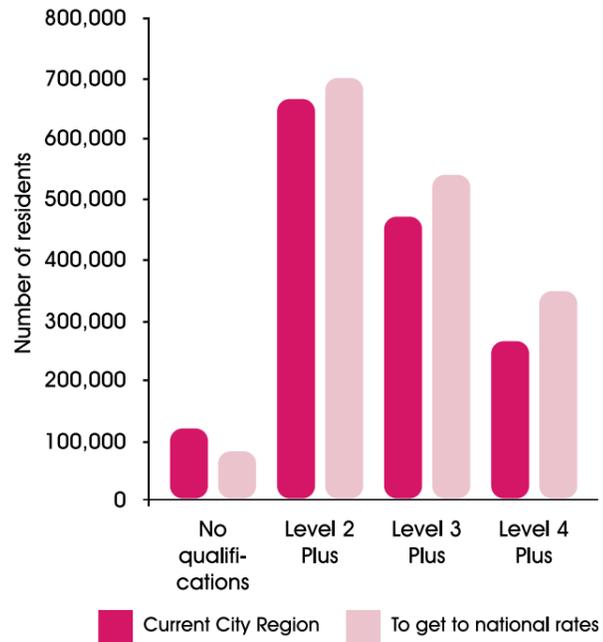
- 35,556 fewer residents with no qualifications;
- 36,445 more residents with NVQ Level 2+ qualifications;
- 73,939 more residents with NVQ Level 3+ qualifications; and
- 79,638 more residents with NVQ Level 4+ qualifications.

The deficit in skills across all levels, and particularly at NVQ Levels 3 and 4, significantly restricts opportunities for residents in the City Region to effectively compete for jobs in local growth sectors, develop sustainable careers and recognise their economic potential.

Skills

Raising the skills levels of young people and adults remains a priority for the Liverpool City Region. The Skills for Growth Annual Report 2013 set out a key challenge to create a high skills equilibrium, where high level qualification and high skilled jobs are mutually reinforcing. The Liverpool City Region Employment and Skills Board's ongoing Skills for Growth work highlights the increasing importance of young people developing the type and level of skills in post-16 education in order to effectively compete for jobs, develop sustainable careers and realise their economic potential.

FIGURE 3
LIVERPOOL CITY REGION SKILL LEVELS (2014)



Younger people are generally better qualified than older people who continue to be more likely to lack qualifications. Recent research from the UK Commission for Employment and Skills (UKCES) identifies the Liverpool City Region as having one of the country's highest rates of employer support for young people in regards to offering work experience and other opportunities. Ensuring that local employers are further engaged in the design and delivery of learning and that learners can access practical learning opportunities remains a priority for the Liverpool City Region. It is expected that this would be addressed through the agreement of a devolution deal with Government for the City Region to reshape the local skills system in this light, and to more fully engage employers in this work.

Six out of ten residents in the City Region with no qualifications are aged between 40 and 64. However, the proportion of 40 to 64 year olds in the City Region without qualifications has fallen from 35% to 27% between 2011 and 2014. This suggests that local efforts to improve adults' basic skill levels have been effective within this age group: a key concern for growth sector employers facing replacement demand issues, identified in the City Region's Skills for Growth Agreements and UKCES Employer Skills Survey 2014.

Employment

FIGURE 4
LIVERPOOL CITY REGION EMPLOYMENT RATE (2004-2014)



FIGURE 5
LIVERPOOL CITY REGION BENEFIT CLAIMANTS, BY AGE (2008-2015)

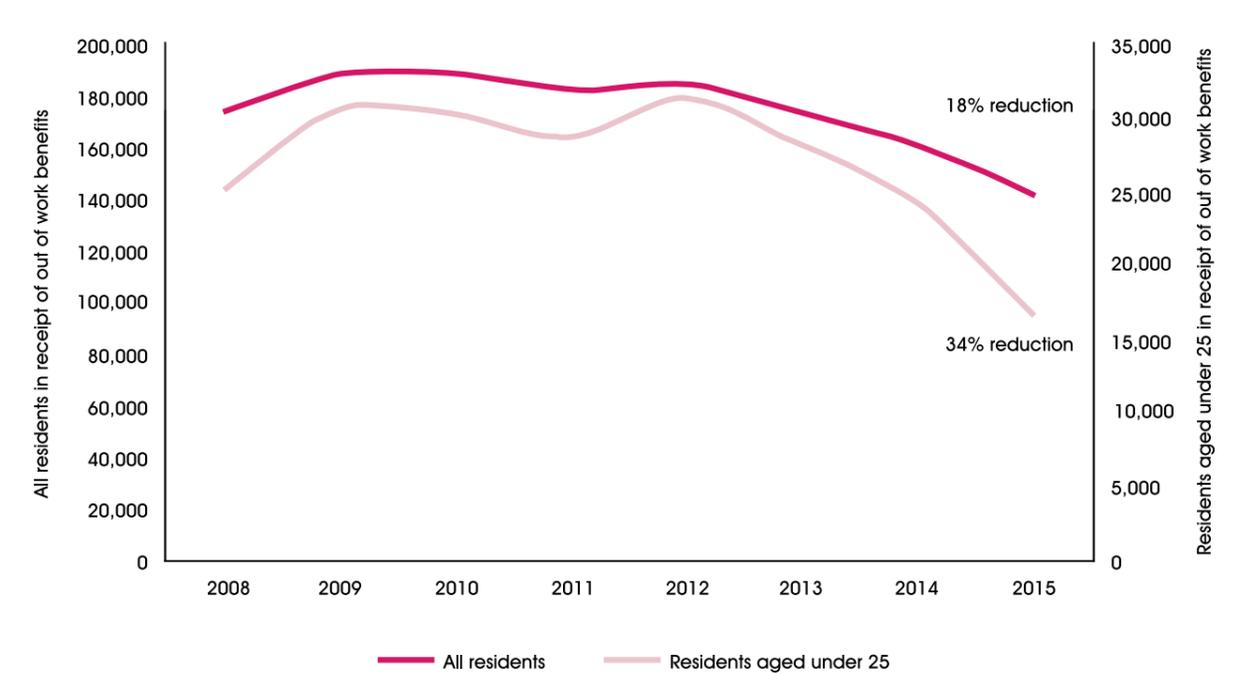


Figure 4 shows that, over the last ten years, the Liverpool City Region's employment rate has remained lower than the England average. Currently, around 625,700 local residents are in work: accounting for approximately two-thirds of the working age population, compared to more than 72% nationally. Latest analysis shows that, in order to close this gap, the City Region would need an additional 68,000 residents in employment.

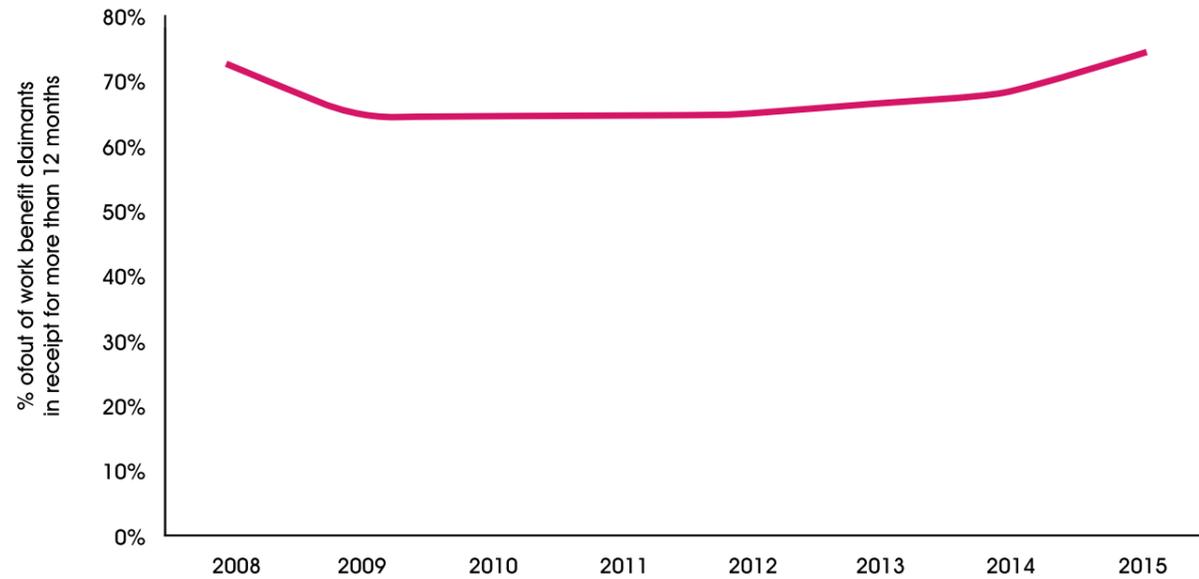
There are currently around 142,000 Liverpool City Region residents in receipt of an out of work benefit. This accounts for almost 15% of the City Region's working age population, compared to a national rate of less than 10%. Of these residents, around 100,000 are currently in receipt of Incapacity Benefit or Employment Support Allowance (IB/ESA), accounting for more than one in ten of the City Region's working age population. In comparison, the IB/ESA claimant rate across England is 6% - meaning that Liverpool City Region residents are almost twice as likely to be out of work due to ill health: a trend that has persisted over a number of years.

Figure 5 shows that, since 2008, the overall claimant rate across the City Region has fallen from almost 175,000 residents to around 142,000. This reduction of around 18% for all benefit claimants rises to 34% for those aged below 25,

suggesting that unemployed young people have been twice as likely to find work as those aged above 25 over the last 7 years. The Liverpool City Region's EU Structural and Investment Funds Strategy for the 2014-20 programme will delay a £45m Youth Employment Initiative which, by tackling social exclusion and raising skills levels, will ensure younger residents can be supported in realising their economic potential.

Despite these improvements, long-term unemployment trends continue to undermine the Liverpool City Region's economy, with almost three-quarters of all claimants in receipt of out of work benefits for more than a year. Figure 6 shows that, since 2008, this proportion has increased slightly and, in the last 3 years, has risen from 65%. There are currently more than 106,000 City Region residents who have been out of work for over a year and the Liverpool City Region's long-term unemployment rate remains significantly higher than the national average. The nationally commissioned programmes have not been sufficiently locally focused to enable residents to benefit from them. It is expected that co-design and co-commissioning of the replacement programmes between the City Region and Government (agreed through a devolution deal) would improve their local focus and delivery.

FIGURE 6
LIVERPOOL CITY REGION BENEFIT CLAIMANTS, OVER 1 YEAR (2008-2015)



The Business Register and Employment Survey (2014) shows that there are around 592,000 employee jobs in the Liverpool City Region: this represents an increase of around 3%, driven by private sector job creation.

The primary sectors of employment continue to be public administration, education and health; distribution, hotels and restaurants; and banking, finance and insurance services; collectively comprising 68% of employment across the Liverpool City Region. Jobs in manufacturing and construction represent a further 16% of all employees.

Further analysis of the Annual Population Survey shows that the occupational structure of Liverpool City Region employees has previously been characterised by a deficit of higher-level occupations. However, Figure 7 shows that, between 2012 and 2015, the City Region has seen increased numbers of higher level occupational roles, as the gap with national continues to close.

FIGURE 7
LIVERPOOL CITY REGION EMPLOYMENT BY OCCUPATION (2012-2015)

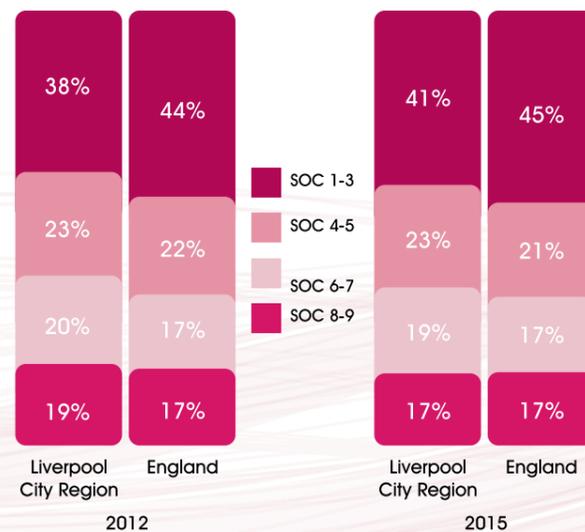
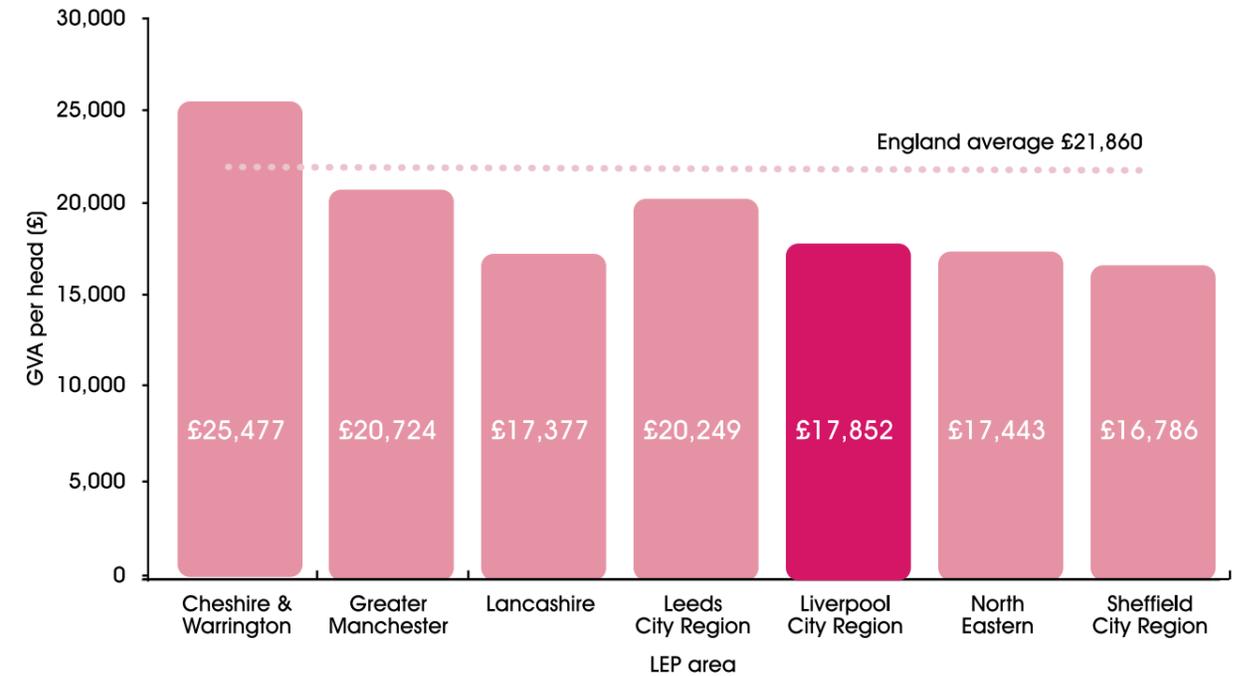


FIGURE 8
LIVERPOOL CITY REGION GVA per head gap (2013)



Productivity

The Liverpool City Region is currently a £27bn economy with economic output (measured through Gross Value Added: GVA) increasing by 7.5% in the 5 years leading up to 2013, and 33% in the 10 years leading up to 2013. GVA per head in the Liverpool City Region is currently £17,852, around £4,000 lower than the average across all Local Enterprise Partnership areas and 10th lowest in the country.

Figure 8 shows the Liverpool City Region compared with other LEP comparator areas: with local GVA per head higher than the Sheffield City Region, North Eastern and Lancashire, but remaining below Greater Manchester, Leeds City Region and Cheshire and Warrington. Despite this, GVA per head in the Liverpool City Region increased by 81% between 1997 and 2013: meaning that productivity grew faster in the Liverpool City Region than all other comparator areas in that period.

Productivity in the Liverpool City Region is impacted on by the occupational structure of the local economy and whilst part of the output gap with England can be explained by differences

in employment and economic activity rates, a significant proportion is due to the industrial and occupational structure within the City Region. The City Region continues to have a deficit in higher-level occupations compared with England as a whole, and average earnings across all levels of occupation in the City Region are lower than the national average.

A focus on increasing skills at NVQ Level 3 and above will be important to enable access to higher level occupations: creating a high skills equilibrium and raising productivity levels of the Liverpool City Region. Creating high quality professional and technical routes to employment is a priority if the City Region is to increase the number of residents with NVQ Level 3 technical skills aligned to the local growth sectors.

However, as shown earlier, the Liverpool City Region needs an additional 74,000 working age residents with NVQ Level 3 skills in order to just "catch up" with the national average. Local analysis suggests that the City Region's NVQ Level 3 skills gap could have an annual local economic impact of up to £105m and contribute to potential fiscal savings to Government of up to £70m a year.

Closing the skills gap

GCSE achievement

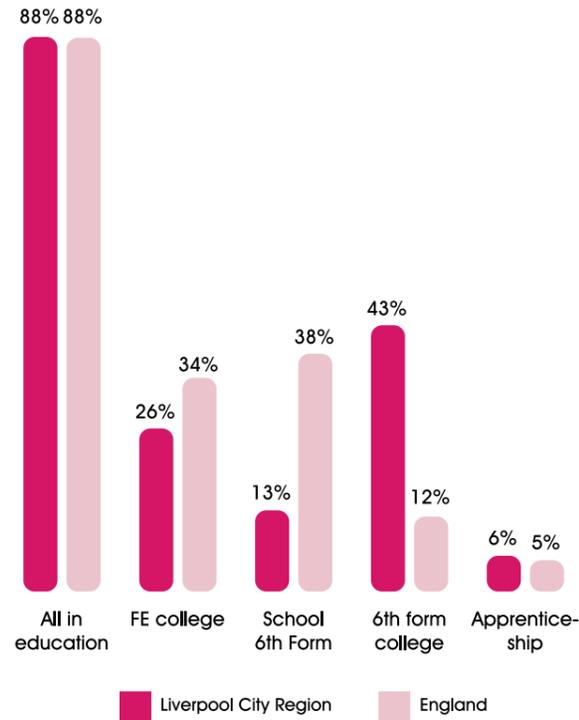
GCSE performance in the City Region had been improving in recent years at a rate faster than the England average. However, following national reforms to the assessment of Key Stage 4 qualification system, 2013/14 results have seen a national fall in GCSE attainment. This has had an amplified effect on young people in the Liverpool City Region, with larger proportional falls in success rates across the City Region between 2012/13 and 2013/14 than seen nationally.

There is variation in GCSE attainment across the Liverpool City Region which, overall, remains lower than the national average. In 2013/14, around 53% of year 11 leavers in the City Region achieved both an English and Maths GCSE at grade A*-C (or equivalent) compared to 57% England.

Local insight suggests that poor GCSE results (specifically with regard to English and Maths) can hold back advancement into further education and achievement of Level 3 qualifications. As highlighted earlier, the City Region currently needs an additional 36,400 residents with GCSE equivalent qualifications. The City Region's Skills for Growth work supports local findings from UKCES Employer Skills Survey 2014, highlighting a desire from businesses to help their staff 'catch up' with Level 2 English and Maths qualification. The provision of good quality careers education and information advice and guidance to pupils remains a need, as this provides encouragement and motivation to achieve qualifications.

In keeping with national trends, latest data shows that around nine out of ten school leavers in the Liverpool City Region go on to further study. However, Figure 9 shows that City Region learners are more than three times more likely to study at a 6th Form College. Local insight from a range of stakeholders supports recommendations from the Skills for Growth Annual Report 2013/14 regarding a need to communicate the clear benefits of vocational education to learners and their peers.

FIGURE 9
DESTINATIONS OF LIVERPOOL CITY REGION GCSE LEAVERS

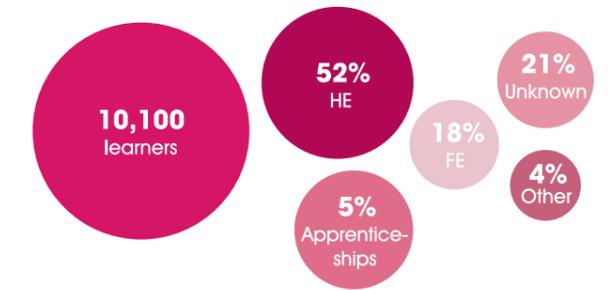


A Level achievement

The number of people entering A Level subjects has remained consistent between 2012/13 and 2013/14 with 6,321 young people undertaking at least one A Level in 2013/14. Attainment at A Level has been relatively steady in the Liverpool City Region over recent years but between 2012/13 and 2013/14 there has been a moderate fall in achievement of AAB grades or better.

Figure 10 shows that of the 10,100 students who entered an A Level or equivalent qualification in 2011/12, 70% continued in education in 2012/13 - down by 4% compared to the previous year. The proportion who progress onto an Apprenticeship has remained consistent at around 5%, while more than half progressed onto a Higher Education Institution, though this has fallen by 7% from the previous year.

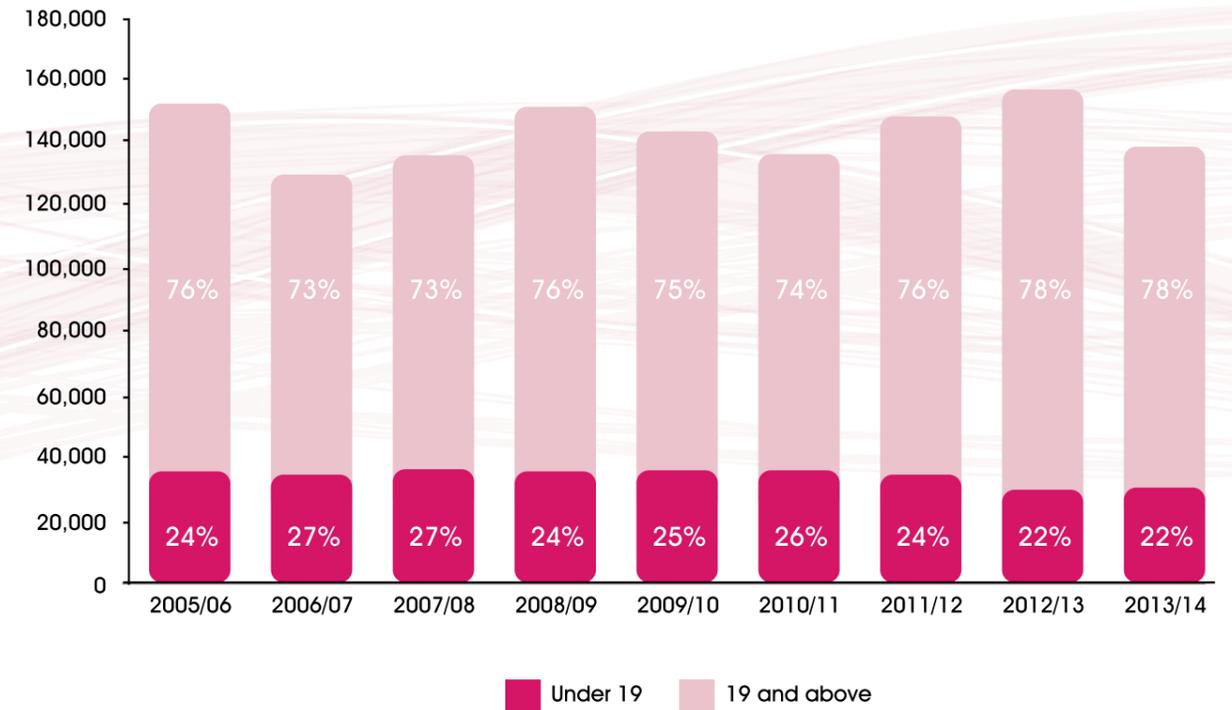
FIGURE 10
DESTINATIONS OF LIVERPOOL CITY REGION A-LEVEL LEAVERS



Further Education

In 2013/14, there were around 138,000 Further Education enrolments by Liverpool City Region learners (defined as learners with a home postcode within the Liverpool City Region) which, as shown in Figure 11, is a 12% fall in participation from the previous year and one of the lowest levels since 2010/11. There was a peak in participation in 2012/13, with almost 156,000 Further Education enrolments across the City Region. The chart also shows that participation fell for learners aged, both, under and over 19 years of age. Currently, around eight out of ten enrolments are by learners aged above 19, a rate that has grown from 74% since 2010/11.

FIGURE 11
FE LEARNER PARTICIPATION - LIVERPOOL CITY REGION RESIDENTS (2005/06 - 2013/14)



When considering participation trends, understanding the uptake of provision aligned with the City Region's growth sectors will help quantify future labour market skills supply within these sectors and the responsiveness of local learners and training providers to these opportunities.

Further analysis of the learner data shows that, despite the fall in participation between 2011/12 and 2013/14, learners across the Liverpool City Region are increasingly studying subjects with strong links to growth sectors and volume employers. Figure 12 shows significant increases in provision with strong links to a range of growth sectors: notably Advanced Manufacturing, SuperPORT, Life Sciences, and Financial and Professional Services.

FIGURE 12
PARTICIPATION CHANGE BY SELECTED SECTOR SUBJECT AREA (2011/12 - 2013/14)

Sector Subject Area - Tier 1	2011/12 - 2013/14 Change %
Engineering and manufacturing technologies	21%
Health, public services and care	61%
Retail and commercial enterprise	31%
Science and mathematics	22%

Engineering and manufacturing technologies

'Engineering and manufacturing technologies' provision is of particular importance to the City Region's SuperPORT and Advanced Manufacturing growth sectors and many of the broader skills developed in these subjects are valuable to employers in a range of sectors. The pronounced increase in overall enrolments between 2011/12 and 2013/14 is noteworthy and is strongly linked to the increase in NVQ Level 1 and Level 2 qualifications in 'Transport Operations and Maintenance' - an important framework for the SuperPORT growth sector.

Enrolments for this provision by younger learners have, in keeping with the broader 'Engineering...' Sector Subject Area (SSA) trends, risen by 300% in the 3 year period shown; suggesting that the Liverpool City Region's emerging workforce

are becoming increasingly qualified to take advantage of the economic opportunities that the SuperPORT sector brings to the City Region. Further analysis shows the number of enrolments by learners aged below 19 have increased in the same period.

Health, public services and care

Figure 12 shows a 61% increase in enrolments in the 'Health, public services and care' since 2011/12. Further analysis of the increase in enrolments from 2011/12 to 2013/14 shows a distinct contrast from previous trends; with learners now more likely to be aged below 19 and undertaking NVQ Level 1 provision. Although not identified as an economic growth sector, the high levels of current and projected employment in the health and social care sector means that better understanding the changing enrolment trends in this SSA is likely to be of continued importance in the future.

Retail and commercial enterprise

The Liverpool City Region has seen a 31% participation increase in enrolments in the specific 'Warehousing and distribution' provision since 2011/12 with participation around 3 times higher in 2013/14 than in 2008/09. This is a further sign of encouragement regarding City Region learners' skills in the SuperPORT sector with huge increases in enrolments for 'Warehousing and distribution' (330% between 2011/12 and 2013/14) often focussing on 'Award in Warehousing and Storage': allowing learners to develop industry-specific skills such as using equipment to move goods in logistic facilities and the picking, assembling, placing and wrapping of goods.

Further analysis shows that residents aged 19+ are most likely to enrol in the 'Warehousing and Distribution' provision but, in keeping with the workforce replacement demand issues highlighted in the SuperPORT Skills for Growth Agreement, it is encouraging that around 1 in 3 of these enrollees are below 25. Enrolments in Entry Level and NVQ Level 1 provision are central to these increases and, as set out in the SuperPORT Skills for Growth Agreement, ongoing, in-work training will be important for residents wishing to progress within their careers and take advantage of the sector's forecasted growth.

Science and mathematics

When considering employer demand for STEM (Science, technology, engineering and mathematics) skills in a range of sectors across the economy, it is encouraging to note that the volume of enrolments in 'Science and mathematics' SSA has steadily increased in the Liverpool City Region between 2011/12 and 2013/14. Further analysis shows that this is a continuing trend over the last 5 years and that, while participation has increased at all levels, NVQ Level 2 has seen the biggest increase (more than 50%) in this period. Increased enrolment by learners aged 19 and above has been key to this upward trend which: particularly encouraging given the long-standing skills gap for older residents in the City Region.

It is encouraging to note the increases in learning relating to the City Region's economic growth sectors but insight from growth sector employers suggests that, in order to truly allow residents to develop the skills they need to take advantage of future economic growth opportunities, training provision for all age groups in the Liverpool City Region needs to respond to business requirements in a more timely manner. It is expected that this would be addressed through the agreement of a devolution deal with Government for the City Region to reshape the local skills system in this light.

Apprenticeships

Businesses value Apprenticeships, and businesses find an increase in growth and productivity if they invest in Apprenticeships. In 2013/14, more than 16,000 Liverpool City Region residents began an Apprenticeship. As shown in Figure 13, this is a 12% fall from the previous year and almost 30% drop since from 2011/12 and is in keeping with national trends which show similar levels of reductions following a peak in starts in 2011/12. Further analysis suggests an expected increase in the number of Apprenticeship starts expected in 2015/16 will show an increase in the 2014/15 academic year.

Local insight suggests that an additional factor in the reduced number of Apprenticeship starts could be the increase in smaller businesses now offering Apprenticeships across the City Region. In 2013/14, employers with less than 30 staff took on six in ten of every Apprentice that started, with anecdotal evidence suggesting that most small employers hired one Apprentice at a time. The proportion of larger firms (i.e. those with more than 100 employees) hiring Apprentices has fallen from almost one in three to less than one in four since 2011/12, potentially reducing the rate of multiple Apprenticeship starts. As detailed earlier, the Government's introduction of an Apprenticeship Levy for businesses with more than 250 employees aims to increase Apprenticeship take up amongst larger employers and it be important for the Liverpool City Region to monitor its impact following its implementation in 2017.

FIGURE 13
APPRENTICESHIP STARTS BY AGE (2005/06 - 2013/14)

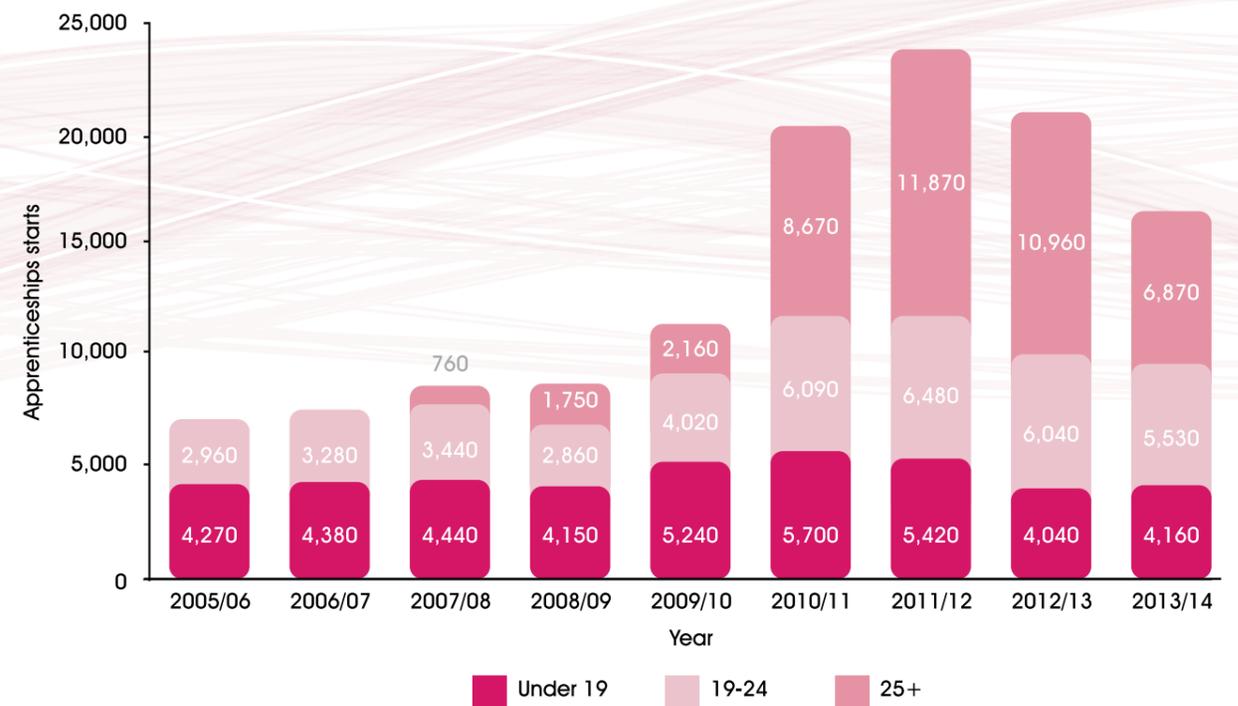
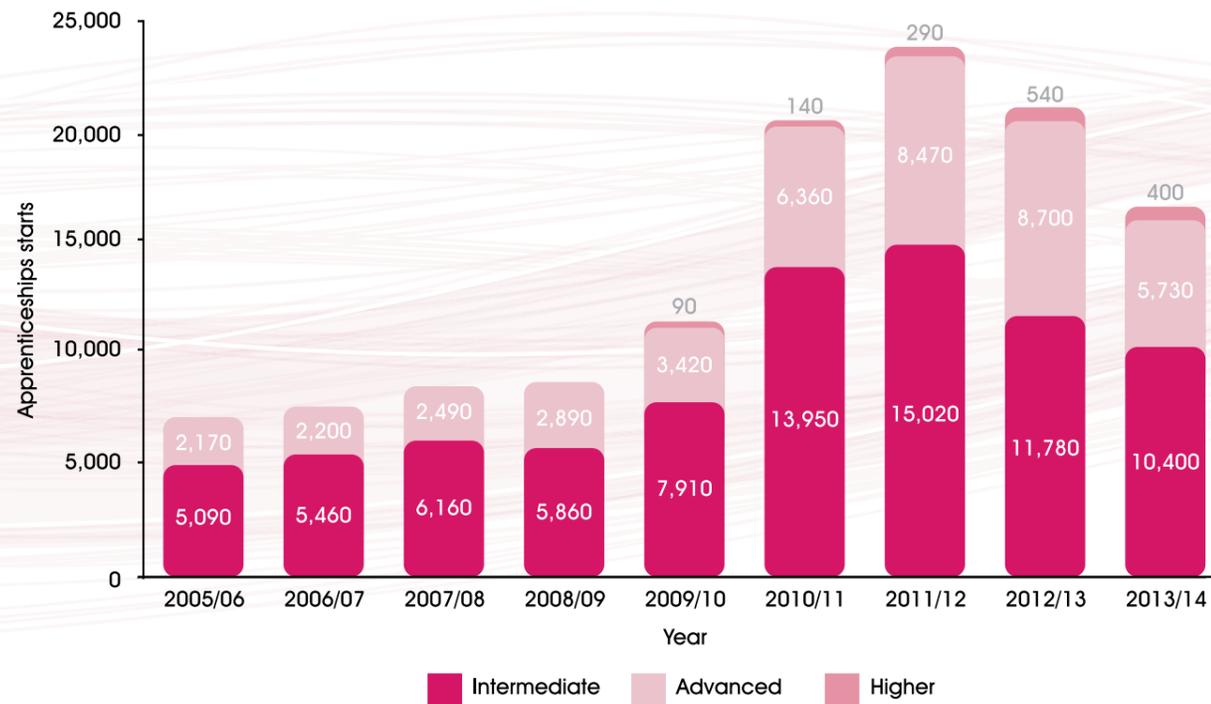


Figure 13 shows that, in keeping with national trends, residents aged 25 and above have remained the most likely to undertake an Apprenticeship in the Liverpool City Region since 2010/11. However, the proportion of Apprenticeship starts by residents aged below 24 has increased in the same period, currently accounting for around 57% of all starts. In particular, this increase has been driven by the increasing proportion of 19-24 year olds who, in 2012/13, accounted for almost a third of all starts. Since 2010/11, there has been an increase in the proportion of Apprenticeship starts by males in the Liverpool City Region but, in keeping with longer term trends, women remain responsible for more than half of all starts: particularly in Advanced and Higher level provision.

Overall, Intermediate level Apprenticeships (i.e. those equivalent to NVQ Level 2) remain the most popular amongst Liverpool City Region learners and employers. Figure 14 shows that, in 2013/14, Intermediate starts accounted for more than 60% of all starts - around 10,000 residents. However, with the exception of 2013/14, a long-term trend shows an annual increase in the amount of Advanced and Higher Apprenticeships (equivalent to NVQ Level 3 and 4, respectively).

Local analysis of latest provisional Apprenticeship data suggests that this trend is continuing with an increased number of Advanced and Higher Apprenticeship starts expected in 2014/15.

FIGURE 14
APPRENTICESHIP STARTS BY LEVEL (2005/06 - 2013/14)



Apprenticeship provision has long been recognised as a key driver in tackling the Liverpool City Region's skills gap and analysis of 2013/14 starts data shows that this continues to be effective. Around four out of ten new Apprentices did not have NVQ Level 2 skills when they started their Apprenticeship: rising to over half of all Intermediate starts.

As a result, over 6,500 residents with below NVQ Level 2 qualifications have started an Apprenticeship in the last 3 years, giving them the opportunity to develop sector-specific skills in a workplace environment.

When considering the type of Apprenticeships that Liverpool City Region residents are undertaking, Figure 15 shows that 'Business, Administration and Law' frameworks have consistently remained the most popular. Related frameworks have accounted for more than one in three starts since 2009/10: driven predominantly by starts by under 25 year olds on Business Management frameworks, with around two-thirds of all starts at an Intermediate level.

From 2011/12 to 2013/14, Apprenticeship starts relating to Health and Social Care have remained the second most popular: overtaking Retail and Commercial Enterprise Apprenticeships. Residents aged 25 and above are more likely to start on these frameworks, with around six out of ten starts at Intermediate level.

FIGURE 15
APPRENTICESHIP STARTS BY FRAMEWORK (2009/10 - 2013/14)

	2009/10	2010/11	2011/12	2012/13	2013/14
Business, Administration and Law	3,860	6,930	8,620	7,750	5,870
Construction, Planning ...	1,000	960	640	530	630
Engineering and Manufacturing ...	1,220	2,940	2,840	2,150	1,790
Health, Public Services and Care	1,810	3,810	4,950	5,200	4,000
Leisure, Travel and Tourism	900	1,030	1,100	850	580
Retail and Commercial Enterprise	2,230	3,830	4,160	3,380	2,880
Total	11,020	19,500	22,310	19,860	15,750

One of the key benefits of Apprenticeships is the opportunity for employers to develop provision that responds directly to their current and future business needs. In keeping with Further Education trends discussed earlier (and in addition to the

high level summary in Figure 15), a range of specific frameworks related to the City Region's key economic growth sectors have remained popular since the initial launch of the Skills for Growth work.



Employer skills needs in the Liverpool City Region

As part of the development of the Skills for Growth work, a wide range of growth sector employers identified a number of consistent themes regarding current and future skills needs in the Liverpool City Region. The Skills for Growth work highlights clear employer demand for digital skills and the 'upskilling' of many of their current staff to at least NVQ Level 2 in English and Maths to enable them to progress within their careers and take better advantage of the economic growth opportunities facing the City Region.

The UKCES Employer Skills Survey 2014 and further insight from employers also identified a need for staff to develop NVQ Level 3 technical skills in fields broadly related to the respective growth sector. In particular, employers in the City Region's Knowledge Economy and SuperPORT sectors re-emphasised the importance of STEM (Science, Technology, Engineering and Maths) skills for staff; both for the technical understanding of relevant scientific and engineering processes but also for the development of project management and problem-solving techniques strongly associated with this provision.

The value of these organisational skills was referenced by employers across all sectors along with a need for current and potential staff to be able to exhibit their attention to detail and analytical skills. When considering the broader, employability skills considered in demand, employers highlighted their requirement for skills provision to develop the effective communication and interpersonal skills of learners and for staff to be able to demonstrate their enthusiasm for the respective sector.

These skills need to be embedded within young people as early as possible, and there is an important role for schools and communities to play in ensuring that this happens. The inclusion of a wider group of skilled and experienced individuals in governing bodies of schools would help with this, as well as schools placing as much emphasis on achievement of skills as they do attainment of qualifications.

In addition to this, employers are clear that demonstrable and relevant work experience was increasingly important for staff of all ages and that the sector-specific, competency-based Apprenticeship frameworks available at a range of levels are extremely beneficial in helping residents and businesses develop their skills base and effectively compete in the Liverpool City Region's growth sectors.

Based upon employer feedback (i.e. LEP Panels and Boards, employer surveys), a review of the expected opportunities (such as the opening of the Liverpool 2 Container Terminal), additional feedback from those working with businesses and insight from colleges, learning providers and Universities, it is proposed that the following are the generic skills priorities for Liverpool City Region for 2015/16.



Generic Skills priorities for 2015/16 for Liverpool City Region

- Customer service for staff working in front line customer service roles: this continues to be identified by the Visitor Economy Board and is critical for the City Region, particularly with the next International Festival for Business in 2016;
- Science, technology and mathematics at all levels: there is a need for all residents to have a sound basis in mathematics and an increasing need at technician, graduate and postgraduate for general science and specific technology skills;
- Practical logistics: with the logistics developments linked to the Liverpool 2 container terminal, there is an increasing need for entry level warehouse skills (e.g. pickers and packers) and drivers of heavy good vehicles;
- Digital skills, to ensure that residents can use technology and to build upon the higher level expertise in the City Region, based around Scitech Daresbury and the cluster at the Baltic in Liverpool in particular;
- Project management which underpins good business practice and particularly construction sectors;
- Leadership and management across all levels and particularly for small and medium enterprises; and
- Underpinning employability skills that enable residents to contribute in the workplace (e.g. team working, literacy).



Growth sector skills needs in the Liverpool City Region

The Skills for Growth Agreements set out the collective aspirations of key employers in specific sectors, and provide a mechanism for employers and providers to review and design training that contributes to the competitiveness of the City Region economy.

A summary of each agreement is provided in this section.

KEY GROWTH SECTOR LOCATIONS ACROSS THE LIVERPOOL CITY REGION



Visitor Economy

Visitor Economy employers identified a need to improve communication, destination awareness and interpersonal skills of (current and future) staff and a requirement to increase levels of in-work training.

The Agreement highlights employers' demand for skills provision to expand the availability of:

- High standards of culinary skills to develop the City Region's future chefs;
- Industry-standard customer service skills (i.e. World Host);
- Language skills that reflect the City Region's visitor markets;
- Management skills including financial and people management; and
- Interpersonal and broader employability skills (i.e. teamworking).

Specific Visitor Economy skills needs

- Intermediate Apprenticeships in Rail Services, Licensed Hospitality, Cabin Crew and Technical Theatre;
- Intermediate and Advanced Apprenticeships in Hospitality and Catering, Retail, Travel Services and Customer Service;
- Advanced Apprenticeships in Leisure Management, Facilities Management; and
- Higher Apprenticeships and foundation degrees in Management.

SuperPORT

There is an ongoing need to ensure NVQ Level 2 skills are expanded amongst the sectors' current workforce and that, in particular, existing employees have the correct, sector-focussed information technology skills needed to succeed in a changing industry.

Employers in the sector identify a need to improve leadership and management skills at all levels within their workforce and, as a result, have recommended that skills provision in the Liverpool City Region responds to this need by offering higher level technical and management skills to learners of all ages. In addition, businesses highlight the need for colleges and training providers to offer sector-specific provision that will respond to industry demand for:

- Workboat operatives;
- Sub-surface engineering;
- Business and process control managers; and
- Drivers and logistics operative staff.

Specific SuperPort skills needs

- Intermediate Apprenticeships in International Trade and Logistics and Commercial Moving;
- Intermediate and Advanced Apprenticeships in Engineering Manufacture, Warehousing and Storage, Logistics Operations and Construction; and
- Higher Apprenticeships and foundation degrees in Business Management.

Advanced Manufacturing

This highlights an ongoing demand for STEM (Science, Technology, Engineering and Maths) skills at all levels within the industry and the importance for colleges and training providers to ensure learners can apply these skills in a workplace environment. In addition to technical skills in Engineering and Manufacturing subjects at NVQ Level 3, Advanced Manufacturing employers highlight the importance of project and process management techniques, problem-solving skills and attention to detail that are closely associated with STEM provision.

In order for current and future employees to be able to succeed within the sector, there is a need for colleges and training providers to ensure that their provision allows learners to develop an understanding of new, industry-standard technologies and techniques (i.e. Lean principles). In addition to these in-demand skills, employers in the sector emphasised the importance of broader, employability attributes and the need for provision at all levels to encourage team working, pro-activeness and effective communication skills.

Specific Advanced Manufacturing skills needs

- Intermediate and Advanced Apprenticeships in Composite Engineering, Process Manufacturing, Engineering Manufacture, and Improving Operational Performance;
- Advanced Apprenticeships in Operations and Quality Improvement, Engineering Manufacture and Metal Processing and Allied Operations;
- Advanced and Higher Apprenticeships in Engineering Manufacture, Electrical Trades, Polymer Processing and Metal Processing and Allied Operations;
- Higher Apprenticeships in Engineering Manufacture, Project Management and Business Innovation and Growth; and
- Wider higher education qualifications in STEM subjects, Business Management and Leadership.

Financial and Professional Services

Broader employability skills and attributes (including problem-solving techniques, effective communication skills, business ethics and enthusiasm) are key to succeeding within the sector and training provision in the City Region should encourage and develop these skills amongst learners. It also emphasises the continuing importance of entrepreneurial and enterprise skills (such as commercial awareness, presentational skills and flexibility) in a sector with increasing opportunities in consultancy and other non-traditional employment formats.

In regards to valuable technical attributes, employers in the Financial and Professional Services sector identify analytical and research skills, experience in project management techniques and an ability to adapt to and make best use of specialist technology (i.e. bespoke software) as essential to ensuring learners can succeed in the industry and should therefore be a key part of training providers' offers in the City Region.

Colleges and training providers need to develop their strategic relationships with the sector to ensure that their offer is based on relevant, competency-based frameworks and can offer learners work experience opportunities (something that is currently identified as a specific challenge in the sector).

Specific Financial and Professional Services skills needs

- Relationship Manager (Banking);
- Licensed Conveyancer;
- Actuarial Technician;
- Financial Services Administrator;
- Paralegal; and
- Chartered Legal Executive.

Low Carbon

Employers in Low Carbon sector continue to reiterate the ongoing demand for STEM (Science, Technology, Engineering and Maths) skills at all levels within the City Region's Knowledge Economy and the need for training providers to ensure learners can develop a range of operational and technical skills in a number of key areas.

There is a need for schools, colleges, training providers and universities to provide learners with the various skills to address gaps in specific job roles relating to low carbon processes and products. These gaps include:

- Operational skills relating to marine staff, machine and waste operatives, waste plant staff; and
- Technical skills for maintenance technicians, welding and electrical trades

There are also a number of higher level skills relating to mechanical, electrical and manufacturing production processes. If successfully embedded into local training provision and effectively marketed to learners, this provision would allow residents to compete within more specialist, competitive and lucrative low carbon career roles such as heat-pump installation and wind farm maintenance.

Employers highlight a further need for local provision to respond to industry demand in 'upskilling' employees working in traditional construction roles to ensure that, alongside their existing skills, they are able to adapt to new, low-carbon practices and remain competitive in the industry.

Specific Low Carbon skills needs

- Level 1 and 2 skills in manufacture process, metal work, drivers and warehousing roles;
- Level 3 technical skills in engineering technician, welding roles, and for electricians, marine staff;
- Level 4 skills in process engineering, chemical science and software development; and
- Level 5+ skills in production management, geology and for a wide range of engineering roles (i.e. civil, process, mechanical and aeronautical).

Life Sciences

The variety of sub-sectors within the industry all require a versatile workforce that is highly skilled with the right mix of technical skills, academic knowledge and vocational understanding able to respond to company needs. Employers also emphasise the importance of higher level technical cross sector roles such as bioinformatics and health economics, as well as a wider scientific skill set. These wider skill sets include the need for:

- A common scientific understanding;
- Appropriate statistical and mathematical knowledge and ability;
- Strong interdisciplinary collaboration;
- Adaptability, technical prowess and commercial awareness; and
- Broader leadership and management skills.

Life Sciences employers highlighted specific recruitment demand for a number of specific roles including engineers of any kind, formulation chemists, process technicians and clean room operatives. For learners considering scientific studies careers within laboratories, skills requirements include supporting the discovery and development of new products and accuracy and good record keeping in delivering medical and other testing services. For factory-based roles operating the large scale processes that produce a company's products and providing quality and process control to manufacturing operations, quality assurance and diagnostic skills remain important.

Effective interpersonal and communication skills and proven industry experience are identified as key for new recruits and employers have identified their preference for a competency based approach and, in particular, the concept of bundling desired competencies together when designing and developing skills provision. This in keeping with wider feedback from the industry that emphasises a clear need for new vocational entry routes into Life Sciences, with a focus on expanding Apprenticeships and Higher Level Apprenticeships to tackle significant replacement issues.

Specific Life Sciences skills needs

- Advanced Apprenticeships relating to Laboratory Technician, Science Manufacturing Technician, and Science Industry Maintenance Technician roles; and
- Higher Apprenticeships in Life Sciences and Chemistry.

Digital and Creative

The challenge for schools, colleges, training providers and universities both nationally and within the Liverpool City Region is to develop a skills offer that is both credible and responsive to the specific needs of the market. Feedback from Digital and Creative employers highlights their valuing of competence over qualifications (which can complicate wider skills planning) and the need for skills provision to naturally broaden their knowledge alongside developing particular expertise.

However, Digital and Creative businesses are clear that they value interdisciplinary team working skills across technology platforms, strong creative and design skills and the ability to explain ideas to clients. These 'fusion' skills can often involve technical computing and creative skills to create new digital products and services and are identified as essential drivers of the Digital and Creative industry. Other, key market drivers of demand that the Agreement recommends training providers should embed in their offer include:

- Coding - While specialist programmers will continue to be in high demand, understanding coding and the ability to use programming skills has a wide range of applications in digital and creative media careers;
- Design - artists and graphic/computer aided design that cross over and contribute to the development of digital products (i.e. websites and apps). This ranges from animation and visual effects to marketing and website development;
- Business management - awareness of and contribution to business objectives including commercialisation of products, analytical skills and performance management; and
- Computer security, data protection and cloud computing awareness.

Specific Digital and Creative skills needs

- Digital & technology solutions professional
- Assistant technical director
- Junior 2D artist (visual effects)
- Software developer
- Network engineer



Headline challenges

Since the publication of the first Skills for Growth Annual Report in 2013, there have been a consistent set of headline challenges for all parts of the employment and skills system to respond to. As part of the production of this document, these have been reviewed to determine whether they are still valid, as summarised below:

Challenge	Position
Raise skills levels at all ages	This remains a key action with an increasing skills gap at Levels 3 and 4. The action has been split to reflect the different roles that residents and businesses have to give greater focus and clarity.
Increase employer ownership and engagement	Employer ownership and engagement are fundamental to a successful skills system, with the action being refocused. This will now build on the Skills for Growth work, which sees businesses clearly identifying their priorities for action.
Involve employers in curriculum reviews	This has been embedded within learning institutions, as was evidenced in the Skills for Growth Annual Report 2014 e.g. Getrag Ford and Riverside College reviewing Advanced Manufacturing.
Improve the relevance and accuracy of careers education and information advice and guidance	This remains a key action and has not been helped by the plethora of new initiatives launched by Government and public agencies.
Tackle youth unemployment	Youth unemployment has reduced overall by 1/3 and there has been a significant reduction in long term young unemployed residents. The additional European funding allocated to supporting young people into work (to be spent between 2016 and 2018) will further support this reduction.

The following are proposed for 2015/16:

- Enhance links between business and education / training, so that curricula are informed by the current and future needs of businesses;
- Improve careers, information, advice and guidance, so that everybody receiving advice and guidance obtains informed and accurate advice;
- Make it easier for business to invest in workforce skills, so that productivity can be improved, growth can be delivered and businesses take a shared responsibility for skills investments;
- Promote progression of individuals, so that they are not locked into entry level jobs but can instead enhance their skills, contribute more in the workplace, increase their earning potential and support improvements in productivity; and
- Tackle long-term worklessness, enabling residents to receive the support they need to get into work and take advantage of the opportunities available.

The detailed actions against these challenges are set out in Appendix One and progress will be reported regularly to the Employment and Skills Board and Combined Authority.



Appendix 1

Skills for Growth Priorities 2015/16 Action Plan

Headline Challenge: Enhance links between business and education/training				
What	How	When	By whom	How measured
Ensure employers have a greater say in skills provision	Annual focused discussion on Skills for Growth implementation	Ongoing	Tbc with LEP sector panels	Discussion takes place
	Contact providers and businesses to collate and publish best practice examples	One each to be uploaded each quarter	Employment and Skills Board	Number of case studies received and published
Ensure local business presence is meaningfully represented on institutional Governing Bodies	Encourage institutions to include business representation by communicating clear benefits	Quarter 1 2016	LEP Strategic Board	Number of institutions with business representation on Governing Bodies (esurvey)
Work with Government to reshape local skills system to be more responsive to employer and economic growth priorities	Ensure any Area Based Review includes strong employer focus	Quarter 2 2016	Liverpool City Region Combined Authority, Government	Successful implementation of any Area Based Review recommendations
Ensure training premises and equipment respond to current and future employer needs	Deliver Skills Capital Investment Fund and related strategy	2016-17	Liverpool City Region Combined Authority and Employment and Skills Board	Successful deployment of Skills Capital Investment Fund and creation of sustainable learning facilities
Further engage learners in identified skills needs through practical application i.e. STEM, English, Maths, Digital)	Deliver Skills Show 2016 for KS4 learners	2016-17	Employment and Skills Board	Events held
	Consider potential for Skills Festival aimed at KS2/3 learners			

Headline Challenge: Improve careers information, advice and guidance

What	How	When	By whom	How measured
Ensure consistent and locally-aligned focus within IAG provision	Ensure any Area Based Review responds to need for improved IAG	Quarter 2 2016	Employment and Skills Board	Successful implementation of any Area Based Review recommendations
Align all local careers, information, advice and guidance	Establish a Liverpool City Region Careers Hub	Quarter 2 2016	Liverpool City Region Combined Authority	Effective Careers Hub in place
Ensure resident of all ages can access up-to-date, impartial careers advice through a variety of methods	Explore potential for English and Maths Skills for Growth Agreements	Quarter 1 2016	Employment and Skills Board	Publication of documents
	Explore potential for developing Skills for Growth Agreements for key sectors of large employment (e.g. Health and Care)	Draft available Quarter 1 2016	Employment and Skills Board	



Headline Challenge: Make it easier for business to invest in workforce skills

What	How	When	By whom	How measured
Work with Government to empower local employers to co-commission responsive Apprenticeships, Traineeships and other skills provision	Establish a Liverpool City Region Growth Hub to co-ordinate and provide local business support, including skills development and training brokerage provision	Quarter 1 2016	Liverpool City Region Combined Authority and LEP	Effective Growth Hub in place
	Ensure any Area Based Review identifies continued scope for Apprenticeship growth	Quarter 2 2016	Employment and Skills Board	Successful implementation of any Area Based Review recommendations
Encourage Apprenticeship growth amongst local employers	Identify Apprenticeship Ambassadors within key growth sectors	Quarter 1 2016	Liverpool City Region Apprenticeship Hub	Number of Ambassadors
	Increase engagement events with schools to widen knowledge of Apprenticeships	2016-17	Liverpool City Region Apprenticeship Hub	Number of events held and reported quarterly
	Develop local campaign aimed at employer which clearly articulates business benefits of providing Higher/Degree Apprenticeship	Quarter 3 2016	Liverpool City Region Apprenticeship Hub	Increased take up of Higher/Degree Apprenticeships

Headline Challenge: Tackle long term worklessness

What	How	When	By whom	How measured
Work with Government to improve back to work support in the Liverpool City Region	Explore local, household-based approach to address long term worklessness	Quarter 2 2016	Liverpool City Region Combined Authority, Government	Production of business case
	Develop, align and report locally-relevant KPI measures (inc destinations)	Quarter 1 2016	Employment and Skills Board	KPI dashboard reported regularly to ESB

Headline Challenge: Promote progression of individuals

What	How	When	By whom	How measured
Work with Government to reshape local skills system to be more responsive to employer and economic growth priorities	Develop and agree focused devolution proposals	2016-17	Liverpool City Region Combined Authority, Government	Reshaped system in place
Effectively communicate the benefits of workforce development and progression	Targeted campaign to articulate businesses benefits of workforce development	Quarters 1 and 3 2016	Liverpool City Region LEP	Launch/delivery of targeted campaign
	Communicate Apprenticeship frameworks and respective benefits	Ongoing	Liverpool City Region Apprenticeship Hub	
	Clearly communicate the impact that Universal credit implementation will have on businesses and their employees	2016-17	DWP	
Ensure employers have a greater say in skills provision	Annual focused discussion on Skills for Growth implementation	Ongoing	LEP sector panels	Discussions take place

www.lcrskillsforgrowth.org.uk