

## **SCRUTINY REPORT**

### **DEVELOPING FUTURE SKILLS FOR BUSINESS**

	Page
Introduction	2
Background	4
Key Findings	6
Conclusion and Recommendations	12
Summary of Recommendations	15
Appendix 1 Economic Development Service Area	18
Appendix 2 Economic Development Governance Structures	19
Appendix 3 Diplomas in Telford & Wrekin	22
Appendix 4 Telford & Wrekin: Employment, Skills & Employer Engagement	23

## 1. INTRODUCTION

- 1.1 In January 2009, Scrutiny Assembly members identified “Developing Future Skills for Business” as a topic for a Scrutiny review. Scrutiny Members wanted to be assured that skills and training provision in the borough is high quality, and relevant to the future needs of the job market to improve employability. We particularly wanted to ensure that the 14-19 Agenda and Diplomas are developed in partnership with employers so that they offer a meaningful and credible alternative qualification and route to employment for young people.
- 1.2 We were concerned that there did not appear to be a co-ordinated, strategic approach to employer engagement linked to the skills agenda, either internally, or across partners at borough level. There were a range of public sector organisations (as well as private) with their own “employer engagement” strategies and services, which did not appear to be joined up. We felt this would be confusing for employers, and mean that opportunities to engage businesses, to share market intelligence and to develop and increase the uptake of provision could be lost. We wanted to explore the potential role for the Council in taking a strategic lead in co-ordinating this activity.
- 1.3 The original intention was to undertake an In-depth review with the objective “*To recommend a model of working that ensures residents of Telford and Wrekin have access to high quality and relevant training and skills provision.*” As part of this, we identified three key areas to be addressed:
  - The need for an effective, high-level, borough-wide structure for co-ordinating skills activity
  - The need to join-up employer engagement activity across partners
  - The need for a mechanism for forecasting long-term skills needs locally
- 1.4 However, as we started the review in 2009 there were significant organisational changes that had an impact on our work. The Council had recently appointed to a newly created role of Strategic Skills Co-ordinator within the Economic Development Unit, in recognition of the fact that Telford & Wrekin needed a more co-ordinated approach to skills issues. We welcomed this commitment, as the remit of the Strategic Skills Co-ordinator was to deal with the issues that scrutiny members had identified.
- 1.5 The introduction of the “One Council” model and changes to the Council’s structure and ways of working meant that internal areas we

wanted to review were subject to internal change, and new arrangements are still emerging.

- 1.6 Given these developments, we changed the way reviewed this topic to avoid duplicating existing activity, and instead of undertaking an In-depth review we worked alongside the Strategic Skills Co-ordinator to monitor progress and look at specific areas where we could add value. To do this we met with the Cabinet Member and officers from Economic Development, Children and Young People and Education Business Partnership.
- 1.7 Section 2 of this report gives a summary of our key findings, and in Section 3 we have made a recommendation in line with the original objective of the review. The recommendation will be presented to the Council's Cabinet, and if accepted we will monitor the progress on implementation.
- 1.8 The Scrutiny Lead Member was Councillor Alan Mackenzie and the other members of the review group were Councillors Keith Austin and Kuldip Sahota and Scrutiny Co-optees Shaukat Ali and Mel Ward.

## 2 BACKGROUND

- 2.1 The landscape for skills development strategies is very complex, with a large number of organisations and stakeholders playing a role at national, regional and local level. Although we needed to understand the strategic context for skills activity, we focussed our work on specific issues that were of local importance.
- 2.2 The Comprehensive Area Assessment for 2009 gave Telford & Wrekin a red flag for “raising aspirations and preparing children and young people for the world of work”. The flag focused on pupils’ attainment at ages 11 and 16 and the proportion of 16-19 year olds who are not in education, training or employment (NEET). Although results have improved year on year since 2006, in 2009 all primary schools exceeded floor targets, but two secondary schools remained below the National Challenge threshold of 30% of pupils achieving at least 5 A\*-C GCSE grades including English and maths.
- 2.3 The Borough Towns Initiative Sport and Learning Communities (BTISLC) regeneration programme provides a platform to improve standards, raise aspirations and tackle areas of under-performance by developing transformational approaches to teaching and learning. BTISLC has incorporated the Building Schools for the Future programme which at over £200 million is the largest capital investment programme seen in the borough, and will see the rebuilding or re-modelling of all secondary schools in the borough. Two Academies are incorporated into the programme.
- 2.4 Advancing technology, the development of the global economy and the emergence of China and India have had an impact on the way we work and do business. We face the challenge of educating children for jobs in the future that don’t exist now. The amount of technical information is doubling every year which means that for young people going to university, by the time they enter their third year, information learnt in the first will be out of date. The future workforce is predicted to be much more mobile with people moving jobs more regularly. This means new approaches to education are needed so that children develop skills that businesses will require such as flexibility, adaptability, problem solving, resilience and team work. This is what the transformational education in Telford & Wrekin is aiming to address.
- 2.5 The 14-19 Agenda is being introduced nationally as the government’s response to technological change, the global economy and the

projected demand for knowledge workers with a broader range of work-based competencies and soft skills. In addition to the traditional qualifications (GCSE and A Levels), the 14-19 Agenda introduces a new suite of vocationally based Diploma qualifications in 17 subject areas by 2013, along with expanded Apprenticeship opportunities and supported learning to help disengaged and special needs learners to levels 1 and 2 through Foundation Learning.

- 2.6 The minimum school leaving age will be raised to 17 by 2013, and to 18 by 2015.
- 2.7 Outside formal learning, there is a range of publicly funded employer-based and employability training, including Apprenticeships, Train to Gain and flexible pre-employment training. Nationally, more money is being put into job-related training and funding has become much more needs-led rather than eligibility-driven. Traditionally funding has been available for up-skilling to a higher qualification, but is now also being targeted on re-skilling and cross-training. The Learning & Skills Council (LSC) removed the funding eligibility criteria for training leading to Level 2 qualifications which gave more flexibility.
- 2.8 In Telford & Wrekin, 93% of people who sign-on for employment benefit are back in work within 12 months, but the 7% who are not are the ones likely to become long-term unemployed. Jobcentre Plus (JCP) has the remit to support people into, or back into, work. JCP works with businesses through Local Employment Partnerships (LEP) to provide recruitment support and pre-employment/ job-related training in return for a commitment to recruit disadvantaged job-seekers.
- 2.9 There will be a major change in the role for the Council from April 2010, when the funding for 16-19 year olds transfers from the LSC to the Authority and will be known as the Skills Funding Agency. The authority will take on responsibility for commissioning courses for students aged 16-19, and for commissioning courses for people aged 16-25 with learning difficulties.

### 3 KEY FINDINGS

- 3.1 Key to delivering high quality “skills for business” is an economic development strategy which safeguards and creates jobs in key economic (growth) sectors, that is joined-up with commissioners and providers so that education and training is relevant and leads to sustainable employment. There are 3 main elements:
- The need to attract investment and support local businesses to retain and create jobs locally, particularly at the high-value end of the market
  - The need for long-term economic forecasting so that the system leads the market
  - The need to engage businesses in the short and medium term to develop courses and positively support programmes with work experience and placements
- 3.2 We wanted to find out what role the Council plays in this process. Internally, responsibility for these elements sits predominantly with Economic Development and Children & Young People services. The Economic Development unit is currently undergoing major changes with Transforming Telford (the inward investment agency) currently being brought back in-house as One Telford. Transforming Telford, until now, has had a remit to attract and retain investment and to consult with businesses, but has not had a direct remit for skills issues. The proposed new structure and rationale is shown as Appendix 1 to this report.
- 3.3 The Economic Development unit has also put in place a new governance structure under the Local Strategic Partnership for co-ordinating business engagement with economic development and regeneration through business networks, surveys and consultation. The structure is shown as Appendix 2 to this report.
- 3.4 The 14-19 Partnership, led by CYP, is overseeing the implementation of the 14-19 Agenda. The Strategic Skills Co-ordinator sits on the Partnership to provide a link between Economic Development and CYP. From April 2010, the LSC staff will also move into the team as the Skills Funding Agency. We wanted to know how, and to what extent, businesses have been engaged in the development of the 14-19 Diplomas. There are 4 pathways:
- General qualifications - traditional GCSE and A Levels and the International Baccalaureate
  - 14-19 Diplomas - the programme timetable is attached as Appendix 3 of this report. The target in Telford & Wrekin is for 25% of young

people to be undertaking a Diploma. Key issues are to engage businesses on one side, and to provide children, careers advisors and parents with high quality information advice and guidance about the Diplomas on the other side. Work is being done to project the intake for each Diploma at each level so the Diplomas meet the needs of the local labour market and meet the aspirations of the young people to careers outside the area. By 2013 all young people will be entitled to access a locally delivered Diploma. In August 2009, 59 young people had signed up to the first 2 diplomas. It was thought that in the initial roll out, numbers would be small based on the schools and providers capacity; however, as diplomas become more embedded, more providers will be brought in to cope with demand. Depending on uptake and future funding, there may need to be a rationalisation of delivery between schools.

- Foundation Learning - this is individualised learning aimed at young people unlikely to achieve a level 2 qualification by age 16, such as disengaged or special educational needs children. This will aim to re-engage children through interesting and accessible projects, such as sports, to progress young people through levels 1 and 2. This would theoretically alleviate the NEET issue in the longer term as the school leaving age is lifted to 18 in 2015.
- Apprenticeships - the national government target is for 1 in 5 young people over 16 to be studying for an Apprenticeship by 2013. These should be work-based qualifications, and although the government has said it will ensure there are enough places to offer young people, there has been a difficulty in getting enough employers to offer work placements.
- In addition there will be a post-16 employment with training option whereby young people between ages 16-19 in employment will have the right to training to the equivalent of one day per week and the employer must ensure this is provided.

The aim these measures included in Raising of the Participation Age (RoPA) is to raise the level of educational attainment at 19. Telford & Wrekin is below national average on Performance Indicators for people at 19 with a level 2 qualification (67.8%) and level 3 (41.4%) so this is something that needs to be improved.

- 3.5 Education Business Partnership (EBP) is external to the Council but part funded by Telford & Wrekin in partnership with Shropshire Council. EBP is managed internally by CYP's School Improvement Manager. EBP is responsible for engaging employers with the 14-19 Diplomas across Telford & Wrekin and Shropshire. At the time of our meeting in August 2009, EPB reported to us that there had not been a major problem in engaging businesses with the Diplomas, but that some

sectors were more difficult than others. We were not clear how closely EBP is linked into the Council's structures and would suggest that the Council's relationship and the role of EBP is considered as part of the restructuring to ensure the authority is getting value for money.

- 3.6 We wanted to know how local skills needs are identified, and how these are correlated with training planning. We found a potential gap locally in sophisticated employment forecasting, and that this could potentially be a role that the Council could lead on. The process for identifying employer needs is that the Sector Skills Councils define employer needs at national level through national surveys and employer consultation. The LSC also undertook national Employer Skills Surveys. Needs are fed down to regional and local level to influence allocations of funding for different qualifications. In 2009 £1.4bn was allocated for Further Education in the West Midlands. Whereas the government used to give money directly to colleges, there is now a commissioning process so that bids have to be made against the funding allocations. Funding therefore flows from top down and although work is being done regionally to identify potential new employment sectors, there is a gap in the depth and extent of research that is done locally. Local providers, such as TCAT, work with employers but the evidence is used for their own purposes and there is no mechanism (or incentive) for sharing this information across partners. Telford & Wrekin should be able to confidently state what it needs, and then influence the commissioning. There will be more opportunity to do this once the Authority takes on the commissioning role from the LSC.
- 3.7 There will be a significant drop in Local Authority budgets over coming years, whereas funding which is currently allocated to regional bodies and quangos could be available to Local Authorities to bid for, and it is important that Telford & Wrekin does not miss out on these opportunities. We wanted to find out how the Council is addressing this. The Council became aware last year that its approach to attracting external funding needed to be enhanced, particularly as a result of the economic climate and the future budget challenges. As a result the former (European Regional Development Fund ) ERDF Team have been relocated to work for the Head of Customer Services & Business Transformation, to ensure a more strategic and council wide approach to external funding. The aim is, by March 2010, to implement an external funding strategy which delivers on key priorities, which makes service areas aware of funding opportunities, and which supports the process from bidding to project management. The team will work closely with the Strategic Skills Co-ordinator to ensure the approach is

co-ordinated.

- 3.8 We were concerned to find out how the Council as a major employer in the borough is helping to create apprenticeships and leading by example by providing work opportunities to local people. There has been some excellent work done by the Strategic Skills Co-ordinator in attracting funding from the Future Jobs Fund. By May 2010, 47 jobs will have been created with T-Cat, and a further 100 are lined up for 2010-11. This equates to external funds of £6500 per job, so a potential £955k if we hit targets. A report is being presented to the Corporate Management Team in April on internal apprenticeships which would completely change the authority's recruitment process to encourage more NEET's and young people into the council. There is a nominal figure of 50 extra apprentices this year, and £100k of Deprived Area Funds has been lined up for this which the Council is looking at matching.
- 3.9 We wanted to find out whether Telford & Wrekin is making the most of the BTISLC programme to create sustainable employment opportunities for local unemployed people. The procurement process for major capital developments can be used to create apprenticeships. Some local authorities have been very innovative in how they specify contracts to ensure the use of local labour and the creation of apprenticeships without contravening EU regulations. Outside the procurement process, Local Authorities can play a role by developing a relationship with developers and partners to facilitate the creation of apprenticeships. Unfortunately promising early discussions between the Strategic Skills Co-ordinator and Kier about a Construction Academy linked to the BSF programme has fallen foul of the public sector budget cuts and is now looking unlikely. However, a Construction Supply Chain Event was held in February with Kier, which brought together 190 attendees, and an event focusing on Future Skills for the Construction Industry will be held in the summer. This was also attend by the EBP Diplomas Advisor who presented to the contractors on how they could engage with local education providers.
- 3.10 We mentioned earlier that Telford & Wrekin is a NEET "hotspot", which means the number of young people aged 16-19 and not in education, employment or training is unacceptably high. It was noted earlier that the Foundation Tier of the 14-19 agenda should help alleviate this problem in the long run, although there is along way to go with this, but there remains an immediate problem to tackle. We wanted to find out what the Council and its partners are doing to address this.

- 3.11 NEETs were identified as a hotspot in 2008, and although the number has been static over the last 3 years, at 9% it remains too high. Neither does this number take account of the “not knowns” i.e. young people who have not been tracked, which would increase the number further. NEETs have been identified as a priority for the Children’s Trust and the Council, and a strategic NEET group was set up last year, Chaired by the Director of Children’s Services, which reports back to the LSP. This has developed the Positive Futures for Young People (PFYP) strategy which is a multi-agency Action Plan designed to tackle the problem. Internally, the responsibility for NEET has moved from Economic Development to CYP, although the Strategic Skills Co-ordinator sits on the group to maintain links. PFYP includes objectives around maximising resources across partners, early interventions as prevention, improved tracking and sharing of data, high quality advice and guidance and developing flexible learning opportunities.
- 3.12 We wanted to explore the strategic approach to skills across the borough, and how partner organisations work together. At borough level, the Local Strategic Partnership (LSP) is a co-ordinating group, responsible for jointly developing and delivering the Local Area Agreement which sets out the strategic priorities, and targets, for the borough including for education attainment and worklessness. The LSP includes the key public sector skills agencies such as the LSC, Jobcentre Plus, Business Link as well as representatives of schools, colleges and universities. The LSP has thematic groups, one of which looks at Employment and Skills issues. This would seem to be the right mechanism for strategic co-ordination, although is currently subject to a review. We did not explore in detail the level of skills co-ordination that currently exists in the LSP, and we understand that the working arrangements for the group are currently under review.
- 3.13 At an operational level, there are at least 15 public sector organisations with “employer engagement” staff individually knocking on employers’ doors, offering a wide range of services in isolation. The offer for employers is fragmented, confusing and inefficient and this needs to be addressed if we are to maximise the value of the relationship with businesses. Shropshire Chamber’s Business Engagement project is developing a guide for employers “Employers’ Guide: Employment and HR” which

provides information about the range of business support agencies and their services, to simplify and demystify the picture for employers. This is useful, but a guide is not the whole solution, and an effective agreed protocol between agencies in the way they work with businesses would streamline and improve efficiency for employers and agencies alike.

- 3.14 As many of the traditional industries have died, new enterprise skills need to be considered and we wanted to know what is being done to provide business training to new entrepreneurs and self-employed people. Enterprise HQ in Coalport supports new start businesses. It helps new home-based businesses by providing access to technology and office space for meetings. This is linked to Wolverhampton University so users have the benefit of technology transfer.

## 4 CONCLUSION AND RECOMMENDATIONS

The period of the review has coincided with a time of great change for the authority with the introduction of the One Council vision and new ways of working across priority areas, as well as additional financial pressures. Additionally, there has been significant activity in a number of areas highlighted in this report, and we would like to acknowledge the good work that has been done in identifying and starting to tackle these issues, particularly around Apprenticeships and NEETS. We welcome the Council's commitment to skills development with the creation of the Strategic Skills Co-ordinator post, and the achievements of the post-holder in terms of concrete outcomes such as attracting funding for apprenticeships as well as developing internal and external communication links.

However, we feel that there are two areas for improvement where the Council can play a role:

### 1. The Internal Structure

We feel there is more that could be done internally to join-up the Council's employer-facing activity to improve outcomes for local people. In spite of some very good work in different areas within the Council, there needs to be a more robust and systematic structure in place to join up employer engagement activity to maximise resources and improve efficiency. Although the Strategic Skills Co-ordinator plays a key role in linking work across service delivery areas, we feel the links should be structural and systematic. A joined-up structure would bring the following benefits:

- Improve the depth and extent of research into local skills needs by maximising internal contact with businesses. This information could be used to inform commissioning and to influence college provision.
- Better long-term skills forecasting by capturing information from planning, housing, transport and other service areas to more accurately predict future skills needs, for example in the construction industry, which will be stimulated by major capital projects and inward investors
- Better support for EBP by linking them into the Council's structure and broadening the scope of their offering
- More robust economic profiling for the Local Area Assessment
- More leverage to engage businesses in the skills agenda
- Closer working with the Corporate Programme Team so that funding bids are aligned to identified priorities
- A better opportunity to lever out local economic benefit from the tender process for capital projects by specifying the requirement for contractors to use local labour within EU legislation. (This has already

- be highlighted in a previous scrutiny review of procurement).
- The ability to communicate better with Members about key issues and service developments so that they can feed into the process and help raise awareness of services with local people
  - Link the development of the skills infrastructure with strategies for developing Telford & Wrekin's technology infrastructure such as access to high speed broadband
  - Demonstrate to the business community that the Council is working efficiently and effectively

Appendix 4 shows some of the areas of overlap within the Council.

We have therefore made the following recommendation:

### **Recommendation 1**

That a demonstrable structure is put in place to join-up employer consultation and engagement, economic development and skills and training strategies across the Council, particularly between CYP and Economic Development, and including the Education Business Partnership. This should include:

- consideration of a shared employer-CRM system to streamline employer engagement, capture information, analyse trends and needs, and forecast future skills demand
- clearly defined roles and responsibilities for the various employer-related activities (such as business surveys, business events) which can be shared to inform the work of all Council staff
- links to the Corporate Programme Team so that funding bids are aligned to priorities
- links to Procurement to maximise local economic benefit through tender specifications and developer relations
- communication with Members to improve awareness of issues and provision to help them promote what is available

### 2. External Communication

We identified a role for the Council in leading the strategic planning and co-ordination of skills activity across the borough.

We were concerned that there is duplication of effort with so many agencies operating in the borough with their own strategies and employer engagement teams – we identified at least 15 – and that, especially with such pressure on public sector budgets, there could be efficiency gains and service improvements to be made from a joined-up employer

engagement and service delivery strategy. Equally this would simplify and streamline services for employers.

Whilst we recognise that partner organisations are driven by their own commercial imperatives, funding regimes and targets, more joint working would:

- Improve the depth and extent of research about local skills needs
- Improve the level of shared information so programmes and training can be planned in a strategic way across partners, and aligned to jobs, particularly in identified growth sectors
- More rounded support for businesses, helping to create and save jobs
- Increase market penetration
- Maximise collective resources and services
- Eliminate duplication
- Increase opportunities for cross-referrals
- Increase the involvement of businesses with programmes and improve uptake of services
- Better value for money for local businesses and local people

Linked to this is the need for shared data to inform activity. There are issues with individual organisations sharing commercially confidential information, and there are clearly data protection issues around sharing information about people accessing services. Nonetheless, we would recommend that the issue of shared information should be looked at, with the Council taking a lead on discussions with partners.

We have therefore made the following recommendation:

### **Recommendation 2**

That the Council takes lead role in co-ordinating skills activity across the borough, and develops joint working arrangements through agreed protocols with partner organisations to join up activity at a strategic level. This should include:

- Agreed working arrangements or protocols between partners
- How to collect and share data across the range of partners
- Joint initiatives for employer engagement and service delivery
- To include Information, Advice and Guidance organisations (e.g. Connexions 4 Youth)
- Appropriate joint performance measures and monitoring

## 5. SUMMARY OF RECOMMENDATIONS

The recommendations are summarised in the table below. We have assigned a priority level to each of the recommendations, and given an indication of the cost.

It is not possible to provide detailed costings for the recommendations within this report without a considerable amount of additional work being undertaken by both scrutiny and finance officers. However, the recommendations have been placed into one of three categories as follows:-

- Low cost indicates that the recommendation could be funded from within existing resources, although not necessarily in the current year.
- Medium cost indicates that the recommendation is anticipated to cost up to £10,000 which is not currently budgeted.
- High cost indicates that the recommendation is expected to cost more than £10,000 which is not currently budgeted.

Recommendation	Indication of cost
<p><b><u>Recommendation 1</u></b> That a demonstrable structure is put in place to join-up employer consultation and engagement, economic development and skills and training strategies across the Council, particularly between CYP and Economic Development, and including the Education Business Partnership. This should include:</p> <ul style="list-style-type: none"> <li>• consideration of a shared employer-CRM system to streamline employer engagement, capture information, analyse trends and needs, and forecast future skills demand</li> <li>• clearly defined roles and responsibilities for the various employer-related activities (such as business surveys, business events) which can be shared to inform the work of all Council staff</li> <li>• links to the Corporate Programme Team so that funding bids are aligned to priorities</li> <li>• links to Procurement to maximise local economic benefit through tender specifications and developer relations</li> <li>• communication with Members to improve awareness of issues and provision to help them</li> </ul>	

promote what is available	
<p><b>Recommendation 2</b></p> <p>That the Council takes lead role in co-ordinating skills activity across the borough, and develops joint working arrangements through agreed protocols with partner organisations to join up activity at a strategic level. This should include:</p> <ul style="list-style-type: none"> <li>• Agreed working arrangements or protocols between partners</li> <li>• How to collect and share data across the range of partners</li> <li>• Joint initiatives for employer engagement and service delivery</li> <li>• To include Information, Advice and Guidance organisations (e.g. Connexions4Youth)</li> <li>• Appropriate joint performance measures and monitoring</li> </ul>	

## **ACKNOWLEDGEMENTS**

Councillor Eric Carter	Cabinet Member
Meredith Evans	Corporate Director - Housing, Regeneration, Prosperity
Peter Smith	Head of Economic Development
Corin Crane	Strategic Skills Co-ordinator
Jim Collins	Head of Learning & Achievement
Val Senior	School Improvement Manager 14-19
Vicki Walton	Education Business Partnership

## Appendix 1

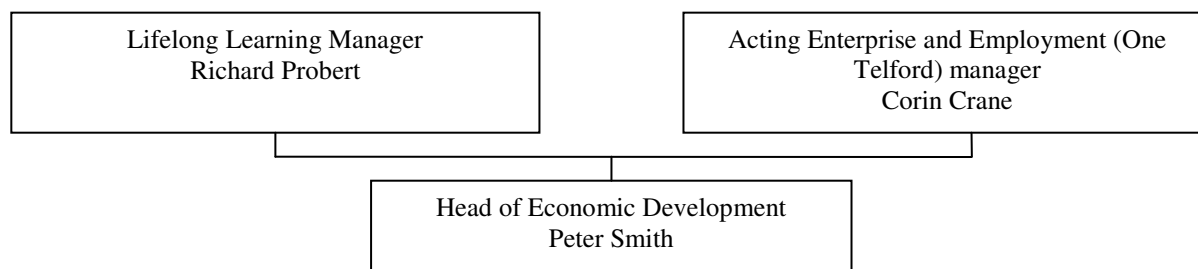
### Economic Development Service Area

#### 1. Rationale

Improving quality of life through creating a range of jobs and ensuring that all the people of the Borough can compete for those jobs

#### 2. Overview

Economic Development comprises two Service Delivery Units: Lifelong Learning; and Enterprise and Employment (One Telford):



#### Lifelong Learning

Engages with the most deprived and hard-to-reach adult population to increase the number of people accessing education, training and work. 36,000 working age adults in Telford have no qualifications, with a total of 57,000 that don't have Level 2 qualifications (GCSE level) – together almost 50% of the working age population (source: census 2001). 3 aspects to the service:

- Providing courses and training opportunities – linked to progression routes to work and higher level qualifications
- 4 outreach workers based in the community to engage with the most deprived and hard-to-reach adults
- Adult Careers advice (for Shropshire, Telford and Wrekin) delivered in partnership with Job Centre Plus, supporting unemployed people back into work and those threatened by redundancy, but also developing those looking to progress within work.

Highly responsive service based on need. Supports wider council objectives through working with families to improve parenting and reduce family poverty, promoting social engagement and regeneration, and support the voluntary sector.

#### Enterprise and Employment (One Telford)

Supports the development of the Borough economy to create and preserve

good quality jobs, and to equip adult residents with the skills to compete for those jobs and progress within employment. Within the council One Telford will take the lead role in three main areas:

**Business Support:**

- Focussing on key sectors (polymers, high value manufacturing, environmental and building technologies, business and professional services): supporting existing businesses through business networking (Telford Business Partnership, BESST, HR Forum, Construction forum etc.)
- Attracting investment through 'Property Pilot' commercial property database, hands on support, marketing the Borough as an investment location
- Encouraging business start up – Enterprise HQ etc.

**Tourism:**

- Business and leisure tourism support: convention bureau, marketing campaigns etc.

**Economic Development & Skills:**

- Coordinating adult skills strategy and employment support: Future Jobs Fund, redundancy support, apprenticeship programme
- Economic development – producing a Local Economic Assessment, leading on regional matters, refocusing our relationship with 3<sup>rd</sup> sector

### **3. Resources and Outcomes**

Lifelong learning

- 19 fte posts plus a pool of casual tutors
- largely funded through the Skills Funding Agency (formerly Learning & Skills Council),
- supports over 3000 adults pa: 87% are unemployed; 48% then go into work, learning or training (8% above regional target); 82% of users are from most deprived wards 11% from BME community.
- 99% of users satisfied/very satisfied with the service, 99% would recommend the service to others.
- VfM, - £191 per user (Herefordshire £373; Worcestershire £308)

Enterprise and Employment (One Telford)

- 15 fte posts
- Income generated through membership of networks, groups and delivery contracts
- 2009/10: 41 new investments/business expansions creating 358 jobs

#### **4. Review and restructure progress**

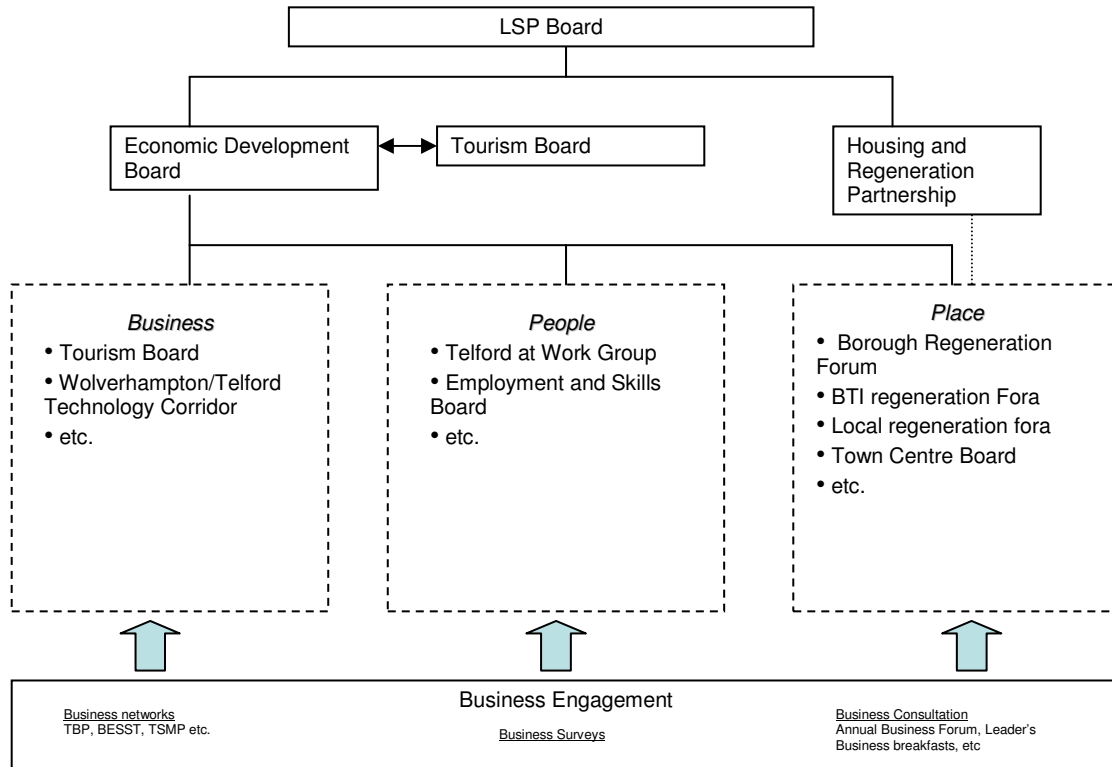
- Lifelong Learning review completed January 2010 releasing £53,676 (14.6%) with further opportunity for saving through recruitment
- Transforming Telford economic developments services transferred in house formally on 1<sup>st</sup> April 2010 as 'One Telford' (Enterprise and Employment Service Delivery Area)
- Enterprise and Employment Service Delivery Area review to commence April 27<sup>th</sup> 2010

#### **5. Key issues**

- a. Local Economic Assessment  
Under new duty of economic assessment, needs to influence/be influenced by, key policies and plans
- b. Partnership Delivery/Total Place  
Role is to develop learning and skills, employment and economic development priorities and work with partners to deliver
- c. Joined up Council services  
With One Telford back in house, we need to provide effective and joined up Council support for businesses and residents by ensuring the unit's expertise is used across all service areas.

## Appendix 2

### Economic Development Governance Structures



## **Appendix 3**

### **Diplomas in Telford & Wrekin**

- Initially as a pilot in selected schools, colleges and training providers
- Provision will be increased on an incremental basis until 2013 when all 14 lines of learning will be available to all

### **Teaching From 2009**

- IT
- Creative and Media

### **Teaching From 2010**

- Business, Administration and Finance
- Society Health & Development
- Construction & Built Environment
- Manufacturing & Product Design,
- Hair & Beauty

### **Confirmed for teaching from 2011**

- Engineering,
- Hospitality
- Environmental and Land-based Studies
- Public Services,
- Sport & Active Leisure

### **Applying for in Gateway 5 (Autumn 2010)**

- Retail,
- Travel & Tourism

### **Further Developments**

Science, Languages, Humanities – entitlement for 17 year olds, can be offered to 14-16 year olds

## Appendix 4

# Telford & Wrekin Council Employment & Skills & Employer Engagement

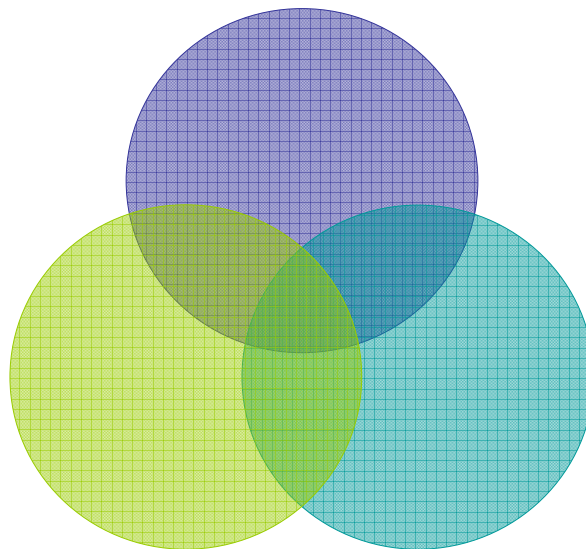
### One Telford

#### **Internal**

FJF, NEET's, Apprenticeships Funding, Link between adult and 14 - 19

#### **External**

Employer Engagement, Sector and Network Development, Redundancies, JC+, Providers, EBP, Employment and Skills Lead, External Funding



### Education Business

#### Partnership/

#### Connexions

#### **Internal Relationships**

Work Placements

Diploma Development

#### **External Relationships**

Schools

Business Sector

FE Colleges

JC+

### HR

#### **Internal Service**

Apprenticeship Team

Redundancy Support

Recruitment

#### **External Relationships**

JC+ (LEP's, Redundancy

Fund, FJF)

Providers

#### **In the future?**

Other Public Sector orgs