

APPENDIX 4

Priority: Skills and Learning
Sub-Priority: Apprenticeships and Training
Impact: Meeting the skills and employment needs of local employers

What we said we would do in 2013/14: -

1. Work with the public, private and voluntary sectors to increase the number of apprenticeships, traineeships and work experience opportunities

Progress status	Progress RAG	A	Outcome RAG	G
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What we did in 2013/14 –

Worked across all sectors to ensure that young people have a wide range of opportunities.

There is an active working group developing a “Shared Apprentice” model with Coleg Cambria / UPN / Welsh Government and FCC and a construction industry-led apprenticeship scheme is in place and FCC is providing it with strategic direction at Board level. This will create at least 50 additional apprenticeships per year, with national sector led funding and tied to the community benefits commitments of the new North Wales Capital Procurement Framework is being developed.

Work in relation to this area has progressed well over the year and in particular Communities First worked in Partnership to:

- take advantage of the opportunities to link the Jobs Growth Wales & Young Recruits Programme with Coleg Cambria and businesses on the Deeside Industrial Park. 12 jobs were secured under Jobs Growth Wales.
- ensure West Flintshire Community Enterprises (a social enterprise set up by Communities First) to created and implemented an initiative to support community-based job opportunities for young people in Flintshire who require more intensive support in the work place and will be helping many young people who require more intensive support to reap the benefits from work experience opportunities at the Artisans Shop on Holywell High Street. This work will link closely to the BEN. This project will work in partnership with Coleg Cambria, WEA Cymru, Job Centre Plus, Careers Wales and Groundwork to provide fully supported training which will

allow young people to learn in an environment that will overcome fears and build confidence without having the real pressure of the workplace. In addition to this it will give a “Hands on” approach to learning within the retail – hospitality and customer care sector.

- work with three local employers who all have low level skill vacancies hence extending the work experience opportunities to the full spectrum of abilities of young people.

What went well - Flintshire County Council was nominated to the Construction Shared Apprenticeship Board in March 2014.

What did not go so well – Overall numbers were quite low so we want to improve that in future years.

Achievement will be measured through:-

- Work with the public, private and voluntary sectors to increase the number of apprenticeships, traineeships and work experience opportunities

Achievement Milestones for strategy and action plans:

- Youth unemployment has reduced to 5.8% against a target of 6.8% in March 2014

2. Launch the Employers' Promise in the public sector to promote and enhance our roles as employers				
Progress status	Progress RAG	A	Outcome RAG	G
<p>What we did in 2013/14 –</p> <p>Completed our Employers' Promise and launched it with LSB partners. An Employers' Promise was developed by the AEWE Project Board (now Employment, Skills and Jobs) and was signed off by the LSB. A formal launch of the Employer's Promise took place at the LSB meeting on 1st April 2014 with the commitment that a HR working group will take this work forward,.</p> <p>HR Representatives from partner organisations were invited to join the AEWE Project Board (now Employment Skills and Jobs) and have been commissioned to start to identify ways of delivering the five main themes of the Employers Promise'.</p> <p>A Project Manager was appointed to provide support for the development and coordination of a programme of work around this.</p>				
<p>What went well – Good launch with press coverage.</p>				
<p>What did not go so well – Delay to HR group convening later than planned; additional pace will now be needed.</p>				
<p>Achievement will be measured through:- Launch the Employers' Promise in the public sector to promote and enhance our roles as employers.</p>				

3. Set a marketing strategy to communicate the range of apprenticeship and training programmes available				
Progress status	Progress RAG	A	Outcome RAG	G
<p>What we did in 2013/14 – Assessed the potential for a local marketing strategy.</p> <p>Work had been ongoing to create a local version of the much noted “InformSwansea” model assessing compatibility of technology, use in the local context and possible outcomes of the model. Upon further interrogation of the “InformSwansea” model we noticed that the level of completed transactions (i.e. someone successfully enrolling on a course) was quite low therefore we started to assess further models.</p> <p>One such model will be developed with the Welsh Government and the North Wales Economic Ambition Board to cover the whole region providing valuable information about the range of training programmes. Further work was undertaken to determine the following:</p> <ul style="list-style-type: none"> • Who will create and develop a similar website for North Wales. • The associated costs and whether there are any possible funding opportunities • Developmental capacity of site • Site content • Timeframe around site development and implementation. 				
<p>What went well – Delegated this work to Welsh Government and the Economic Ambition Board.</p>				
<p>What did not go so well – Change in direction from local approach to potentially a regional model has led to delays in delivery.</p>				
<p>Achievement will be measured through:- Set a marketing strategy to communicate the range of apprenticeship and training programmes available</p>				

4. Identify the skills gaps for an increased number of apprenticeship and alternative programmes and investment in training

Progress status	Progress RAG	A	Outcome RAG	G
<p>What we did in 2013/14 - Delivered training for more than 200 young people.</p> <p>Work in this area is progressing both internally and in Partnership via the work of the Project Board.</p> <p>Internally within FCC :</p> <ul style="list-style-type: none"> • Apprentice numbers within Flintshire County Council are increasing. In the academic year 2012 / 2013 we had 123 employees undertaking Apprentice frameworks. By the academic year 2013 / 2014 we had 177 people undertaking apprenticeship frameworks. • An exit strategy has commenced for the current Trainees. Increased training in C.V. writing/ interview skills is planned to accommodate the changes expected within Local Government. This work is being undertaken to ensure those Trainees who are unable to gain employment internally – will have every opportunity to gain employment in the external labour market <p>In Partnership:</p> <ul style="list-style-type: none"> • Communities First have secured funding from “Reaching Higher, Reaching Wider” for Science STEM events and clubs. • Much work has been undertaken with the Deeside Enterprise Zone to look at engaging businesses to work closely with Schools around the STEM (Science, Technology, Engineering and Mathematics) subjects and the Science Clubs to include workshops to identify business needs and those of young people. Employers are now involved within these projects. • A new project is being developed as a Winter/Summer College with Schools, Employers and Coleg Cambria to be funded by Reaching Higher, Reaching Wide (RHRW). 				
<p>What went well – Summer College with schools benefited young people at risk of becoming NEET.</p>				
<p>What did not go so well – More quantifiable data and information will enable us to assess progress and set achievement targets.</p>				
<p>Achievement will be measured through:- Identify the skills gaps for an increased number of apprenticeship and alternative programmes and investment in training.</p>				

5. Support the development of the Young Entrepreneur Programme with the Flintshire Business Entrepreneurship Network

Progress status	Progress RAG	G	Outcome RAG	G
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What we did in 2013/14 – Delivered two major entrepreneur programmes.

Work in this area is on-going and is progressing very well with Communities First leading the way:

- Communities First have worked with Askar Sheibani (prominent local business person and Chair of Deeside Industrial Park Forum) to support a Dragon’s Den event and Communities First were involved in the launch of Wrexham’s BEN and this is soon to be a radio programme on BBC Radio Wales.
- Communities First are currently planning a Celebration event to celebrate the success of the BEN and all of its achievements to date across both clusters, scheduled to take place on 6th June 2014.

Business Entrepreneurship Network

Overall, there has been excellent progress with strong links develop across the network in 2013 – 2014 enabling young people to access support to become entrepreneurs by providing them with the skills support and networks. Of particular interest in 2013 – 2014 are:

- BEN Meetings took place in October 2013 and in March 2014.
- Welsh Government is very supportive of the BEN.
- Good links have been developed with Coleg Cambria and Glyndwr University, both are partners on the BEN.
- The work Programme for 2014 has now been set.
- Another Dragons Den event has taken within the Communities First Clusters.
- The BEN is working across both Clusters with the East Focusing on The Enterprise Club and the West Cluster focusing on the Academies; these two projects are linked through Communities First and BEN.

The Enterprise Club

The enterprise club has gone from strength-to strength in 2013 2014 and key highlights include:

- The Enterprise Club has over 50 members and crosses both Clusters.
- There are 6 Entrepreneurs trading.
- 3 Entrepreneurs are looking to support the Artisans Shop in Holywell to gain experience in retail plus this is an excellent outlet for the goods / business ideas.

What went well – Received Welsh Government recognition.

What did not go so well – More quantifiable data and information will enable us to assess progress and set achievement targets.

Achievement will be measured through:-

Support the development of the Young Entrepreneur Programme with the Flintshire Business Entrepreneurship Network.

6. Continue to develop and increase the number and range of Communities First Job Club programmes				
Progress status	Progress RAG	G	Outcome RAG	G
<p>What we did in 2013/14 – We ran 6 Jobs Clubs in Flintshire in 2013 / 2014.</p> <p>Much grass roots work has been undertaken and a lot of progress has been made within the year, notably:</p> <ul style="list-style-type: none"> • Communities First staff worked with three local employers who all had low level skill vacancies. • There were 6 job clubs running within the two Communities First clusters. • An education programme was developed and employability workshops ran alongside the Job clubs. • One Careers Carousel event was run at Flint High School. • The Employability club(s) ran weekly and are aimed at 16-24 year olds. • A Jobs Fair was held at Flint in February 2014. 				
<p>What went well – Jobs and Employability Clubs in 6 of the most deprived wards supporting more than 100 people to secure employment.</p>				
<p>What did not go so well - More quantifiable data and information will enable us to assess progress and set achievement targets.</p>				
<p>Achievement will be measured through:- Continue to develop and increase the number and range of Communities First Job Club programmes.</p>				

7. Implement skills development programmes in partnership with local employers				
Progress status	Progress RAG	A	Outcome RAG	G
<p>What we did in 2013/14</p> <p>Carried out a feasibility study of the North Wales Advanced Manufacturing Skills and Technology Centre. Significant progress was made in:</p> <p>North Wales Advanced Manufacturing Skills and Technology Centre</p> <ul style="list-style-type: none"> • Significant progress has been made with the North Wales Advanced Manufacturing Skills and Technology Centre (NWAMSTC) project. • Phase one of the feasibility study has been completed to develop a skills pipeline in partnership with Welsh Government, HE, FE and private industry. • The Minister for Economy, Science and Transport has accepted in principle the second stage of the feasibility study and also acknowledged that Phase 1 of the NWAMSTC will cost in the region of £8m. • Support in principle has been secured from Bangor, Glyndwr, Swansea, Cardiff, Liverpool and Chester Universities, the project is also being strongly supported by Toyota, Tata and UPM. • The first stage of the NWAMSTC will be developed at Shotton Point. This will:- <ul style="list-style-type: none"> ○ Provide a hub for the NWAMSTC and safeguard an important historic building (former John Summers Steelworks offices). ○ Make a clear statement of the ambition of North Wales to be recognised as a major centre for advanced manufacturing. • The NWAMSTC will link industry to education (at the HE/FE / school levels), it will provide access to technology and R&D and will also allow North Wales businesses to access funding such as that available through the UK Government's Aerospace Technology Institute (currently £1.1 billion). • The critical need now is to set out a project management/delivery plan, this will need a dedicated resource. Maintaining momentum is essential, otherwise we will lose the interest of business and the universities. <p>Local Jobs</p> <ul style="list-style-type: none"> • Committed jobs now exceeds 1,000, rate of delivery expected to increase in 2014. • An increased proportion of jobs are being captured locally via the Local Labour Market Initiative. • Closer working relationships with partner Local Authorities have been developed. 				

Commercial Units

- Around 320,000 sq ft of existing commercial space has been taken up with a known demand for more.
- WG have accepted the need to deliver 80,000 sq ft immediately and is proposing a form of Property Development Grant.
- A suggested marketing plan has been developed – Awaiting feedback from WG.
- WG have secured a planning permission to undertake works to strengthen the River Dee flood embankment along the southern boundary.

Skills

- Skills issues underpin the approach to DEZ, to date attempts are underway to:
 - Develop a skills pipeline to address long term needs for growth and address the workforce demographic.
 - The NWAMSTC will be a key part of the skills pipeline.
 - A shared apprenticeship scheme has been well received by employers but will look at 20 posts initially.

Communities First are;

- Continuing to develop a Local Labour Market initiative working closely with employers to meet their skill requirements, and job matching to meet the job requirements.
- Working with Schools, Colleges and local employers to develop an enrichment project which will target the under achieving young people who are at risk of becoming NEET.

What went well – More than 1000 local jobs were committed.

What did not go so well - More quantifiable data and information will enable us to assess progress and set achievement targets.

Achievement will be measured through:-

Implement skills development programmes in partnership with local employers.

Targets have been revised for 2014 / 2015 to include unemployment levels for young people in general, at 6 months and at 12 months as well as a proxy for skill levels with NVQ or equivalent achievement. This is reflected in the 2014 – 2015 improvement plan.

Consequently, we have three measures of which one does not have a target therefore no RAG performance, although there is an indication of out-turn.

An explanation of what we are proposing with the other four measures mentioned in the action plan is as follows with:

- Improving the local skills base to improve employability and earning prospects does not have reliable measures of performance attached for this year therefore we have decided to use NVQ equivalence 2, 3 and 4 from the annual Labour Force Survey.
- Increasing the number of people who successfully establish and grow businesses does not have reliable measures of performance attached for this year therefore we need to access the Annual Business Inquiry to register volumes of business births and deaths (ONS terminology).
- Increasing the number of apprenticeships in the public and voluntary sector does not have reliable measures of performance attached for this year therefore we need to count on central source of information and this is available from Welsh Government.
- Increasing the number of new work experience and apprenticeship opportunities does not have reliable measures of performance attached for this year therefore it needs to be counted in a clear and consistent manner from 2014 onwards.

Achievement Measures	Data Officer / Organisation	2012/13 Baseline Data	2013/14 Target	Aspirational Target	Year-End Outturn	Performance RAG	Trend
Reducing the percentage of 16 to 24 year olds claiming job seekers allowance	DWP	7.8% average	6.8%	7.0%	5.8%	G	Improved

Achievement Measures	Data Officer / Organisation	2012/13 Baseline Data	2013/14 Target	Aspirational Target	Year-End Outturn	Performance RAG	Trend
Securing high levels of 16 year olds in education, employment and training	Careers Wales	97.7%	Not Set	Not Set	96.4%	N/A	Downturned
Increasing the number of people who successfully establish and grow businesses	North Wales Economic Ambition Board	Flintshire (2011) - 420 new active businesses created 2012 – supported business to create 573 new jobs and safeguard 1,300	1,000	1,000	1,741	G	Improved

NB: - Targets will be revised within this area to show achievement more clearly. In addition to the above listed which will remain, we will have separate categories for;

- 1) Overall number of apprenticeships with Coleg Cambria and other training providers,
- 2) Overall number of apprenticeships for every organisation/business in Flintshire.
- 3) Overall number of apprenticeships employed in the public, voluntary and community sectors.

We will work with our partners to clearly define and set up a reporting process for this data in advance of the next quarterly submission.

Risk to be managed: Ensuring that employer places match current and future aspirations and needs

Gross Score (as if there are no measures in place to control the risk)			Current Actions / Arrangements in place to control the risk	Net Score (as it is now)			Future Actions and / or Arrangement to control the risk	Manager Responsible	Risk Trend	Target Score (when all actions are completed / satisfactory arrangements in place)		
Likelihood	Impact	Gross Score		Likelihood	Impact	Gross Score				Likelihood	Impact	Gross Score
(L)	(I)	(LxI)		(L)	(I)	(LxI)			(L)	(I)	(LxI)	
H	H	R	<ul style="list-style-type: none"> Various approaches to skill gap identification and workforce planning are implemented across the external agencies The Regeneration Partnership has matured and plays an important role in addressing future skills gaps and 'growing the market'. 	M	L	G	<ul style="list-style-type: none"> A HR Group will be meeting to resolve a number of HR issues contained in the Employers' Promise. One specific workstream of the employers promise is specifically about workforce planning and this will form part of this work. The partnership is in need of improved information to inform decision making and ensure we have a tight hold of the skills gap issues. With the HR measures in place will work better with our partners and start to deliver the Employers' Promise and anticipate future need. 	Head of Human Resources & Organisational Development Head of Regeneration	↔	L	L	G

Risk to be managed: Ensuring capacity to support paid work placements and other programmes

Gross Score (as if there are no measures in place to control the risk)			Current Actions / Arrangements in place to control the risk	Net Score (as it is now)			Future Actions and / or Arrangement to control the risk	Manager Responsible	Risk Trend	Target Score (when all actions are completed / satisfactory arrangements in place)		
Likelihood	Impact	Gross Score		Likelihood	Impact	Gross Score				Likelihood	Impact	Gross Score
(L)	(I)	(LxI)		(L)	(I)	(LxI)				(L)	(I)	(LxI)
H	H	R	<ul style="list-style-type: none"> Council's Trainee Scheme Review of Council's work placements schemes 	L	L	G	<ul style="list-style-type: none"> Work placements and other programmes will be assessed as part of the Employers' Promise work programme and this group will recommend action to ensure that we build capacity to support paid work placements. As a result of the employers' Promise work we will be in a strong position to supplement work placements and other programmes with external funding. 	Head of HR & OD	↔	L	L	G

Risks to be managed:

- Strengthening the links between Schools, Colleges and employers
- Ensuring that education providers participate fully

Gross Score (as if there are no measures in place to control the risk)			Current Actions / Arrangements in place to control the risk	Net Score (as it is now)			Future Actions and / or Arrangement to control the risk	Manager Responsible	Risk Trend	Target Score (when all actions are completed / satisfactory arrangements in place)		
Likelihood	Impact	Gross Score		Likelihood	Impact	Gross Score				Likelihood	Impact	Gross Score
(L)	(I)	(LxI)		(L)	(I)	(LxI)			(L)	(I)	(LxI)	
H	H	R	<ul style="list-style-type: none"> • Education providers including schools and Further Education are represented on the Employment, Skill and Jobs Board (ESJ) • Representatives have the responsibility to communicate with colleagues 	L	L	G	<p>Ensure that as broad a range of providers have the opportunities to input into the Employment, Skills and Jobs Board and ensure that providers have a clear role and remit.</p> <p>Enable networking as a supplement to existing activity to ensure education providers mix with employers and other agencies responsible for skills development and the positive progression for young people.</p>	Director of Lifelong Learning	↔	L	L	G