

**To: The Chair and Members of the
Local Enterprise Partnership (LEP)
Scrutiny Board**

Supplement

A meeting of the Local Enterprise Partnership (LEP) Scrutiny Board will be held as follows:

Date: Tuesday 20 September 2022
Time: 10.30 am
Place:

Catherine A. Parkinson
Interim Chief Legal Officer (Monitoring Officer)

Enquiries and requests for supporting papers to:
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This agenda is available on request in alternative formats

MEMBERSHIP

County Council Members

Mr J Airey
Mr S Collins
Ms C Driver
Mrs S Evans
Mr K Hamilton
Mr S Haraldsen
Mr M Hawkins
Mr C Hogg
Mr J Lister
Mr B McEwan
Mr B Shirley
Mrs V Tarbitt
Mr B Wearing (Chair)
Mr M Wilson (Vice-Chair)

District Council Members

Allerdale Borough Council – Ms C Bell
Barrow Borough Council – Ms H Edwards
Carlisle City Council – Mr J Bainbridge
Copeland Borough Council – Vacancy
Eden District Council – Mrs M Robinson
South Lakeland District Council – Mr R Ashcroft

ACCESS TO INFORMATION

Agenda and Reports

Copies of the agenda and Part I reports are available for members of the public to inspect prior to the meeting. Copies will also be available at the meeting.

The agenda and Part I reports are also available on the County Council's website – www.cumbria.gov.uk

Background Papers

Requests for the background papers to the Part I reports, excluding those papers that contain exempt information, can be made to the Democratic Services Unit at the address overleaf between the hours of 9.00 am and 4.30 pm, Monday to Friday.

A G E N D A

PART 1: ITEMS LIKELY TO BE CONSIDERED IN THE PRESENCE OF THE PRESS AND PUBLIC

4 CLEP OVERVIEW AND IMPLICATIONS OF LEP REVIEW

To consider a report from the Chief Executive – CLEP.

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LEP UPDATE

1. ISSUE

1.1 Updating the LEP Scrutiny Board on some of Cumbria LEP's (CLEP's) activities.

2. RECOMMENDATION

2.1 That the LEP Scrutiny Board note this report and raise any issues in relation to it.

3. BACKGROUND

Governance

Board and Wider Appointments

3.1 CLEP recently advertised for three new private sector Board members, ideally to represent the visitor economy, advanced manufacturing and professional services. Female applicants were particularly encouraged as CLEP has a gender equality target, which needs to be achieved by January 2023. Interviews took place on 9 September with offers of appointment currently being made. The aim is for CLEP to have the new appointments ratified at the AGM on 30 September 2022. It is likely that a further trawl for Advanced Manufacturing representation will be taking place.

3.2 Alyson Armett, Strategy & Planning Director, Sellafield has replaced Dr Rebecca Weston as the nuclear family representative on the CLEP Board. Alyson has taken up the lead for the Transport and Infrastructure portfolio. The Clean Energy Sector Panel is now being led by a non-Board member, Craig Hatch, President, Tetra Tech UK with the Board ratifying his appointment at its July meeting.

3.3 The Board has invited both Cllr Jonathan Brook and Cllr Mark Fryer to attend Board meetings, as diaries permit. Once the new Authorities are formally constituted CLEP's public sector Board membership will be reduced to 4 places to reflect the reduction in Local Authorities.

Governance Structure

3.4 The Board has agreed to the formation of a new Business Decarbonisation Strategy Group to lead the implementation of the 10 Point Plan. A Chair is currently

being sought for this group, who ideally will come from one of Cumbria's larger businesses with a clear commitment to business decarbonisation.

LEP Review

3.5 A Working Group has been formed with DHLUC officials to take forward the implications of the Levelling Up White Paper on LEPs, namely integration with Local Government by 2030 and the business of LEPs in areas that have no immediate plans for integration. An update will be provided at the meeting, given that recent meetings have been postponed due to the change of Prime Minister.

Annual General Meeting

3.6 The CLEP Annual General Meeting (AGM) is taking place on Friday 30 September following the main Board meeting. This is going to be delivered as a hybrid meeting with attendees able to attend either in-person or remotely. In keeping with previous years, the Scrutiny Board will be invited to provide an update at the meeting. In the absence of the Scrutiny Board Chair, the Deputy Chair will provide this. CLEP's Annual Report will be launched at the AGM. The link to the booking for the event is: <https://www.eventbrite.co.uk/e/cumbria-leps-cleps-annual-general-meeting-tickets-410326817557>

2021/22 Audited Accounts

3.7 CLEP's draft accounts were considered at the July Board meeting. These confirm that CLEP is carrying over both a healthy operating and restricted reserve and that going concern status is confirmed. The External Auditor's Report confirmed that there were no material weaknesses in the accounting and internal control systems and that no significant findings from the audit needed to be drawn to the Board's attention.

Strategy

Clean Energy Strategy

3.8 The strategy has now been finalised with constructive developmental feedback received. There were many comments about the balance between big energy projects and smaller community renewable schemes as well as the interaction between Clean Energy Generation and wider areas of Net Zero. The strategy was therefore sharpened to clarify that whilst supportive of all potential renewable schemes CLEP's priority will remain larger transformational schemes.

3.9 The vision was refined to: ***“Cumbria, the UK's natural capital for clean energy generation”*** Cumbria's unique assets will provide the platform for Cumbria

to become a major contributor UK clean energy generation. This will enable us to deliver on our net zero and levelling up ambitions through securing investment to support sustainable and inclusive economic growth.

3.10 The final strategy was published electronically in August and has been circulated for discussion with the Scrutiny Board, under that agenda item.

Spherical Tokamak for Energy Production (STEP)

3.11 UKAEA has completed its siting assessment for STEP and a recommendation has been made to BEIS with a decision expected from the Secretary of State by the end of the calendar year. A successful Parliamentary Reception was held on 27 May to maintain the profile of the Cumbria bid. A Cumbria event to thank the regional stakeholders, who have supported the bid, took place on the afternoon of 2 September 2022 with attendees also updated on Cumbria's wider clean energy ambitions.

Small Modular Reactors (SMRs)

3.12 There is growing momentum supporting the siting of an SMR facility at Fellside in Cumbria, where Rolls Royce SMR (RR-SMR) has indicated their preference for the first phase of deployments to be at existing/previous nuclear sites. A successful House of Lords Reception sponsored by Lord Inglewood was held on 28 July with senior presence from RR-SMR, Lords, MPs, BEIS, UKRI, Nuclear Industry Association (NIA) Nuclear Decommissioning Authority (NDA), Sellafield Ltd and regional stakeholders from Cumbria and North Wales.

3.13 CLEP's submission of sites to the competition for the Heavy Pressure Vessel facility resulted in the successful shortlisting of Kingmoor Park in Carlisle, which is one of seven shortlisted sites. This facility is the largest of the module manufacturing facilities required, with an expectation that two further sites might follow. RR-SMR state that 90% of the overall construction effort will be delivered through the manufacturing facilities, which it is envisioned will become a global export market. Over 100 applications were submitted from across the country, so this is a very positive result for Cumbria. CLEP has now submitted further supporting information to Rolls Royce SMR.

Business Decarbonisation 10 Point Plan

3.14 The CLEP Business Decarbonisation Summit took place on Thursday 26 May at the Kendal Auction Conference Centre with presentations from Iggesund, Pirelli, First Milk, NDA, Playdale, Electricity North West and the Lake District Foundation. There was strong attendance and positive feedback from attendees.

3.15 Engagement has continued with the largest businesses to complete the initial engagement with all of the companies with emissions that exceed the Carbon Tax threshold.

3.16 CLEP's Decarbonisation by Design pilot has now concluded, which produced eight technically valuable reports for the businesses and implementation of these will produce significant carbon savings, now and in the future. However, rather than looking to scale up the programme, given the costs incurred and the consistent themes identified, it is felt that a greater return on investment would be provided by implementing the following recommendations:

- **Recommendation 1 – Develop an Audit Advice Framework** - a standardised questionnaire to deliver consistent and quality audits that deliver quantifiable outputs and provide a comprehensive overview of the support that is available.
- **Recommendation 2 – Develop a comprehensive guidance pack** - for each of the six common themes, produced in conjunction with suppliers and also in collaboration with Electricity North-West to complement its support to businesses.

3.17 These tools will be available on the System Navigator as well as case studies from the pilot programme delivered to date. The System Navigator was another key outcome on the CLEP Decarbonisation 10 Point Plan and the output of this pilot will act as the stimulus to get this up and running.

3.18 A number of initiatives are in progress to assess the potential for Hydrogen to be used for industrial decarbonisation in Cumbria. There are a range of proposals that are currently being taken forward in Cumbria including applications to the BEIS Hydrogen Accelerator Fund for a feasibility study; an application to BEIS for a green hydrogen electrolyser; and an application to the North Sea Transition Authority/Crown Estates for Carbon Capture Underground Storage (CCUS).

COP 26 Legacy Events

3.19 At the NW regional COP26 event in Glasgow attended by CLEP Board members and partners, there was agreement to hold a follow-up programme of leaders events. The first regional leaders event due to be held in Liverpool on the 23 June was cancelled due to the rail strike. This will now instead take place in Ellesmere Port on 20 October as part of a "COP26 +1 year" NW Net Zero Conference. Leaders from Cumbria are being encouraged to attend.

3.20 It is proposed that these events will be held on a rolling 6-monthly basis and it is anticipated that Cumbria will host a session in May 2023. CLEP will commence arrangements after learning from the Ellesmere Port event.

Innovation

3.21 CLEP continues to explore how to increase innovation activity as a mechanism to improve productivity and reduce labour demand. Further work has continued on the Engineering and Physical Research Council (EPSRC) funded project to identify best practice and to promote this across the business base. This work will continue over the coming months, with an event with the Science Technology Facilities Council (STFC) taking place on 6 October 2022, with further details to follow.

3.22 In order to encourage businesses to innovate CLEP will be launching the £1million+ Innovating for Success grant programme at its AGM on 30 September 2022.

Sector Plans

3.23 CLEP is working to refresh the strategic and policy focus with some of the other Sector Plans. In the first instance the focus is on rural and creativity and cultural with MetroDynamics starting to work with these Sector Panels to develop the plans. On rural the focus will be developing transformatory proposals similar to those progressed around clean energy and business decarbonisation.

Labour Supply Action Plan

3.24 CLEP has continued to deliver on its Labour Supply Action Plan to address the acute labour supply issues facing the county. A copy of the Plan is provided at Annex A with members invited to comment on and raise any issues in relation to this.

Delivery

Capital Programmes

3.25 The focus remains on ensuring full defrayment and practical completion of those projects that are still in this phase to ensure that all project activity, is completed in this financial year. CLEP will be working very closely with applicants to ensure that there is no further slippage on these projects.

Skills Bootcamps

3.26 Skills Bootcamps are part of the Government's Lifetime Skills Guarantee and Plan for Jobs, which have been developed in partnership with employers, colleges, and local authorities. They are flexible courses of up to 16 weeks, giving unemployed, employed or self-employed people who are aged 19+ the opportunity to build up sector-specific skills between Levels 3-5 and fast-track to an interview with a local employer.

3.27 LEPs have been invited to contract the delivery of local Skills Bootcamp provision, with the following provision being delivered in Cumbria:

- Certificate in Tourism and Visitor Economy Management
- Digital Core – Computer Aided Design
- Digital Core – Network
- Digital Core – Cyber Security
- Technical Core – Welding
- Construction – Construction Trades
- Construction – Construction Management
- C&G Agriculture Level 3 Diploma/Certificate
- C&G Level 3 Diploma Land based Engineering
- Management Certificate of Professional Competence for Road Haulage or Passenger Transport

3.28 Skills Bootcamps will create opportunities for in excess of 350 learners, of which over 80% will be required to complete their course. Currently, six individual partners have been appointed to deliver locally following an open Invitation to Tender. All delivery organisations have been categorised as at least 'good' by Ofsted.

3.29 Skills Bootcamps will be co-funded by the employer, where the employer is training their own existing employees. If the employer is a large business (over 250 employees) they will contribute 30% of costs, which is reduced to 10% for SMEs. There will not be, and cannot be, any charges to the individual participants.

Growth Hub Business Support Programme

3.30 CLEP continues to deliver the BEIS Growth Hub Programme to Small and Medium Enterprises (SMEs), which is delivered by a series of low, medium and high intensity interventions. This year the contract is being delivered entirely in-house as the funding available has inhibited the use of sub-contractors.

Careers and Enterprise Programme

3.31 The Careers and Enterprise Programme is funded on an academic year basis and as such the delivery periods run from 1 September to 31 August. The contract for the 2022/23 academic year is now in place. The purpose of the Programme is to effectively link the world of education and the world of work, which is more important than ever, given the current serious labour supply issues.

3.32 CLEP has just secured a pilot Hub Innovation Project: Removing Barriers research project in Barrow, which will target Year 13 (17/18 year olds) students studying a vocational and technical qualification at Furness College. It will identify the actual/perceived barriers that young people face in their final year of study and seek to address these. The project will develop sectoral SME clusters, which will engage with the young people in their final year, which will be aligned with CLEP's sectoral work and the business support project, which CLEP will be delivering as part of the Town Investment Plan.

DIT Key Account Management

3.33 CLEP continues to deliver the Department of International Trade's Key Account Management (KAM) to support relationship management with foreign owned businesses.

3.34 ***The LEP Scrutiny Board is invited to note this report and raise any issues relating to this or any other LEP activity.***

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LABOUR SUPPLY WORKING GROUP

ACTION PLAN

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PRIORITY	ACTIVITY	LEAD RESPONSIBILITY	TIMESCALE	OUTCOME	UPDATE
1. Growing the Labour Pool	1.1 Develop a case to government to secure greater number of foreign workers.	Labour Supply Working Group	Ongoing	Increased labour pool available to businesses.	Meetings have taken place with Lord Harrington regarding opportunities to increase labour availability.
	1.2 Ensure that all businesses understand how they can currently access foreign labour.	Labour Supply Working Group	Ongoing	Greater access to foreign labour.	External specialist legal advice procured to develop guidance for businesses and workshop planned for late September.
	1.3 Work with DWP to map specific return to work activity in line with supply and demand in key locations.	CLEP Project Lead	Ongoing	Increased understanding of the matching capacity in the system.	DWP has launched the Way to Work Programme to support people back into employment.
	1.4 Develop a 'virtual' matching service linking supply and demand.	CLEP Project Lead	March 2022	Increased placement of people into jobs.	Action to be reviewed based upon progress on Skills Development Fund – Skills Accelerator.
	1.5 Develop and implement a campaign focussed on extending working life, promoting return to work by those returning to the labour market.	CLEP	Ongoing	Greater return to work of those currently outside of the workforce.	This campaign is being further developed as part of the Futures campaigns.

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	1.6 Actively target organisations with early retirees (e.g. blue light services and blue chip companies) to encourage new careers in new sectors.	CLEP	Ongoing	Increased retention of skills and expertise to help address current labour shortages.	Materials being developed to share with relevant businesses.
	1.7 Encourage undergraduates in local and the surrounding areas to seek flexible parttime employment in Cumbria.	Careers Hub/University of Cumbria	Ongoing	Increased labour pool available to businesses.	The University has a My Career Enriched platform where local employers can post jobs for students. UoC can provide further details of how employers can do this.
	1.8 Promote Cumbria as 'your next challenge' location for ex-Armed Forces.	CLEP	Ongoing	Increased resilient labour pool available to businesses.	Contact established with re-settlement leads to promote opportunities. Further meeting taking place on 30 August 2022.
	1.9 Re-launch an enhanced Your Future campaign.	CLEP	Ongoing	Cumbria's employment offer is promoted widely.	This was re-booted with materials issued to education providers. New marketing collateral being produced.
	1.10 Implement the 'place to be' campaign to promote Visitor Economy job opportunities.	Cumbria Tourism	Ongoing	Careers in the visitor economy promoted widely.	Being updated on an ongoing basis.
	1.11 Develop and Implement the Warm Welcome Charter, ensuring that this embraces the whole family.	CLEP Project Lead/Labour Supply Working Group/ Janet	Ongoing	Increased inward migration and retention of those coming into Cumbria.	Package developed to provide a wrap around warm welcome.

PRIORITY	ACTIVITY	LEAD RESPONSIBILITY	TIMESCALE	OUTCOME	UPDATE
		Garner			
	1.12 Develop Cumbria's offer for the United for Ukraine website and identify opportunities to attract Ukrainians to Cumbria.	CLEP	April 2022	Increased inward migration to Cumbria.	Cumbria has the highest level of vacancies on the site. However, there is an insufficient supply of available workers.

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PRIORITY	ACTIVITY	LEAD RESPONSIBILITY	TIMESCALE	OUTCOME	UPDATE
2. Retain Our Future Talent	2.1 Develop and implement a revised Careers Hub Strategic Plan to ensure that all key careers are effectively promoted.	CLEP/Careers Hub	January 2022	Young people are aware of the breadth of careers available.	This was agreed by the CLEP Board and is now being implemented. It is being aligned with Our Future activity.
	2.2 Re-launch an enhanced and improved Our Future campaign to promote careers in Cumbria.	CLEP/Careers Hub Janet Garner/ Gill Haigh	December 2021	Young people are aware of the breadth of careers available.	This has been relaunched and materials have been circulated to education establishments. Further materials are currently being prepared.
	2.3 Ensure that parents are aware of the careers opportunities available to young people.	Careers Hub	April 2022	Young people receive informed careers advice from their parents.	CLEP has developed a web based resource for parents alongside promoting opportunities to parents via campaigns.

PRIORITY	ACTIVITY	LEAD RESPONSIBILITY	TIMESCALE	OUTCOME	UPDATE
	2.4 Encourage young people to have a year in business and industry prior and during University.	Careers Hub/University of Cumbria	March 2022	Increased labour supply and awareness of local career opportunities.	Students may do placements either as a formal part of their degree or as an additional internship during vacation. Where a placement is a formal part of a programme the placement will need to meet certain criteria and be in a defined subject area. Internships can be more flexible. UoC can provide a list of those programmes looking for formal placement opportunities.
	2.5 Create an integrated careers pathway, which brings together opportunities within a wide range of businesses.	CLEP Sector Panels	May 2022	Increased availability of career paths outside of major employers.	CLEP is working with the Professional Services Sector Panel to explore the development of this model.
	2.6 Develop a co-ordinated programme of skills and careers fairs to ensure that all major opportunities are show cased.	Careers Hub	April 2022	Increased awareness of careers options and reduced demand on employers time.	This is being taken forward as part of the implementation of the Careers Hub Strategic Plan.

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	2.7 Develop a Future Leaders mentoring programme.	Labour Supply Working Group	April 2022	New cohort of leaders developed.	Pilot being taken forward with CLEP's Future Forum.
	2.8 Develop a programme of activity that demonstrates careers options in different localities for example showing young people in Barrow the Visitor Economy in the Lake District.	Janet Garner/Gill Haigh	April 2022	Young people are aware of the breadth of careers available.	The Our Futures campaign in a Cumbria wide campaign, which demonstrates the breadth of careers available across all geographies. Materials are in educational establishment demonstrating this. These are being further refreshed.
	2.9 Develop and implement a Graduate Retention Programme.	University of Cumbria	May 2022	Greater number of graduates are retained in Cumbria.	The University offers alumni discounts for our graduates wishing to continue their studies to masters level hence retaining them in the region (but still does not guarantee they progress to employment in the region) UoC could promote graduate jobs in the region via My Career Enriched platform.

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	2.10 Identify the role that place attachment can play in anchoring young people within Cumbria.	Dr Chris Ford	May 2022	More young people	Dr Ford provided a presentation on this to LSWG.

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3. Affordable and Available Housing Supply	3.1 Map accommodation availability in demand hotspots.	CLEP Project Lead	May 2022	Better understanding of the housing challenges and opportunities.	A piece of work has been delivered by the VCSE. This was further developed by the work commissioned from Lichfields.
	3.2 Complete a mapping exercise of market demand in letting agencies.	CLEP Project Lead	May 2022	Better understanding of the housing challenges and opportunities.	A piece of work has been delivered by the VCSE. This will be built upon.
	3.3 Develop new solutions to areas of high demand, including Pop and Drop pods.	Labour Supply Working Group	May 2022	Increased housing availability for the workforce.	A new Housing Supply Working Group has been implemented.
	3.4 Host a Workshop on the Cumbria housing market and the implications of this for labour supply.	CLEP	July 2022	New solutions identified to address housing supply issues for the workforce.	Workshop took place on 13 July 2022. An update on this will be provided at the LSWG meeting.
	3.5 Encourage employers to consider their accommodation offer as part of their employment package.	Labour Supply Working Group	March 2022	Housing supply issues considered as part of the employment offer.	This has already started organically, given the current competition for labour.
4. Improve Transport Connectivity	4.1 Finalise and implement the Cumbria Transport and Infrastructure Plan (CTIP).	Cumbria County Council/ CLEP	January 2022	Addressing the needs of the economy prioritised in transport strategy.	This has been finalised and is published on the CLEP website.
	4.2 Ensure that public transport routes prioritise links to work and education.	Cumbria County Council/DfT/ Operators	December 2021	Increased public transport availability.	This was prioritised as the number one priority in the bus strategy, which

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					unfortunately did not receive funding.
	4.3 Promote Cumbria's connectivity within the context of the UK.	CLEP	February 2022	Cumbria's 'heart of the UK' location better understood.	This is being promoted in all presentations made to external partners and agencies. E.g. Transport for the North; UKAEA; Board of Trade etc.
	4.4 Develop a funding bid for the provision of innovative travel solutions to link supply and demand.	Labour Supply Working Group	TBC	Funding available to develop innovative solutions to getting people to work.	The need to ensure connectivity has been raised and flagged as an issue with the SPF Local Partnership Groups.
5. Address Systemic Issues	5.1 Identify the systemic skills and labour issues that need to be addressed.	LSIP Working Group Gill Haigh/ Janet Garner	March 2022	System better reflects the needs of the economy and businesses.	LSIP produced with a number of systemic issues identified.
	5.2 Ensure that the updated Local Skills Report identifies the reasons for shortages in key professions.	PESSG	January 2022	Better targeted solutions are put in place.	Comprehensive analysis contained within the Local Skills Report, which was published on 28 January 2022.
	5.3 Host an event for local authority planning leads (members and officers) to showcase the accommodation challenges affecting the workforce.	Labour Supply Working Group	July 2022	Awareness of the impact of accommodation shortages are fully understood by decision makers.	A date is being secured now that the new shadow authorities membership have been identified.

LABOUR SUPPLY WORKING GROUP • ACTION PLAN

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PRIORITY	ACTIVITY	LEAD RESPONSIBILITY	TIMESCALE	OUTCOME	UPDATE
6. Great Place to Work	6.1 Develop the Modern Workplace Charter outlining Cumbria's commitment to living wage.	Labour Supply Working Group	July 2022	Cumbria offers a great location to start, build and develop a career.	Draft Charter out to design for consideration at next meeting.
	6.2 Identify equality, diversity and inclusion employer champions and effectively promote these.	Labour Supply Working Group	Ongoing	Cumbria is seen as an open and inclusive location.	Further work to be taken forward in Autumn.
	6.3 Encourage employers to create exemplary working environments.	Labour Supply Working Group	Autumn 2022	Greater numbers of people are encouraged to stay or come to build their career here.	Will be taken forward as part of the Modern Workplace Charter.
	6.4 Run a Great Place to Work Competition.	Labour Supply Working Group	Autumn 2022	Cumbria's employment offer is promoted widely.	Will be launched on the back of the Modern Workplace Charter.
	6.5 Use Cumbria's exceptional natural and cultural offer to promote careers in the County.	CLEP	December 2021	National understanding of the lifestyle offer accompanying the careers opportunities available.	The Futures campaigns incorporate the exceptional place to live aspects as part of place marketing.
7. Upskilling and Reskilling the Workforce	7.1 Use the Local Skills Improvement Plan (LSIP) Focus Group sessions to explore business requirements.	Chamber of Commerce/LSIP Working Group	February 2022	Employers requirements better understood.	The LSIP has now been completed. Focus Groups took place to inform the Plan.
	7.2 Identify what upskilling means to employers.	CLEP Project Lead	May 2022	Employers requirements better understood.	Discussions have identified that this means different things to different businesses. Further exploration is

PRIORITY	ACTIVITY	LEAD RESPONSIBILITY	TIMESCALE	OUTCOME	UPDATE
					being taken forward through the Labour Supply Working Group.
	7.3 Map how the existing offer (quality, format, quantity etc) meets employers need.	CLEP Project Lead	June 2022	Better understanding of gaps in provision.	This will be taken forward alongside the work of the Skills Development Fund – Skills Accelerator.
	7.4 Commission provision to address the gaps.	PESSG	July 2022 onwards	Provision responds to business demand.	This will be taken forward alongside the work of the Skills Development fund – Skills Accelerator.
	7.5 Deliver the local aspects of the Skills Bootcamp programme.	CLEP	February 2022 onwards	Skills gaps are addressed.	Skills Bootcamps have now been contracted and will be delivered over the remainder of the financial year.
8. Address the Productivity 'Opportunity'	8.1 Ensure that productivity improvements are embedded in all business support activity advice.	CLEP	December 2021	Businesses think about how different systems, processes etc could reduce demand.	A deep dive into productivity has been completed and this has resulted in identification of the sectors requiring the most development.
	8.2 Actively promote all programmes, tools and funding that target productivity improvements.	Business Support Providers	April 2022	Businesses think about how different systems, processes etc could reduce demand.	Work on measuring productivity to assess improvements has been taking place.

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9. Develop an Apprenticeship Strategy	9.1 Complete an analysis of apprenticeship performance data.	Cumbria Intelligence Observatory	March 2022	Key performance issues are understood.	The base developed in the Local Skills Report will be reviewed to identify any gaps.
	9.2 Develop an evidential apprenticeship strategy that reflects labour market priorities.	PESSG	September 2022	Activity reflects strategic priorities.	The development of this is now underway.
	9.3 To develop a Pan-County Apprenticeship Brokerage Service.	Strategic Development Fund Strategy Group	March 2022	Apprenticeships model simplified for employers.	This will be aligned with the Strategic Development Fund and the Skills Accelerator.
10. Promote Cumbria's skills and learning offer	10.1 Identify exemplars of the HE, FE, Secondary and Independent skills and learning offer.	PESSG	March 2022	Cumbria's skills and learning excellence is captured.	
	10.2 Use these case studies to promote Cumbria's skills and learning offer through the Our Future and Your Future campaign.	CLEP	April 2022	Cumbria's excellent skills and learning offer is promoted within and outside of Cumbria.	These will be incorporated into the refreshing of the campaigns.

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