

'Growing our Own' - Delivering Apprenticeships for Portsmouth

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1. Introduction

- 1.1 Portsmouth is a city with enormous pride, strong ambitions, and exciting prospects. **The Regeneration Strategy 'Shaping the Future of Portsmouth'** sets out a vision for Portsmouth to become 'a great waterfront city', with a leading edge economy supported by a highly skilled workforce.
- 1.2 With a comprehensive delivery plan in place, Portsmouth's physical regeneration is already underway with major developments in progress. In November 2013 a landmark City Deal for Portsmouth and Southampton was given the go ahead from Government, and is set to deliver millions in investment into the Solent area and create more than 17,000 jobs.
- 1.3 A key concern in the delivery of Portsmouth's regeneration is ensuring that the physical regeneration brings social and economic benefits to the city's resident communities. The Regeneration Strategy recognises that the most sustainable route to improving the quality of life for many residents in the city is to ensure an environment that generates enough good quality jobs, and ensure that local people have the necessary education and skills to do them.
- 1.4 The development of Portsmouth's **Business Growth and Skills Plan** supports the Shaping the Future agenda with a two pronged plan which includes training, skills and access to employment as one of its main themes.
- 1.5 The successful regeneration of the city will be dependent on how successful the city is in delivering a strong skills base. It is vital that:
- Businesses have the skills they need for the future, including skills for growth.
 - The resident workforce (both current and future) has the skills needed to access opportunities.
- 1.6 The delivery of apprenticeships and other work based opportunities has been identified as a core component of the skills growth agenda of the City Council and local partnerships, including the Solent LEP (Local Economic Partnership), Shaping the Future of Portsmouth and PUSH (Partnership for Southern Urban Hampshire). Creating more work experience opportunities, and promoting and increasing the awareness and uptake of apprenticeships and vocational training, are key objectives within the Business Growth and Skills Plan.
- 1.7 To help inform work on this key agenda, a project has been carried out to look at the provision and promotion of apprenticeships within the city. Details of the research undertaken as part of this project are set out in Appendix C. This report aims to paint a picture of where we are now, develop a shared understanding of where we want to get to, and provide a number of suggested actions for taking this work forward.

2. Summary: Key challenges and opportunities to be addressed

2.1 Portsmouth's Business Growth and Skills Plan outlines the high level objectives and actions that will: create a highly-skilled and flexible resident workforce; ensure that we are meeting employer demand in relation to training provision and skills development; and establish clear routes to employment.

2.2 The plan specifically addresses the theme of apprenticeships and the need to undertake a programme of work that will:

- Increase the number of apprenticeships and traineeships available in the city;
- Ensure that apprenticeships in the city meet current and future employment demand;
- Promote apprenticeships as an equal alternative to other progression routes

2.3 Linked to these objectives, and drawing on the findings from the research undertaken, four priority themes have been identified:

Priority Themes

1. Engaging Employers

Employers will need to be engaged to understand the direct benefits to their organisations; encouraged to recognise the importance of developing skills in a growing economy; and supported to access information and practical help to establish apprenticeships within their organisations.

2. Raising Awareness and Promoting Opportunities

Potential apprentices and their advisors need to be fully informed of the range and extent of the opportunities available, and have an understanding of what an apprenticeship is and the benefits it brings.

3. Shaping Provision and Ensuring Access

Providers will need to ensure that there are enough advanced and higher level apprenticeships to match the increased labour demands for higher level skills, particularly in key growth sectors. Sufficient entry level provision including traineeships and pathways into work will be central to ensuring that future opportunities can be accessed by all.

4. The City Council and Partners - Raising our Game

The City Council and its partners have a key role as employers to ensure a sufficient number and range of apprenticeships within their own workforces. As an influencer and policy maker, the Council also has a role to play in encouraging and supporting the development of increased opportunities across the city.

2.4 A full description of each theme and proposed Delivery Plan are set out at the end of this document.

Part One: Where are we now?

3. Local Context

3.1 A more detailed analysis of the local context in terms of the local labour market and resident skills is available in the Business Growth and Skills Plan. The key headlines from this analysis are set out below:

3.2 The Local Labour Market

- Employment levels in Portsmouth are comparatively low, despite the city's high job density (number of jobs available compared to working age population).
- Portsmouth generates the highest workplace wages in the Southern Hampshire region, yet residents have the lowest average household incomes.
- The rate of employment amongst the working age population in Portsmouth is a little higher than the GB average and marginally lower than the SE average.
- The employment rate amongst men in the City is lower than both the GB and South East averages.
- There are significant differences at ward level, with unemployment rates in some wards considerably higher than the GB average (e.g. Charles Dickens Ward).
- Unemployment rates amongst the BME population are higher nationally, regionally and locally, but significantly so in Portsmouth.
- Younger people (age 18-24) are more likely to be claiming unemployment benefit than any other age group.
- The number of 16-18 year olds in the city who are NEET (not in education, employment or training) is higher than the average for both the South East and England.
- The greatest proportion of NEET young people are residents of Charles Dickens ward, with Fratton and St Thomas wards an equal second.
- There are an estimated 15,000 residents with a long-term health problem or disability that limits their day-to-day activity a lot.
- Other vulnerable groups include care leavers (young people who have previously been Looked after Children).

3.3 Resident Skills and Qualifications

- The local population is less qualified than the regional and national average, with fewer people qualified to NVQ level 4 or above.
- Portsmouth has the lowest proportion of state school pupils going into higher education in the region.
- Portsmouth has a higher proportion of the working age population with no or low qualifications than the SE and GB average.
- A lower proportion of the City's working age residents are qualified to degree/higher degree level than both the SE and GB average.

- Educational attainment at GCSE level is below the national average.
- The city has low levels of numeracy amongst its residents and there is also a low take up of Science, Technology, Engineering and Maths (STEM) subjects in the key post-16 sector.
- A lower proportion of pupils go into further education (FE) after their GCSEs than the South East and England, and attainment at A-level or equivalent is also lower than the England and South East averages.
- Portsmouth has the third lowest proportion of state school pupils going into higher education in England and the lowest proportion in the region.

The significant proportion of the resident population who have low or no qualifications means that providing sufficient entry level provision will be central to ensuring that future opportunities can be accessed by all and that the city's skills base continues to strengthen. Some residents will need support to raise aspirations and develop the capability needed to access the opportunities available.

4. Apprenticeships - An Introduction

- 4.1 Apprenticeships are paid jobs with training. As employees, apprentices earn a wage and work alongside experienced staff to gain job-specific skills. Apprentices also undertake training to work towards nationally recognised qualifications, often on a day-release basis. Apprenticeships can take between one and four years to complete depending on the level of apprenticeship. The national minimum wage for an apprentice is £2.68 per hour (from 1 October 2013); however many employers pay more with the average weekly wage being £170.
- 4.2 A commonly held perception is that apprenticeships are only relevant to traditional trades such as construction or engineering; however there are a huge number and range of different types of apprenticeships available from Accountancy to Warehousing. Apprenticeships cover a wide range of job sectors and range from entry level to more senior roles. Over 250 different apprenticeships (known as frameworks) are available in 13 broad sector subject areas.

There are three levels of Apprenticeship:

Intermediate Apprenticeships - These are Level 2 qualifications, equivalent to A*-C GCSEs. Entry requirements vary and in many cases no formal qualifications are specified whereas others require GCSEs (A*-C) in Maths and English or a certain number of GCSEs at a particular grade.

Advanced Apprenticeships - Level 3 qualifications, equivalent to A Levels. Entry requirements vary, however applicants will usually be required to have at least four GCSEs (grade C or above) or have completed an Intermediate Level Apprenticeship.

Higher Apprenticeships - are Level 4 and above qualifications, equivalent to BTEC professional diplomas, Higher National Certificates and above.

4.3 The Government has put a strong emphasis on increasing the number, range and quality of Apprenticeships on offer. Higher Apprenticeships are seen as vital to the economy by responding to employers' higher level skills needs and supporting business growth. Higher Apprenticeships now provide routes into professional areas which would normally require a university degree or academic qualification, offering existing apprentices and employees as well as A-Level school leavers, a different route to traditional university study.

There is a need to raise awareness of the range and breadth of apprenticeships opportunities and to ensure that there are enough advanced and higher level apprenticeships to meet the future skills needs of employers.

National Reforms to Apprenticeships

- 4.4 In June 2012 the Government commissioned an independent review of apprenticeships in England. The Richard Review of Apprenticeships was published in November 2012, and set out a series of recommendations on what an apprenticeship should be in the future, and how apprenticeships can meet the needs of the changing economy. The Review recommended that apprenticeships should be redefined so that they are targeted at those who are new to a job or role, with training for existing workers being delivered separately. It also recommended that apprenticeships should be focussed on those jobs that need substantial investment in skills, with a new programme of 'traineeships' replacing existing apprenticeships where they are linked to lower skilled jobs.
- 4.5 In March 2013 the Government published a consultation paper which set out their response to the review, and proposals for future delivery. A consultation on proposals for changing the funding of apprenticeships, and a framework for the delivery of traineeships were published in July 2013. The Government announced reforms to the delivery of apprenticeships in October 2013. (The Future of Apprenticeships in England: Implementation Plan October 2013).
- 4.6 The new apprenticeships will be employer-led and designed so they respond to the needs of industry, meaning each apprentice has the skills required by the sector. They will also focus on quality so the apprentice has to demonstrate their ability through rigorous assessment at the end of their apprenticeship. Each apprenticeship will then be graded on completion – pass, merit, or distinction – to mark the level of achievement.
- 4.7 Groups of companies known as Trailblazers have come together to lead the design of these new apprenticeships. Eight Trailblazers will represent a broad spectrum of businesses from a range of different sectors; aerospace, automotive, digital industries, electro-technical, energy, financial services, food and drink, and life and industrial sciences. New apprentices can expect to take part in reformed apprenticeships as early as the end of 2014.

Local plans will need to respond to the new national apprenticeships agenda and ensure that employers are fully engaged with delivering apprenticeships.

5. Apprenticeships in Portsmouth

- 5.1 Headline data on apprenticeship numbers in Portsmouth is contained in Appendix A. From relatively humble beginnings, Portsmouth has seen a steady increase in apprenticeship starts from a total of 660 in 2008/9 to 2,110 in 2011/12, overtaking Southampton for the first time (which had 2,000 starts in 2011/12). Of concern however, is the decline in overall numbers of apprenticeship starts in the past year according to provisional figures for 2012/13. Portsmouth has seen a drop of 9.5% in the overall number of starts in the past year, whilst nationally the drop in numbers has been only 4.9% and in the South East region there has even been a slight increase in numbers of 0.6%. Southampton has seen numbers holding steady with 2,000 apprenticeship starts in both years.
- 5.2 Numbers in Portsmouth have fallen specifically at the intermediate level, with advanced and higher apprenticeship numbers both showing an increase. The biggest drop in numbers has been within the over 25 age group (14.4% down), with numbers in the lower age groups showing a more modest decline (4.8% and 4.2%).
- 5.3 Most apprentices within the city are at the intermediate and advanced levels with higher apprenticeships only recently recording numbers above 5 per annum and remaining low with a total of 30 starts recorded in the provisional data for 2012/13.
- 5.4 The Business, Administration and Law sector has had the greatest number of apprenticeships with a total of 2,210 apprenticeship starts since 2009, although this sector subject area has seen a significant drop in starts over the past year from 920 to 640. The Retail and Commercial Enterprise sector has seen a total of 1,270 programme starts. Health, Public Services and Care has seen a total of 1,240 and is the only sector subject area showing a significant increase year on year.
- 5.5 In Portsmouth the data shows that the largest number of apprenticeship starts (823) were with small employers, with 507 starts with very large employers, and smaller numbers with medium and large organisations. Nationally the proportion of employers offering or employing apprenticeships remains low. Only 15 per cent of employers in the UK have or offer apprenticeships (State of the Nation 2013: Social Mobility and Child Poverty in Great Britain). The proportion of SMEs currently employing apprentices is less than 10% (The Smith Institute report).
- 5.6 The proportion of female apprentices in Portsmouth is lower for the 16-18 age range at around 48% but increases significantly in the older age groups at around 58% for 19-24 year olds and 62% for 25+. This aligns with the lower rates of employment generally within the male population within the city, and also that women are more likely than men to be existing employees prior to their apprenticeship. The proportion of apprentices with learning difficulties and/or disabilities is lower than the proportion within the local population.

To meet future skills requirements it will be necessary to review current provision against future needs - are apprenticeships being offered in the right sector areas, at the right levels and in the right numbers to meet demand? There is a need to encourage greater numbers of apprenticeships within key sectors and increase the numbers of advance and higher level apprenticeships

to meet higher skills demands.

6. Traineeships

- 6.1 A new programme of Traineeships has been introduced by Government from August 2013 for young people who need extra help to gain an apprenticeship or job. The aim of traineeships is to support young people to develop the skills they need to become 'work ready' and enable them to go on to secure employment, including apprenticeships.
- 6.2 Traineeships were introduced for 16- to 23-year-olds (and young people with learning difficulty assessments up to academic age 25). They aim to ensure all young people have the work skills, maths and English and work experience needed to start their careers. Traineeships are developed with employers, and will last anything from six weeks to a maximum of six months. Traineeships fit within broader study programmes for 16- to 19-year-olds.

Solent pre-apprenticeships programme

- 6.3 Prior to the traineeships programme being introduced, a Solent pre-apprenticeships programme was developed and launched in December 2012, co-funded by PUSH and Portsmouth and Southampton City Councils. This focussed on engaging young people aged 16-18 not in education, employment or training (NEET) to access work experience with businesses, and accredited training including functional skills.
- 6.4 Training providers worked with employers to set up suitable pre apprenticeship placements, which lasted up to 6 months. The programme provided an opportunity for local employers to trial young people for a period before progressing into apprenticeships.

Other Pre-employment Opportunities

- 6.5 A range of training providers across the city also offer pre-employment, work experience and work ready programme training programmes. These are designed to develop skills, confidence and experience and to provide advice to enable young people and other job seekers to access apprenticeship and other employment opportunities.

7. Raising the Participation Age

- 7.1 The academic year 2013/14 sees the introduction of the Raised Participation Age (RPA), which places a duty on all young people in England to participate in education or training until at least the end of the academic year in which they turn 17 (rising to 18 from 2015). The 2012/13 cohort of Year 11 pupils will be the first to be affected by this change in the law. The RPA does not necessarily mean that young people must remain at school, but they will have to choose one of three options: remaining in full-time education (at school or college); combining part-time education or training with working or volunteering; or undertaking an apprenticeship.

The new approach to increasing participation will add a further importance to increasing the range and number of traineeships and apprenticeships in the city.

8. Perceptions and Awareness

Employers

- 8.1 A number of national studies have indicated that although there is not a high participation rate amongst employers, those who do engage in apprenticeships report significant benefits arising from the programme. Research has found that most employers believe that apprenticeships make them more competitive, increase overall productivity, reduce staff turnover and lead to a more motivated and satisfied workforce. The majority of employers believe that their apprenticeship programmes help them to fill vacancies more quickly and rely on them to provide the skilled workers that they need for the future.
- 8.2 Shury et al (2012), reporting on the latest Employer Perspectives Survey, found the three main reasons as to why organisations did not currently offer Apprenticeships to be:
- lack of awareness regarding what is involved in apprenticeships or that employers had not been approached by any organisations regarding apprenticeships.
 - employers feeling that there is no need to offer apprenticeships (their staff do not require training or they prefer to recruit staff already trained).
 - the perception of structural barriers such as the financial burden of apprenticeships relative to the size of the business or suitable apprenticeships not being available in their sector.

Parents

- 8.3 A recent survey of more than 90 trainees on EY's (Ernst & Young's) school leaver programme found that most children (42 per cent) initially discuss future job options at home, followed by 26 per cent who look for advice online and 17 per cent who speak to careers advisors. In a separate EY study of more than a thousand parents and more than 500 employers, 48 per cent of parents said they were unaware of the range of options open to young people, and more than half didn't fully understand the long term implications for their children's careers.
- 8.4 A national survey of about 400 working parents, conducted by the CIPD found that almost half believed that apprenticeships are more appropriate for manual or 'blue collar' jobs and less than a fifth believed that apprenticeships have the same status as university education. The survey also showed that only one in ten parents rank apprenticeships as their preferred qualification for their children, while nearly half would choose a university degree.
- 8.5 When asked what would make them believe that apprenticeships are a better career option, the top two reasons cited were:
- More information about apprenticeships and related career options (less than a fifth of respondents agreed that teachers had provided their children with information about alternatives to university education)
 - More local employers offering apprenticeships

Employers will need to be engaged to understand the direct benefits to their organisations; encouraged to recognise the importance of developing skills in a growing economy; and supported to access information and practical help to establish apprenticeships within their organisations. We will need to explore ways to engage parents to raise their awareness of apprenticeships and opportunities available.

9. Stakeholders and Roles

9.1 A number of stakeholders are involved in the promotion and delivery of apprenticeships in the city. A list is contained in Appendix B which is not exclusive but attempts to identify some of the key stakeholders involved.

10. Events

10.1 A number of events have been organised in recent years to promote the benefits and opportunities of apprenticeships to employers, young people, parents/carers and professionals. These events have been facilitated and supported by the City Council, National Apprenticeship Service, ALPHI, training providers, and Jobcentre Plus among others.

10.2 Some of the most recent apprenticeships events include:

Powering Up Apprenticeships for Portsmouth (Tiger Tiger, March 2012)

The aim of this event was to encourage employers to find out about the benefits of apprenticeships and consider providing them within their work force. 21 employers attended and 24 Apprenticeship opportunities were created as a response to the event.

'Have a Go' (Fratton Park, Nov 2012)

This was an evening event for young people in years 10, 11, 12 and NEET young people aged up to 20 years old and their parents / carers to find out about the range of Apprenticeship frameworks available. The event was attended by approx. 81 young people with their parents/carers.

Apprenticeships Deliver - Get on Board (Fratton Park, March 2013)

The event was split into three sections: an employer breakfast, a session for schools, and an evening session which was open to all. Approximately 50 local businesses attended the breakfast meeting. 13 schools and 1 college brought groups totalling over 200 young people. The evening section was attended by approx. 250 people. 30 new Apprenticeships were created as a result of this event.

Making Choices (Portsmouth Guildhall, June 2013) (also held Nov 2012)

The aim of this event was to promote local and current Apprenticeship opportunities to young people who are NEET aged 16-18 or at risk of becoming NEET. This event was the second event to follow the speed-dating style format to enable young people to speak directly to employers and training providers. 54 young people attended and met with 12 Training Providers and 5 employers advertising in excess of 75 current opportunities.

Opportunities Fair (Portsmouth Guildhall, October 2013) (also held 2012, 2011)

Now in its third year, the Opportunities Fair is run by the Shaping the Future of Portsmouth partnership along with the Education Business Partnership, and is funded by Portsmouth City Council. The Opportunities Fair is aimed at raising the aspirations and expectations of young people by getting them excited about living and working in the City. Thousands of children primarily aged between 9 and 13 are invited to come along with their friends and family to join in some interactive sessions and workshops whilst learning about different pathways into careers and get practical advice. Industry professionals and role models are invited to talk to and show children about the exciting career opportunities in and around Portsmouth, including apprenticeships.

It will be beneficial to build on the success of these events and seek opportunities to use existing business events and networks to promote apprenticeships, (e.g. Chamber of Commerce and Federation of Small Businesses).

11. Funding

- 11.1 The Chancellor's Autumn Statement 2013 contained a number of changes to the funding for apprenticeships which will come into effect in 2014. The government intends to develop a model which uses HMRC systems to route apprenticeship funding direct to employers, with the option of an alternative funding route for the smallest businesses. A compulsory employer cash contribution for a significant proportion of the external training costs of an apprentice (excluding English and maths) will be introduced. The Government will provide provide a contribution to the costs of training for 16 to 17 year olds and separately consider the approach for 18 year olds. It also intends to introduce a number of caps on the maximum government contribution per apprentice and withhold a proportion of the funding for a payment by results approach.
- 11.2 The current funding arrangements for individual apprenticeships are as follows:
- 16 to 18 year olds are fully funded. 100% of the training cost is paid directly to the training provider.
 - 19 to 24 year olds are part funded. Up to 50% of the training cost is covered, and the employer will be expected to pay the remaining 50% of training fees.
 - 25 years and older were previously partially funded. However the 24+ advanced learning loans being introduced from August 2013 will replace existing Government grants for this age group.
- 11.3 Other subsidies are available via Jobcentre Plus for people aged 19 and over who have been long-term unemployed and are claiming Jobseeker's Allowance. The Construction Industry Training Board also has subsidies available to construction companies who are members of the CITB.

Apprenticeship Grants for Employers (AGE)

- 11.4 Apprenticeship Grants for Employers (AGE) is a Government grant scheme. It is aimed at helping eligible employers to offer young people employment through the apprenticeship programme, by providing wage grants to assist employers in recruiting a young apprentice.
- 11.5 Apprenticeship grants with a value of £1,500 are available to employers with up to 1000 employees who are recruiting 16 to 24 year olds, who are new to Apprenticeships or haven't enrolled a new recruit or existing employee onto an Apprenticeship programme in the previous 12 months. AGE 16 to 24 was extended in the Budget 2014 and will now be available until 2016.

It will be important to raise employers' awareness of funding available. The City Council and partners may want to explore offering supplementary grants to employers as some other local areas have done.

Part Two: Where do we want to get to?

12. Labour Market Demand

12.1 To better understand the local context and impact of future regeneration in the city, Portsmouth City Council commissioned Hampshire County Council's research unit to carry out bespoke research on the demand for the labour market for the period 2010 to 2020.

12.2 The research indicated that:

Replacement demand (the natural churn created by retirement and workers moving between jobs) is forecast to create around 36,000 jobs. Assuming growth in UK economy as a whole, there is a possibility of growth (especially in key sectors) that could create additional 7,000 jobs through expansion demand (from existing or new employers to the city). It is also projected that the physical regeneration of the city could generate an additional 11,500 jobs.

Replacement demand	36,000
Expansion demand	7,000
Physical regeneration demand	11,500
Total	54,500

12.3 The research has projected the number and type of qualifications needed to meet the net requirement of 43,000 jobs generated from replacement and expansion demand. The highest overall net requirements are for managers, directors and senior officials followed by professional occupations. Both of these categories are heavily reliant on higher or first degrees. Higher and first degrees and Higher Education to HNC or equivalent make up 41% of net requirements.

12.4 Caring services also have a high net requirement, but will be more reliant on vocational qualifications.

12.5 The data indicates that of the 43,000 net requirement, only around 8,500 are likely to require workers with no or low qualifications.

12.6 Work is underway to understand the number and type of qualifications needed to meet the 11,500 jobs created from the physical regeneration demand.

12.7 Initial analysis estimates that the biggest demand will be in professional and associate professional/technical occupations. The smallest demand will be for process, plant and machine operatives and skilled trade occupations. With regards to industry, the data suggests the highest number of job vacancies will be within business and financial services and the smallest within agriculture and energy and water. Additional work will be undertaken to understand the sub-sectoral employment demand.

13. Key Sectors

- 13.1 Strategic development of a number of growth sectors in Portsmouth and the wider sub-region will generate significant expansion and physical regeneration demand. These sectors include marine, aerospace, environmental technologies, business and financial services.
- 13.2 Notably, there is a particular opportunity for the Solent area to further develop its position as a centre of excellence for the marine and maritime sector. The Solent area is at the heart of a marine and maritime sector worth £1.9 billion and accounts for 20.5% of the total Gross Value Added (GVA measures the contribution to the economy of each individual producer, industry or sector in the United Kingdom).
- 13.3 The marine and maritime sector in the Portsmouth City region currently employs over 13,000 people within 800 organisations, with significant clusters in defence, leisure, commercial marine and fisheries. Over the last 10 years, the sector has enjoyed both employee and business growth and further expansion is anticipated, with the National Maritime Strategy suggesting that compound growth could be as high as 4% per annum over the next 10 years. To support this expansion, there are a number of key marine and maritime sites in the Solent area identified for development.
- 13.4 The PUSH economic development strategy identifies three categories of sectors for economic growth, which can be seen in Figure 1 below.
- 13.5 In addition to the marine sector, there is opportunity to support high levels of GVA growth and diversity within the following sectors: aerospace, environmental technologies, advanced manufacturing, and transport and logistics.
- 13.6 Business services and health sectors are projected to be the major source of additional jobs over the next 15 – 20 years.
- 13.7 The area's ambitions to deliver high levels of growth are reliant on the Solent area being a fantastic place to live, work and do business. There will therefore be a need to ensure those sectors which underpin quality of life and place are strong.
- 13.8 Each of these sectors will play a vital role in increasing employment opportunities and will link with one another through shared supply chains, shared skills needs, providing services to other sectors and through combining to create the unique sense of place in South Hampshire. PUSH has identified a number of transformational actions to support growth in these key sectors and Portsmouth needs to work in line with this plan.

Figure 1: Key Sectors for Growth



14. City Deal and the Solent LEP

- 14.1 The Solent Local Enterprise Partnership (LEP) is a business-led local partnership which has already secured Government funding to the Solent area. The LEP plays a central role in determining local economic priorities and undertaking activities to drive economic growth and the creation of local jobs. The partnership is developing a Strategic Economic Plan which all LEPS are required to develop and submit to Government as part of the arrangements to access funding through a single local growth funding pot of approximately £2billion per annum nationally. Skills for growth and the importance of apprenticeships are reflected in the emerging plan and Portsmouth's ambitions for delivering apprenticeships will be aligned to the Strategic Economic Plan.
- 14.2 A joint bid for City Deal status was submitted to Government by Solent LEP, Portsmouth and Southampton City Councils and was signed by all partners on the 12 November. The success of the bid will achieve further significant funding and deliver key opportunities to support growth in the Solent sub region.
- 14.3 The city deal gives the two cities special powers and access to new funds, meaning they can develop crucial sites, provide training and boost local companies. It has a particular focus on the area's maritime, marine and advanced manufacturing sectors, and as well as a marine and maritime assets programme will be complemented by skills, labour market and business support packages. These proposals are designed to ensure local residents can access jobs in growing sectors and that local businesses are able to grow and thrive across the Solent. To achieve this City Deal partners will:
- Establish a Skills Investment Strategy and Solent Skills for Growth fund, using funding from local partners and the private sector. This strategy and fund will ensure local residents can take courses that meet employer needs.
 - Create a Solent Employer Ownership of Skills programme that identifies immediate skills needs in small and medium enterprises, in the advanced manufacturing sector, and funds the provision of relevant courses through local skills providers.
 - Launch a new Solent Jobs programme that will support long term unemployed people into sustained employment.
 - Launch a Young Person's Demonstration project to trial new approaches to supporting young people into employment, in line with the forthcoming findings from the Government's review into employment, education and training support for 16-24 year olds.
 - Provide support for those facing redundancy to access alternative employment through a Department for Work and Pensions Rapid Response programme.
 - Establish a programme to provide effective business support including local schemes that promote small and medium enterprise business growth and enterprise.

14.4 Over its lifetime across Portsmouth and Southampton the Solent Local Enterprise Partnership predicts the City Deal will deliver:

- Over 4,700 permanent new jobs particularly focussed in marine, maritime and advanced manufacturing sectors.
- Over 13,000 construction jobs.
- Unlock 107,000 sq. metres of new employment floor space with a focus on supporting growth in the marine, maritime and advanced manufacturing sectors.
- Support small and medium enterprises to grow through better business support over the next three years.
- Provide £115m of local and national public sector investment.
- Lever in over £838m of private sector investment into the area through site development, skills and unemployment schemes; and business support services.

15. Development Opportunities and Employment & Skills Plans

15.1 A supplementary planning document 'Achieving Employment and Skills Plans' was adopted by the Council in July 2013. The policy requests that developers in the city prepare and implement Employment and Skills Plans when undertaking major new developments (defined as residential developments of 30 or more units and commercial development of 1000m² floorspace or larger).

15.2 A wide range of local employment and training measures can be secured through an Employment and Skills Plan including pre-employment training, work experience (for a range of age groups) and apprenticeships. The policy is already being used in discussions around forthcoming developments and one plan is already in place for a major development in the city. The policy represents a significant opportunity to influence skills development and the delivery of apprenticeships in the city.

15.3 Employment and Skills Plans will be requested for the construction phase of all major development in the city. Where development will also create job opportunities at the occupation stage, such as retail or hotel developments, plans will be requested to cover the end user (where 50fte jobs or more will be created).

15.4 Portsmouth City Council is working in partnership with the Construction Skills Industrial Training Board (CITB) and will use the benchmarks set out the CITB 'Client and Local Authority Guidance' as a starting point for negotiations with developers on the construction phase of development. The benchmarks provide target outputs for a range of employment and skills areas such as apprenticeships and entry into employment.

It will be important to make use of opportunities to engage with employers through the City Deal Growth Hub and maximise contributions through Employment and Skills plans for new developments in the city.

Part Three: What do we need to do?

Portsmouth's **Business Growth and Skills Plan** seeks to ensure that local residents are able to benefit from the physical regeneration and economic growth in the City and have the skills and qualifications required to meet employer demand and secure the jobs created. The plan outlines the high level objectives and actions that will:

- Create a highly-skilled and flexible resident workforce
- Ensure that we are meeting employer demand in relation to training provision and skill development
- Establish clear routes to employment

The plan specifically addresses the theme of apprenticeships and the need to undertake a programme of work that will:

- Increase the number of apprenticeships and traineeships available in the City;
- Ensure that apprenticeships in the City meet current and future employment demand;
- Promote apprenticeships as an equal alternative to other progression routes

Linked to these objectives, and drawing on the findings from the research undertaken, the following four themes have been identified:

Priority Themes

1. Engaging Employers

2. Raising Awareness and Promoting Opportunities

3. Shaping Provision and Ensuring Access

4. The City Council and Partners - Raising Our Game

A full description of each theme and proposed Delivery Plan are set out in the pages that follow.

Theme 1: Engaging Employers

Increasing the number of apprenticeships within the city will mean engaging employers will be of key importance. The Government has outlined a new 'employer-focussed' approach to apprenticeships which sees employers at the heart of developing apprenticeships to meet their skills needs. To encourage the development and uptake of apprenticeships, employers will need to be informed about the direct benefits to their organisations; encouraged to recognise the importance of developing skills in a growing economy; and supported to access information and practical help to establish apprenticeships within their organisations.

Suggested Actions:

- Develop a promotional campaign linked to the Shaping Portsmouth brand - e.g. 'we're growing our own - delivering apprenticeships for Portsmouth' with a suitable logo and branding.
- Promote through the Shaping Partnership and Portsmouth Ambassadors to encourage an increase in the recruitment of apprenticeships.
- Increase attractiveness to employers through enhanced public recognition of businesses' contribution - e.g. an awards ceremony for employers.
- Use of logo on letterheads and email communications for businesses offering or employing apprenticeships.
- Highlight benefits to employers of 'growing their own' - addressing future skills needs, increasing employee engagement and workforce sustainability.
- Develop a network of Apprenticeship ambassadors - using Shaping Partnership employers who already have apprentices to provide advice and support to other organisations.
- Promote apprenticeships through business advisory services (e.g. council services).
- Seek opportunities to use business events and networks to promote apprenticeships, (e.g. Chamber of Commerce and Federation of Small Businesses).
- Maximise opportunities to engage with employers through the City Deal Growth Hub.
- Use contact with small businesses through the Super Connected Cities project to promote the benefits and funding available for apprenticeships.
- Maximise contributions through Employment and Skills plans for new developments in the city.
- Explore opportunities for city based organisations to encourage local people to take up apprenticeships.
- Encourage schemes that recruit for attitude and potential and offer opportunities to those with lower skills and qualifications and the longer term unemployed. (See the example of Barclays Bank below).

Case Study: Barclays Bank

Barclays introduced an ambitious apprenticeship programme eighteen months ago prompted by a letter from the London mayor asking corporates to do more to tackle youth unemployment. When Barclays analysed their employee profile they found that out of a total of 60,000 employees in the UK, less than 200 were aged below 21 and none were under 18 years. This resulted in a complete shift in the recruitment strategy and a decision to recruit apprenticeships alongside the traditional graduate places. The 1,000 16 to 24 year olds who have been recruited onto the apprenticeships programme were long term unemployed and often had few academic qualifications but were 'loyal, hungry and ambitious'. Barclays recruit to the programme based on attitude and potential rather than experience and qualifications. Many apprentices had taken the opportunity to embark on an academic pathway which they may have missed out on in younger years - potentially culminating in a business management degree.

Through their early career talent development programmes, which include work experience as well as apprenticeships, Barclays aims to create opportunities for young people from all backgrounds to develop the confidence and skills needed to gain employment after school or college, gaining hands-on experience and taking their first steps into the workplace.

Theme 2: Raising Awareness and Promoting Opportunities

Ensuring that employers benefit from quality candidates and that apprentices are drawn from a wide variety of backgrounds will mean ensuring that all of our potential apprentices and their advisors are fully informed of the range and extent of the opportunities available, and have an understanding of what an apprenticeship is and the benefits it brings. Some potential apprentices will need support to raise aspirations and develop the capability needed to access the opportunities available. The need to develop higher level skills through advanced and higher level apprenticeships will mean changing perceptions of apprenticeships, raising their profile and status so that they are seen as a viable alternative to higher and further education. There will need to be better provision of information and guidance in schools, with greater coverage of vocational options including apprenticeships.

Suggested Actions:

- Review provision of apprenticeship information given as part of careers guidance in schools and identify improvements.
- Encourage a greater number of schools to attend CEIAG meetings on a regular basis to ensure they have access to the latest information.
- Publish uptake of apprenticeships by school and target promotional activity accordingly.
- Explore ways to engage parents to raise their awareness of apprenticeships and opportunities available.

- Explore ways to encourage current and recent apprentices to provide positive messages and act as role models to inspire future recruits.
- Investigate opportunities for use of the “Inspiring the Future” campaign to promote apprenticeships.
- Consider holding an apprenticeships 'graduation' event annually to recognise success and promote apprenticeships.
- Implement relevant actions within the Portsmouth 14-19 Raising the Participation Age Plan.
- Encourage schools to increase the number of apprentices per school. Deliver a communications campaign e.g. through the schools newsletter. Highlight the benefits of having a visible example to promote apprenticeships to future school leavers.
- Access opportunities for promotional activity through the National Apprenticeships Service e.g. the Apprenticeships Bus.
- Explore ways to reach the city's more deprived neighbourhoods through outreach activities e.g. through local youth clubs etc.

Theme 3: Shaping Provision and Ensuring Access

Meeting the future skills needs of employers will mean ensuring that there are enough advanced and higher level apprenticeships to match the increased labour demands for higher level skills, particularly in key growth sectors. This will mean engaging with employers to ensure they can offer the jobs and placements to meet the higher level requirements. Of equal importance is the significant proportion of the resident population who have low or no qualifications, meaning that providing sufficient entry level provision including traineeships and pathways into work will be central to ensuring that future opportunities can be accessed by all and that the city's skills base continues to strengthen.

Suggested Actions:

- Use information in the Post 16 Curriculum Plan to shape provision and ensure the training provider offer delivers against future skills requirements. Are apprenticeships being offered in the right sector areas, at the right levels and in the right numbers to meet demand, addressing potential areas of over or under supply?
- Increase the numbers of apprenticeship opportunities within key sectors and encourage take up from local residents.
- Ensure those with no or low qualifications have access to entry level provision and pre-apprenticeship and traineeship opportunities.
- Promote soft skills and work readiness training to ensure potential recruits are ready and able to apply for positions successfully.
- Utilise opportunities through the City Deal to provide new demonstration projects for 18-24 year olds including access to traineeships and apprenticeships.
- Work with employers to increase numbers of advanced and higher level apprenticeships to meet higher skills demands.

- Ensure provision for improving English and maths ability to improve access to programmes.

Theme 4: The City Council and Partners - Raising our Game

The City Council and its partners recognise that as employers, they have a key role to play in setting a good example in offering a sufficient number and range of apprenticeships, and offering opportunities and pathways for those who need additional support. As a community leader and policy maker within the city, the Council also has an influencing and enabling role to encourage and support the development of increased opportunities across the city.

Suggested Actions:

- Develop and launch a reinvigorated PCC apprenticeships scheme 'properly and publicly' to raise awareness and show a positive example across the city.
- Ensure a strong drive and leadership from political and partnership arenas.
- Run an internal communications campaign - 'Grow your own... talent'.
- Provide briefings and guidance for managers.
- Develop an Apprenticeships Policy for the City Council, including specific reference to care leavers as a priority group, recognising the Council's corporate parenting responsibilities to ensure that care leavers have better life prospects.
- Review the contract type for apprenticeships; exploring the use of fixed term contracts.
- Establish arrangements for the regular review of the Council's training provider agreement.
- Work with managers to establish job roles and teams suitable for accommodating apprenticeships to maximise future recruitment opportunities.
- Investigate the potential benefits in offering a supplementary local grants scheme to encourage apprenticeships uptake in new employers.
- Support initiatives that provide pathways into apprenticeships for disadvantaged groups, for example NEET young adults and ex-offenders.
- Ensure the City Council responds to its corporate parenting responsibilities to all care leavers, delivering the apprenticeship and traineeship ambitions within the New Belongings Implementation Project.
- Develop procurement policies to promote apprenticeships through the Council's contracting and commissioning practices.
- Establish an internal working group to share information and take ownership for delivering the Council's contribution to the action plan.

Case Study: West Sussex County Council (WSSC)

West Sussex County Council recognises the value apprenticeships can bring to the local community, boosting skills and employment prospects. The council employs apprentices as a key part of their workforce and encourages other employers to do likewise. Around 85% of their apprentices have gone on to find further paid employment following their training, 65% within the council itself.

The apprenticeships programme was established in response to a commitment from the Leader of the Council for 200 apprentices across the council. A communications campaign helped to convince managers of the benefits and soon there were a number of positions for various roles across the organisation. The council has recently launched a grant scheme to help local employers recruit and support higher apprentices.

Appendix A

Portsmouth Apprenticeships

Table 1: Apprenticeship starts for Portsmouth residents by level and age

Age	Programme Level	2008/9	2009/10	2010/11	2011/12	2012/13
16-18	Intermediate	140	210	220	300	280
	Advanced	50	60	100	120	130
	Higher	-	-	-	-	-
16-18 total		190	270	320	420	420
19-24	Intermediate	170	190	330	510	420
	Advanced	90	110	130	210	290
	Higher	-	-	-	-	10
19-24 total		250	300	470	720	710
25+	Intermediate	140	70	390	640	430
	Advanced	80	40	220	330	390
	Higher	-	-	-	-	20
25+ total		220	100	600	970	850
All Ages	Intermediate	450	470	940	1,440	1,130
	Advanced	220	210	450	660	810
	Higher	-	-	-	10	30
Portsmouth Total		660	680	1,390	2,110	1,970
Southampton Total		860	1,050	1,850	2,000	2,070
Isle of Wight Total		860	820	1,690	1,760	1,630
Hampshire Total		7800	9050	11230	12970	13200
South East Total		35,040	39,120	58,340	66,850	68,960
National Total		239,900	279,700	457,200	520,600	510,200

Notes to Tables 1 and 2:

- 1) Volumes are rounded to the nearest ten.
- 2) '-' Indicates a base value of less than 5.
- 3) The data source is the Individualised Learner Record.
- 4) Figures for 2011/12 onwards are not directly comparable to earlier years as small technical changes have been made in the way learners are counted.
- 5) Tables show full year estimates for 2012/13. It is not possible to directly compare provisional 2012/13 estimates with figures for previous years.
- 6) The data is based upon the home postcode of the learner.

Source for Tables 1 and 2: The Data Service, Apprenticeship Programme Starts by Geography, Age and Level, and Breakdown by Sector Subject Area and Geography.

http://www.thedataservice.org.uk/Statistics/fe_data_library/Apprenticeships/

Table 2: Apprenticeship Programme Starts in Portsmouth by Sector Subject Area

Sector Subject Area	2009/10	2010/11	2011/12	2012/13 (provisional)	Total 2009-13
Agriculture, Horticulture and Animal Care	10	10	20	20	60
Arts, Media and Publishing	-	-	-	-	-
Business, Administration and Law	160	490	920	640	2,210
Construction, Planning and the Built Environment	50	50	30	50	180
Education and Training	-	10	20	10	40
Engineering and Manufacturing Technologies	110	180	190	200	680
Health, Public Services and Care	130	290	340	480	1,240
Information and Communication Technology	10	40	70	70	190
Languages, Literature and Culture	-	-	-	-	-
Leisure, Travel and Tourism	50	70	60	50	230
Preparation for Life and Work	-	-	-	-	-
Retail and Commercial Enterprise	150	250	460	410	1270
Science and Mathematics	-	-	-	-	-
Total	680	1,390	2,110	1910	6090

Table 3: Apprenticeship Starts by Employer Size 2012/13

	16-18	19-24	25+
Small	204	276	343
Medium	78	112	131
Large	29	90	87
Very Large	65	197	245
Unknown	20	10	19

Table 4: Apprenticeship Starts by Gender (%)

		2010/11	2011/12	2012/13
16-18	Female	47.7%	48.5%	48.0%
	Male	52.3%	51.5%	52.0%
19-24	Female	56.8%	58.6%	58.0%
	Male	43.2%	41.4%	42.0%
25+	Female	62.7%	58.8%	62.1%
	Male	37.3%	41.2%	37.9%

Table 5: Apprenticeship Starts by LLDD (Learners with Learning Difficulties and/or Disabilities) (%)

		2010/11	2011/12	2012/13
16-18	Yes	6.5%	11.4%	10.1%
	No	91.9%	85.4%	88.6%
	Unknown	1.6%	3.2%	1.3%
19-24	Yes	9.8%	11.3%	8.5%
	No	88.5%	88.5%	90.2%
	Unknown	1.7%	0.3%	1.3%
25+	Yes	6.7%	12.1%	7.6%
	No	92.8%	87.8%	90.9%
	Unknown	0.5%	0.1%	1.5%

Source for Tables 3,4 and 5: National Apprenticeship Service Apprenticeship Quarterly MI Report for Portsmouth Quarter 4, 24 October 2013

Appendix B

Stakeholders and Roles

A number of stakeholders are involved in the promotion and delivery of apprenticeships in the city. The following list is not exclusive but attempts to identify some of the key stakeholders involved.

Training Providers

Portsmouth has a wide and varied base of experienced training providers based within Portsmouth and the travel to learn area of South East Hampshire. These vary from colleges and private training providers who offer a service in a wide variety of occupational sectors such as Highbury College, Fareham College, South Downs College, PETA Ltd, Paragon Ltd and HTP Ltd. Others are more bespoke such as Portsmouth College, Sparsholt College, Catch22, Fareport, JTL, HIT and Youth Force who offer a few occupational areas, which they specialise in. Most of these apprenticeship deliverers have years of experience and have built up a good reputation in the delivery of apprenticeships to young people in Portsmouth.

Colleges

There are two Further Education colleges located in the city: Highbury College and Portsmouth College. Young people in Portsmouth also choose to study at South Downs College in Waterlooville and other colleges further afield. Both Highbury College and Portsmouth College have established employer-led expert advisory boards to help shape provision in priority skills areas. Highbury College has a partnership with REED NCFE to provide a college-based employment placement service to students and Portsmouth College has appointed a full-time Enterprise and Employability Co-ordinator. From September 2013, Portsmouth College has put in place a new work placement-friendly timetable. Working with the Education Business Partnership (EBP), this will ensure that all students can access termly or a full year work placement with local employers to enhance their employability skills. The college also works with its partner schools to help build aspiration and raise achievement.

ALPHI

The Association of Learning Providers for Hampshire and the Isle of Wight (ALPHI) is made up of training providers across Hampshire who have signed up as members of the network which was established as a primary means of communication for the Skills Funding Agency with their contracted providers

Schools

The duties placed on schools in relation to the provision of careers advice and access to work experience have been significantly reduced by the current government. Schools are now only required to ensure pupils have access to independent and impartial guidance on careers and the full range of post-16 options. However, Portsmouth's schools recognise the critical role they play in preparing young people for the workplace. One key area for improvement that has been identified during the development of the Business Growth and Skills Plan is schools' understanding of the opportunities that apprenticeships offer young people and how they provide information on apprenticeships to their pupils.

Schools also have a role to play as employers in the City. Some schools are already offering apprenticeship opportunities in administrative support roles (e.g. IT Technician) and from September this year, 20 Teaching Assistant Apprenticeships have been established in primary and secondary schools across the city.

Careers Education Information and Guidance (CEIAG) Group

The CEIAG group is coordinated by Portsmouth City Council's Education Services. The group consists of careers co-ordinators from Schools, Colleges and Training Providers, as well as Youth and Careers Advisers from ITYSS and EBP, who meet every six weeks to review and plan careers guidance provision.

Portsmouth City Council Services

A number of services within the City Council have a role in promoting and delivering apprenticeships within the city:

- **City Development** - the City Development team has a lead role in the regeneration of the city and ensuring economic and social regeneration in terms of skills, social and economic inclusion, and education and training. The team has recently appointed a dedicated Skills & Training Development Advisor whose role is to work with local businesses, employers, schools, colleges and training providers to develop a shared vision and clear understanding of the resident workforce skills needed now and for the future of the city. The team's Employment Initiatives Manager leads on the development of Employment & Skills Plans which seek to develop employment and training opportunities as part of major developments in the city.
- **PCMI** - PCMI is a service within Portsmouth City Council that manages and delivers a range of employment-focused programmes in partnership with prime contractors appointed by agencies including the Department for Work and Pensions, the Skills Funding Agency and Jobcentre Plus. PCMI's programmes are designed to offer work experience, training, personal development and pastoral support to unemployed, disabled, disadvantaged and other eligible people with the aim of maximising the number entering sustainable employment.
- **Children's Services** - the **Integrated Targeted Youth Support Service (ITYSS)** has a lead role in providing interventions to support the city's NEETs (young people not in education employment and training). The service has a named apprenticeships lead who works collaboratively with a number of organisations with the aim of increasing and promoting opportunities. This role has been particularly beneficial in collaborating to organise events (details on page 10).
- **Education Services** - supports the provision of guidance in schools, and leads on the Council's statutory responsibility for ensuring adequate provision through the Raising Participation Age reforms.
- **Human Resources** - supports the recruitment and employment of apprentices within the council, providing guidance and information for managers and potential recruits. Has responsibility for developing the Council's internal Apprenticeships Policy and framework for delivery.

Solent LEP

The Solent Local Enterprise Partnership (LEP) was formed after the Government offered local areas the opportunity to take control of their future economic development. It is led by the business community and supported by four university partners, the further education sector, three unitary authorities, eight district councils, one county council and the voluntary and community sector. The LEP plays a central role in determining local economic priorities and undertaking activities to drive economic growth and the creation of local jobs. Skills for growth is one of its strategic priorities.

Solent Apprentices for Business

Solent Apprentices for Business was set up by the Local Enterprise Partnership as a one-stop-shop apprenticeship training agency, focused on the needs of Small to Medium Enterprises (SMEs). It is a not-for-profit organisation which aims to provide businesses with a simple and cost-effective solution to recruiting apprentices. The agency will support the recruitment process, place the apprentice with a Further Education College which provides the training, and assign them to an Apprentice mentor. They can also employ the apprentice on behalf of businesses and deal with all of the payroll and human resource management issues that may arise.

Education Business Partnership (EBP)

The purpose of Portsmouth EBP is to help prepare young people for their futures in the world of work either by bringing business to classroom or finding opportunities for students to gain valuable insight into a real-life working environment. Working with every secondary school in its area, Portsmouth EBP provides over 18.000 opportunities each year for young people to engage with the world of work.

Work Programme Agencies

There are a number of national incentives (such as the Work Programme) that provide support, work experience and training for up to two years to help people find and stay in work. Young people can receive extra help under the Youth Contract, including work placements, apprenticeships and careers guidance. Individuals are referred via Jobcentre Plus to a range of private, voluntary and public sector providers, who are experienced in dealing with long-term unemployment.

The National Apprenticeship Service (NAS)

The National Apprenticeship Service (NAS) was created in April 2009 and supports, funds and co-ordinates the delivery of Apprenticeships throughout England. The NAS is responsible for promoting apprenticeships to employers and learners, supporting employers through the process of recruiting and training an apprentice, and maintaining the national online apprenticeship vacancies system which allows employers to post vacancies and aspiring apprentices to search and apply for them. In April 2013 NAS became a division within the Skills Funding Agency (SFA).

Appendix C

About the Research

A range of information was used to develop the findings in this report and whilst not purporting to be comprehensive, focussed on being sufficient to identify the key issues to inform the development of suggested actions for taking this work forward.

The research included:

A policy scan which reviewed government papers relating to Apprenticeships and other related policies, including government reviews, consultations and new policy proposals.

A literature review of research and analysis undertaken in relation to Apprenticeships. This included reports from national organisations such as the CIPD, the Apprenticeship Inquiry report of Southampton's Scrutiny Panel, and a PCC report on future skills.

An analysis of data from sources such as the National Apprenticeships Service, and National Data Service.

A number of meetings with internal and external stakeholders which included:

Stella Mbubaegbu - Principal & Chief Executive, Highbury College

Jackie Page - Head of Work Based Learning, Highbury College

Elizabeth Flegg, West Sussex County Council

Ian Smith, National Apprenticeships Service

Mike Stoneman and Lyn Exley - PCC Education Services

Leanne Tsui - PCC Integrated Targeted Youth Support Service (ITYSS)

Derek Christie - PCMI (PCC)

Kate Brady, Julie Barratt and Gemma Limburn - PCC Human Resources

Linda Taylor and Sam Cox - PCC City Development Team

Greg Povey - PCC Procurement Services

Meeting of the Joint South Central Local Authority group (including representatives from local authorities in Hampshire, Surrey, Sussex and Dorset, and the National Apprenticeships Service).

Meeting of the Shaping Portsmouth Partnership's Skills Group.

Meeting of the PCC Economic Development, Culture and Leisure Scrutiny Panel - Pathways into Work for Young People.