Gloucestershire Economic Growth
Scrutiny Committee

Wednesday 29 July 2015 at 1.30 pm

Cabinet Suite - Shire Hall, Gloucester
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<td>WELCOME AND INTRODUCTIONS</td>
<td>The Chairman to welcome everyone to the meeting.</td>
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<td>MINUTES (Pages 1 - 8)</td>
<td>To agree and sign the minutes of the last meeting.</td>
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<td>DECLARATIONS OF INTEREST</td>
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<td>CURRENT ISSUES</td>
<td>Commissioning Director: Communities and Infrastructure at Gloucestershire County Council to outline the purpose and background to the committee before giving an update on current issues.</td>
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<td>a) GLOUCESTERSHIRE COUNTY COUNCIL (Pages 9 - 16)</td>
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<td>b) GLOUCESTERSHIRE LOCAL ENTERPRISE PARTNERSHIP (Pages 17 - 60)</td>
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## FORWARD PLAN
To consider items for the committee work plan.

| a) COMMUNITY PUBS TASK GROUP - UPDATE |
| b) MOTION FROM FULL COUNCIL - MOBILE PHONES |
| c) APPRENTICESHIP TASK GROUP RECOMMENDATIONS (Pages 61 - 74) |

## FUTURE MEETINGS
To note the dates and arrangements for future meetings.

### Committee membership:

**Gloucestershire County Council**
- Cllr Paul Hodgkinson (Chairman)
- Cllr Colin Hay
- Cllr Tony Hicks
- Cllr Barry Kirby
- Cllr Richard Leppington
- Cllr Nigel Moor
- Cllr Shaun Parsons

**Cheltenham Borough Council**
- Cllr Flo Clucas
- Cllr Roger Whyborn

**Cotswold District Council**
- To be appointed

**Forest of Dean District Council**
- Cllr Bruce Hogan
- Cllr Roger James (Deputy)

**Gloucester City Council**
- Cllr Kate Haigh
- Cllr Phil McKellan (Deputy)

**Stroud District Council**
- Cllr Tom Williams
- Cllr Martin Whiteside (Deputy)

**Tewkesbury Borough Council**
- Cllr Phil Awford
- Cllr Kevin Cromwell (Deputy)
(a) DECLARATIONS OF INTEREST – Members requiring advice or clarification about whether to make a declaration of interest are invited to contact the Monitoring Officer, Jane Burns ☏ 01452 328472 /fax: 425149/ e-mail: Jane.Burns@gloucestershire.gov.uk prior to the start of the meeting.

(b) INSPECTION OF PAPERS AND GENERAL QUERIES - If you wish to inspect minutes or reports relating to any item on this agenda or have any other general queries about the meeting, please contact: Joanne Moore, Senior Democratic Services Adviser ☏:01452 324196/fax: 425850/e-mail: jo.moore@gloucestershire.gov.uk

(c) GENERAL ARRANGEMENTS
- Members are required to sign the attendance list.
- Please note that substitution arrangements are in place for Scrutiny

(d) PHOTOGRAPHY, FILMING AND AUDIO RECORDING ARRANGEMENTS
Please note that photography, filming and audio recording of Council meetings is permitted subject to the Local Government Access to Information provisions. Please contact Democratic Services (01452 425230) to make the necessary arrangements ahead of the meeting. If you are a member of the public and do not wish to be photographed or filmed please inform the Democratic Services Officer on duty at the meeting.

EVACUATION PROCEDURE - in the event of the fire alarms sounding during the meeting please leave as directed in a calm and orderly manner and go to the assembly point which is outside the main entrance to Shire Hall in Westgate Street. Please remain there and await further instructions.
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GLOUCESTERSHIRE ECONOMIC GROWTH SCRUTINY COMMITTEE

MINUTES of the meeting of the Gloucestershire Economic Growth Scrutiny Committee, held at Shire Hall, Gloucester on Wednesday 18 March 2015.

PRESENT:

Gloucestershire County Council
Cllr Colin Hay (Chairman)
Cllr Barry Kirby
Cllr Tony Hicks
Cllr Richard Leppington
Cllr Nigel Moor

Cheltenham Borough Council
Cllr Flo Clucas

Cotswold District Council
Cllr Stephen Hirst

Forest of Dean District Council
Cllr Bill Evans

Gloucester City Council
Cllr Kate Haigh

1. APOLOGIES

Apologies were received from Cllr Bill Whelan (GCC); Cllr Shaun Parsons (GCC); Cllr James Bevan (FoDDC); Cllr Phillip McLellan (Gloucester City Council); Cllr Ron Allen (Tewkesbury Borough Council); Cllr Allen Keyte (Deputy for Tewkesbury Borough Council); and Cllr Tom Williams (Stroud District Council).

2. MINUTES

The minutes of the meeting held on 18 December 2014 were agreed and signed as a correct record of that meeting. It was noted that Cllr Bill Evans from the Forest of Dean District Council was present at the meeting.

3. DECLARATIONS OF INTEREST

There were no declarations of interest at the meeting.
4. CURRENT ISSUES

a) Current issues

Conscious that the committee was in the early stages of its work, it was suggested that the scrutiny committee meet immediately after the Economic Growth Joint Committee meeting. This would allow scrutiny members to consider presentation of the reports to the Joint Committee earlier that day before discussing the contents of the reports, (plus any other issues of concern), at its own meeting later the same day. The agenda for the Gloucestershire Economic Growth Scrutiny Committee meeting was published on the Gloucestershire County Council website the week prior to the meeting and can be viewed at the following link.

http://glostext.gloucestershire.gov.uk/ieListDocuments.aspx?CId=731&MId=8067&Ver=4

To view the committee papers for the Gloucestershire Economic Growth Joint Committee meeting, please go to the following link: -

http://glostext.gloucestershire.gov.uk/ieListMeetings.aspx?CId=725&Year=0

The key points considered at the Joint Committee meeting included: -

a) Gloucestershire Growth Deal

Mally Findlater from the Gloucestershire Local Enterprise Partnership (LEP) gave an update on current issues.

During a detailed discussion the following points were highlighted:-

i. The Local Transport Board was likely to continue its work for another 12 to 18 months, after anticipated distribution of available monies. The Joint Committee to monitor delivery of projects;

ii. The Joint Committee felt there was a need for the LEP to identify sufficient resources from which to ensure the assurance framework could be completed. As the Accountable Body, Gloucestershire County Council to provide significant resources to support this area, for which it was hoped a draft version would be available for comment at a future meeting;

iii. An update on the progress of the submitted projects within the Gloucestershire Growth Deal top up round was requested;

iv. An update on the pipeline of projects, (including criteria for entry), to be presented at the next Joint Committee meeting;

v. It was felt that, as the Accountable Body, Gloucestershire County Council should have input into the scoring system for the assessment
of projects to ensure they were fit for purpose. Several (Joint Committee) members expressed concern that the current timescales for submitting responses to central government were too tight. It was noted that the LEP had made representations on this matter.

b) Funding Policy

Sandra Cowley, from Stroud District Council, presented a report on the Committee’s Funding Policy. It was felt that it would be helpful for the District Authorities to confirm how the money distributed from the Business Rates Pool would support local economic development.

c) Planning and Infrastructure

Simon Excell, Lead Commissioning Officer at Gloucestershire County Council, gave a short overview of the possible implications replacement of Section 106 Agreements, (by the Community Infrastructure Levy), might have on District Councils. During a detailed discussion, it was felt that a co-operative approach across all seven authorities was required. From the discussion, it was agreed that the Chief Executive Group be asked to develop proposals for a ‘memorandum of understanding’ between the local authorities, which would allow development of terms of reference for a joint group to lead on the co-ordination of this area, and report back to this committee.

d) Gloucestershire Growth Hub

The Committee received a presentation from Jeannie Cohen-Brand, Commercial Manager at the Gloucestershire Growth Hub. It was suggested that the committee receive an updated presentation at a future meeting to identify the outcomes from the investments that had been made.

e) Strategic Rail Issues

Following a detailed discussion on emerging strategic rail issues, it was felt that future bids were more likely to be successful if supported by a county wide vision. As an initial step towards meeting the drafting of a strategic rail plan for Gloucestershire, Cllr Mark Hawthorne, as Chairman of the Committee, agreed that the Gloucestershire County Council response to the Network Rail Western Study Route Consultation be shared with District Authorities. The committee supported the proposal for a small working group to be established to scope the approach to meeting this objective.

Observations from the Scrutiny Committee meeting

At the scrutiny committee meeting later that afternoon, scrutiny members reiterated the importance of district authorities being better informed of the work of the Local Enterprise Partnership and of the activities and progress being made to address economic growth in Gloucestershire. Members requested that the scoring and weighting system used to prioritise Growth Fund projects be shared with local authorities.
Following an in-depth discussion on the approach to capitalise on the move to devolve powers from central government to a national level, it was agreed that a letter be sent on behalf of the committee to the Leader of the Economic Growth Joint Committee, detailing scrutiny members’ response to the discussion, and to concerns that Gloucestershire needed to fully engage in the debate and better understand the opportunities the devolution process presented to Gloucestershire and its residents.

A letter was sent to the Leader of Gloucestershire County Council, Cllr Mark Hawthorne, and to the other members of the Gloucestershire Economic Growth Joint Committee, as an expression of the scrutiny committee’s support for Gloucestershire to play a more active role in the national debate on devolution. (Letter attached).

Noting the proposed ‘next steps’ outlined by the ‘Devolution and Governance’ document circulated prior to the meeting, (for which a copy will be attached to the signed copy of the minutes for this meeting), the committee welcomed the opportunity to present questions to the Leader of the Council on the subject.

b) Gloucestershire Local Growth Deal

The committee received an update on the Gloucestershire Growth Deal, where the following information was reported: -

A further £15 million of funding had been secured, (as announced on 29th January 2015), bringing the total funding secured by GFirst LEP for Gloucestershire via the Single Local Growth Fund to £77.5 million. The latest funding meant that over the lifetime of the Growth Deal (2015-2021), up to 6000 jobs could be created or safeguarded; 200 new homes built; and £220 million public and private investment generated.

Subject to due diligence checks, the additional funding to be invested in the following six project proposals:

i. Promoting the growth of Gloucestershire Airport by improving key infrastructure at the site. Allocated £550,000.

ii. Investment in the regeneration of the Blackfriars and Quayside areas in Gloucester City Centre for domestic and commercial use. Allocated £4.13 million.

iii. Support for fledgling agri-tech businesses – high tech incubation facilities to support start-ups and promote innovation at the Royal Agricultural University. Allocated £2.92 million.

iv. Support for retail entrepreneurship – provision of high street incubation space in Gloucestershire. Allocated £400k.

There was an expectation that there would be a ‘pause’ on further Growth Deals until the Autumn, to allow the focus to remain on taking all the approved business case proposals included in the SEP and for the projects listed above through the Assurance Framework processes and into the implementation phase. The implementation phase to include implementation of the funded projects and the wider asks contained in the Growth Deal.

In December 2014, the government confirmed that it required an assurance framework to be developed and approved by the LEP Board and Gloucestershire County Council, (as accountable body), by the end of March 2015. It was noted that the government did not expect all the processes and documents that sit under the framework to be fully developed by end of March 2015. It was envisaged that the Assurance Framework would remain a ‘live’ document and that it would require an annual review once adopted.

Development of the Assurance Framework to be undertaken by a group of officers and staff from Gloucestershire County Council and GFirst LEP, deliberately incorporating approaches and lessons learned from various other funding streams managed in the County (e.g. Gloucestershire Infrastructure Investment Fund (GIIF) and the Gloucestershire Local Transport Board (GLTB) ) to ensure the framework is robust and responsive to the changing needs of Government and the Single Local Growth Fund. The group to continue to develop the Assurance Framework in preparation for approval by the LEP Board and Gloucestershire County Council senior officers via delegated authority.

The Assurance Framework to cover the following areas and will be published on the GFirst LEP website:

- LEP Governance and decision making
- Local authority partnership working
- Transparent decision making
- Accountable decision making
- Ensuring value for money: prioritization; appraisal; business case development; risk management

For monitoring purposes, the government had asked LEP’s for a set of ‘core metrics’ covering all interventions, with inputs/outputs reported quarterly and outcomes annually. This to enable the government to report overall progress across all 39 LEP areas.
It was noted that LEP staff had drafted an overall plan for monitoring Growth Deal projects and were currently working with project promoters to finalise which monitoring metrics would be used with each project. Each funded project would be required to monitor and report on the metrics, a requirement that would be linked into the funding agreements to be set up between GCC and the project promoters.

Alongside regular monitoring, LEP’s to prepare Evaluation Plans to set out how they intended to evaluate SLGF projects in the future. The Evaluation Plan to be prepared in accordance with government guidance and play a key role in demonstrating the impact and cost effectiveness of the Gloucestershire Growth Deal, as well as helping to secure additional Single Local Growth Funding in the future.

It was hoped evaluation of the Gloucestershire Growth Deal would allow the Government, GFirst LEP, Gloucestershire Local Authorities and local stakeholders better understand the impact of projects, value for money and impact of the Growth Deal itself.

5. COUNCIL MOTION UPDATE: SUPPORTING COMMUNITY PUBS

Members recalled the motion from the Gloucestershire County Council meeting on 26 November 2014, and the request for the committee to:

“explore ways in which Gloucestershire County Council can support local pubs and restaurants and how the council can support the creation of pub hubs in local communities to prevent pubs from closing in Gloucestershire. The Gloucestershire Economic Growth Scrutiny Committee to report its findings to the Secretary of State for Business, Innovation and Skills, Gloucestershire’s Local Enterprise Partnership and all relevant business organisations in Gloucestershire”.

During a full and in-depth discussion, members considered an economic analysis of the pub and restaurant sector in Gloucestershire and the contribution to the local economy. Several members believed the issue should be considered as a county wide issue, involving district councils. On this basis, the committee proposed setting up an all party task group (including district members), with Cllr Barry Kirby, (Deputy Chairman of the Committee and the original mover of the motion), submitting a request to the council’s Overview and Scrutiny Management Committee to consider a request for a scrutiny review. The committee agreed to present draft terms of reference to the Overview and Scrutiny Management Committee in April, followed by establishment of a task group in May.

6. WORK PLAN

Items added to the scrutiny committee work plan included; (i) Community Infrastructure Levy and, (ii) the impact of local planning policy and new housing development on Broadband Delivery. In addition to the items on the committee work plan, a request was made for more information on the Gloucestershire Growth
Hub, (the partnership arrangement between the University of Gloucestershire and GFirst LEP).

7. FUTURE MEETINGS

The committee agreed that the trial arrangement, whereby scrutiny members attend the meeting of the Gloucestershire Economic Growth Joint Committee, (at 10.00 am), followed by the scrutiny meeting later the same day, (at 2.00pm), be adopted for future meetings.

It was hoped this decision, (to hold the scrutiny committee meeting on the same day as the joint committee), would allow scrutiny members to consider presentation of the reports to the joint committee in the morning, before discussing the contents of the reports, (plus any other issues of concern), at the scrutiny meeting later the same day.

The dates of meetings for the remainder of the year were duly amended and circulated, (as attached), with the next meeting scheduled for 4 June 2015. To aid understanding, scrutiny members were encouraged to attend both meetings.

Subsequent to this decision, it was, however, necessary to postpone the scrutiny committee meeting on 4 June 2015, pending the appointment of new members at the annual meetings at district authorities, and to allow the new members of the committee to attend a refresher and work planning session at their first meeting.

CHAIRPERSON

Meeting concluded at 3.30 pm
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Economic Growth Joint Scrutiny Committee

29th July 2015

GCC Commissioning Director’s Report

Strategic Growth/Regeneration Schemes

A417 Missing Link
A commitment to the Missing link was announced by Government as part of the Autumn Statement announcements in early December. Highways England (HE) is developing a programme of work to deliver the solution and meetings have taken place with the County Council and Cotswold Conservation Board.

WSP consultants have been commissioned by HE to aid the delivery of the scheme.

HE has suggested that a joint Project Board should be established between the Council and HE. This will be considered at GCC Cabinet in September.

Cinderford Spine Road
The Homes and Community Agency (HCA) has expressed an intention to remove themselves from the delivery of the Cinderford Spine Road. It has been requested that the County Council takes on the project management and delivery.

GCC Officers are performing a due diligence exercise to ascertain what permissions, activities, legals and work are required to complete the scheme; discussions are currently on going with the HCA and the Forest of Dean District Council

A paper proposing the way forward for the delivery of the Northern Quarter Spine Road will be presented at GCC’s July Cabinet.

Gloucester Transport Hub
Gloucester City Council recently held a consultation event to showcase the draft designs put forward by their architects, which was well received. Work continues to formalise the final funding package in order to support the demolition and construction programme which is due to commence in Spring 2016.

Superfast Broadband Update – Building ‘Fastershire’
Working closely with Herefordshire Council, the overall infrastructure ‘build’ project remains on track in Gloucestershire and is making good progress, bringing fibre broadband to around 90% of homes and businesses by 2016; approximately 148,000 premises. However, there have been some issues that the project team have had to deal with, resulting in slippage of a few key milestone dates, which have been effectively managed through the change control process in the current contract.

As of the end of May, over 59,000 properties across the two Counties have been connected to fibre cabinets, 45,000 of these in Gloucestershire. Take-up also
continues to grow and is currently exceeding 20%.

Consistent with the adopted Fastershire Broadband Strategy, which outlines the next phase of deployment; [http://glostext.gloucestershire.gov.uk/ieDecisionDetails.aspx?ID=570](http://glostext.gloucestershire.gov.uk/ieDecisionDetails.aspx?ID=570)

Gloucestershire recently announced the successful award of the contract for the delivery of Stage 4, in Lot Area 1, the Central Cotswolds, part of the project’s extension plans to reach the final 10% of homes and businesses, including some of the county’s most difficult and isolated areas. [http://www.fastershire.com/news/article/81/2015/06/08/fastershire-to-deliver-ultrafast-broadband-in-the-cotswolds](http://www.fastershire.com/news/article/81/2015/06/08/fastershire-to-deliver-ultrafast-broadband-in-the-cotswolds)

Further information can be found on the project website – [www.fastershire.com](http://www.fastershire.com).

**Gloucestershire Local Transport Board (GLTB)**
The Gloucestershire Local Transport Board (GLTB) was formed in 2013 with a remit to decide on major transport priorities between 2015 and April 2019. In 2014, the £9.8m Government allocation to the GLTB was subsumed into a ring fenced allocation within the Gloucestershire’s Growth Deal.

The next meeting of the GLTB meeting is on the 29th July 2015. This meeting will be making recommendations about the progression of the funding agreements for the GLTB schemes to the LEP Board, plus considering a Stagecoach presentation on the contribution of bus services to economic growth in Gloucestershire.

**Joint Core Strategy**
The Gloucester-Cheltenham-Tewkesbury Joint Core is currently under Examination, which started on 19th May 2015 and is ongoing.

**GEGJC Issues**

The **Gloucestershire Business Rates Pool (GBRP)** was set up to maximise the business rate income retained within the County and to support economic growth within the area of the Local Enterprise Partnership. 2013/14 was the first year of operation of the Pool which reported a surplus of £774,862 for the year of which £94,972 was paid to the Strategic Economic Development Fund supporting the work of the Joint Committee.

*Pool Performance 2014/15*

Based on the NNDR3 returns recently submitted, it is likely that the GBRP will report a deficit in the order of £2.3m due to an unprecedented level of backdated business rate appeals. Gloucestershire has seen significant growth in business rates during 2014/15, but the level of appeals experienced and the provisions that have had to be made have more than wiped out the growth. The extraordinary level of appeals represents an issue that could not have been foreseen when the decision was taken to pool business rates in Gloucestershire and is an issue that has been taken up nationally with the Government and the LGA.
Use of Pool Surpluses by Pool Members
At a previous meeting, the Joint Committee requested information about how each of the Pool members are using the surpluses generated by the Gloucestershire Business Rates Pool. In light of the position presented above, the CFO’s have agreed that any surplus received in 2013/14 should be used to contribute to the deficit arising in 2014/15. It is also likely that any distributed surplus in 2015/16 will fund the deficit in 2014/15 and so for the first 3 years of pool operation, only the Strategic Economic Development Fund will have benefitted from Pooling.

By way of example on how individual authorities are contributing to growth in their local areas:
• Cotswold District Council are making contributions to tourism projects and make significant contributions to supporting delivery of their local plan.
• Stroud have agreed to set aside any pool surpluses in their Jobs and Growth Reserve which is to fund an extensive programme of projects set out in their Jobs and Growth Strategy.
• Gloucester City will look to put any future pool surpluses into a Regeneration Reserve to support one of their key objectives to regenerate the city.
• Gloucestershire County Council is contributing to growth through investment in strategic infrastructure such as Fastershire and the A417, the skills improvement agenda and Funding Circle.

Infrastructure Investment Pipeline
At its March meeting, the Committee, having noted the work being undertaken to develop a pipeline of suitable growth deal projects, emphasised that this work should engage all partners and should not be seen as the responsibility of just the LEP.

Members stated that it was essential that there was a clear identification of the strategic needs of the county which would allow future projects to be developed to provide the best support for Gloucestershire’s economic development.

The Committee asked that a comprehensive report be prepared for presentation on how future infrastructure projects could be developed and prioritised.

The Senior Officer Group, which includes representation from the LEP and which supports the GEG Joint Committee, has been working to develop a county wide infrastructure programme as requested. The Group intend to submit a final report to the Committee in September.

Nigel Riglar
21st July 2015
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LEP Board

Accountable Body
(technical oversight)

LEP Board

Accountable - Commissioning Growth Deal delivery

GEGJC

Individual Council Scrutiny
resource decisions

Joint Scrutiny Committee - Economic impact of Growth Deal / SEP
Commissioning Growth Deal Delivery: LEP Board - GEGJC

Round 1 delivery agents: University of Gloucestershire, Stroud and South Gloucestershire College, GCC, Gloucester City Council, FODDC, Stagecoach, Cheltenham Borough Council

Round 2 delivery agents: ???
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GFFirst LEP Update for Joint Committee

4 June 2015

GFFirst LEP Update

a) Assurance Framework

As previously reported, in December 2014, Government confirmed that it required an assurance framework to be developed and approved by the LEP Board and Gloucestershire County Council as the accountable body to enable the Single Local Growth Fund funding to be managed effectively and to enable the flow of funding to the Growth Deal projects. This assurance framework and relevant documents was approved by the GFirst LEP Board and GCC’s Section 151 Officer/Finance Director and published on the GFirst LEP website at http://www.gfirstlep.com/Home/Assurance-Framework/ on 19th May. This now incorporates the assurance processes that apply to the Gloucestershire Local Transport Board (GLTB).

It is envisaged that the Assurance Framework will remain a ‘live’ document and that it will require annual review to keep it fit for purpose.

The Assurance Framework was developed by a group of officers and staff from Gloucestershire County Council and GFirst LEP and GFirst LEP would like to thank the following GCC staff who contributed significantly to the assurance framework: Claire Edwards; Kaye Turner; Luisa Senft-Hayward; Carey Stevens; Nigel Riglar and Jo Walker.

b) Project funding

As previously reported, Government has approved GFirst LEP’s Growth Deal projects and has committed £77.5 Million from the Single Local Growth Fund to support the delivery of these projects. GFirst LEP Board and Gloucestershire County Council in its role as Accountable Body now have to ensure that this public money is used effectively and appropriately by the project promoters to achieve the intended outcomes.

Within the Assurance Framework there is a clear due diligence process and checklist for all Growth Deal projects (see Annex G of the Assurance Framework).

The due diligence work on the projects is carried out by external assessors commissioned by Gloucestershire County Council in its role as Accountable Body and this work is paid for through (capped) fees paid by the project promoters.

The due diligence work has been prioritized for the Growth Deal projects that have the earliest start dates. Currently, five projects are going through the due diligence process
and GCC is currently procuring a specialist transport project external assessor. GFirst LEP staff and GCC officers will draw up a plan for the remaining due diligence work to be carried out and inform the GFirst LEP Board and the GEGJC. There will be an additional meeting of the GFirst LEP Board in June 2015 to review the progress of the projects going through the due diligence process.

The current status of the projects that are going through the approval and funding process outlined in the Assurance Framework is as follows:

<table>
<thead>
<tr>
<th>Outline Business Cases Approved</th>
<th>Conditional funding letters issued</th>
<th>Due diligence commenced</th>
<th>Due diligence completed</th>
<th>GFirst LEP Board approval for funding agreement</th>
<th>Funding Agreement in place</th>
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<tr>
<td>26 projects</td>
<td>7 projects</td>
<td>5 projects: GREEN; STEM projects x 3; airport</td>
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**c) Implementation Plan**

As previously reported, this is the main ‘overview’ document that is shared with Government colleagues to monitor overall progress of our Growth Deal. It is updated monthly by LEP staff leads for the funded projects and wider asks of Government.

The current version (May 2015) of the plan is attached as an appendix.

**d) Monitoring metrics**

For monitoring purposes, Government has asked LEPs for a set of ‘core metrics’ covering all interventions with inputs/outputs reported quarterly and outcomes annually. LEP staff have drafted an overall plan for monitoring the Growth Deal projects and are currently working with project promoters to finalise the specific monitoring metrics and outcomes for each project. Each funded project will be required to monitor and report on these metrics.

The latest draft of the monitoring metrics will be circulated at the meeting.
e) Evaluation Plan

As reported at the last GEGJC meeting, alongside regular monitoring, LEPs have been asked to prepare Evaluation Plans setting out how they intend to evaluate SLGF projects in the future.

GFirst LEP has worked with Shared Intelligence to prepare its Growth Deal Evaluation Plan and this is attached as an appendix.

GFirst LEP requests that the Joint Committee notes the resource implications of the Evaluation Plan and approves an officer/officers to work with GFirst LEP to secure the additional resources needed to implement the plan.

f) Future rounds of Growth Deal

Indications from Government continue to suggest that the next round of Growth Deal funding is likely to take place in Autumn 2015 but no dates or confirmation of this has yet been received.
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1. GFirst LEP Evaluation Plan

Introduction

This document sets out GFirst LEP’s proposed Evaluation Plan for the period 2015 to 2021.

It is designed to complement our Growth Deal and Strategic Economic Plan which covers the same period. Our Evaluation Plan sets out how we want to use evaluation to:

- record and highlight best practice
- help us understand and promote the impact of our work
- help us to design more effective and more innovative projects that support economic growth
- contribute to a wider national debate on how to support economic growth

The Plan is structured as follows:

- the remainder of Section 1 discusses our Growth Deal, our approach to evaluation and our governance and dissemination arrangements
- Section 2 presents individual evaluation plans for 3 specific projects

Our Growth Deal

The GFirst LEP secured £62.5m from the Government’s Local Growth Fund (LGF) to support economic growth in the area as part of its Round 1 Growth Deal with Government. In January 2015 GFirst LEP secured a further £15m as part of Round 2.

The Growth Deal will bring together local, national and private funding as well as new freedoms and flexibilities to focus on three key priority areas:

- Providing a highly employable and economically productive workforce that meets the needs of local businesses
- Attracting, retaining and developing successful businesses
- Exploiting opportunities to open-up new sites for development and providing the transport infrastructure to accelerate growth

The total Growth Deal is now expected to lead to:

- 6000 jobs created or safeguarded
- 400 homes
- £220m public and private sector investment
Key projects include:

- **The Growth Hub** – The Growth Hub will provide a range of innovative and tailored services to support companies with high growth potential and encourage individuals with an entrepreneurial spirit to consider self-employment, apprenticeships, and other alternative employment routes.

- **GREEN** – We will establish a Gloucestershire centre of excellence in Renewable Energy, Engineering & Nuclear skills (GREEN) in anticipation of the unprecedented expansion of nuclear, low carbon energy, and engineering in Gloucestershire and the South West.

- **Growth Zone** – The Growth Zone will ensure the availability of quality employment land in proximity to the M5 motorway attractive to businesses and with excellent connectivity throughout Gloucestershire and to the rest of the UK.

- **Enablers for Growth** – In addition there are a number of other projects, predominantly but not exclusively transport related, which will complement and enable growth at our three flagship projects.

The second tranche of funding will deliver:

- **Incubation space at the Royal Agricultural University** to support innovation and high growth start up for Rural and Agritech businesses

- **Regeneration of Blackfriars and Quayside areas of Gloucester** – land remediation, demolition and clearance and infrastructure works.

- **High Street Incubation** premises in Gloucestershire to support retail startups.


- **New infrastructure at Gloucestershire Airport**, to enable the development of additional aircraft hangars

- **An Advanced Renewable Energy Resource Centre** with research labs, incubation space, energy storage and connection facilities, facilities for wind, wave, solar, biomass and geothermal energy development and a visitor demonstration centre.

The Growth Deal acknowledged that ‘GFirst LEP has demonstrated strong partnership arrangements which deliver collective decisions, has articulated a clear and deliverable vision for growth in the area, and has established strong financial monitoring procedures and cross local authority collaboration’\(^1\).

As part of the Growth Deal it was agreed that GFirst LEP would ensure implementation and demonstrate success, by tracking progress against milestones and agreed core metrics and

\(^1\) HM Government (2014) Gloucestershire Growth Deal
outcomes in line with a monitoring and evaluation framework. This Evaluation Plan builds on our monitoring framework to develop a complete programme of evaluation and monitoring for the LEP.

**How GFirst LEP will evaluate our growth deal**

Our approach has been guided by three principles; that our evaluations should be focussed where there is:

- **Innovation** – projects where least is known about good practice, outcomes and impacts and where new research can generate most value

- **Funding** – projects where the largest sums of public funding are being used

- **Robust monitoring** - strong monitoring practices built-in to generate information along the life of the project

We have been realistic in this evaluation plan regarding the complexity of carrying out full impact evaluations. Moreover, where possible we have sought to ensure that evaluation can add to the effectiveness of programmes whilst they are operating as well as providing feedback once they have finished.

Accordingly, our approach to evaluation is to identify a number of projects where specific investment in evaluation will generate value. In particular, we have selected three projects where evaluation will create most value, both for GFirst LEP and nationally.

This includes the Growth Hub. The Growth Hub will be a virtual and physical Hub and spoke model of business and skills support delivering resources, connections and support which drives business and economic growth in the county. It will provide focussed business support for growth businesses and help match skills provision to the specific needs of business.

The first phase of the Growth Hub was launched in December 2013 and received £2.7m of funding from the Higher Education Funding Council for England (HEFCE), as well as resources from the University of Gloucestershire in the form of its Business Development Unit and GFirst LEP. The first phase of the project is being evaluated against the HEFCE requirement. The learning from this exercise will inform the Growth Hub evaluation proposed in this plan.

An investment of £12.1m of Single Local Growth Fund money has been committed under the Growth Deal to fund the development and expansion of the Growth Hub, including the ‘Spokes’ which will enable local delivery of business services across the county. £2.1m of this funding is for STEM related activity which will not form part of this evaluation.

All LEPs are committed to evaluating Growth Hubs according to a common evaluation framework, as directed by BIS, to measure performance, customer satisfaction and impact. This includes publication of an annual review of Growth Hub performance. Through this evaluation plan GFirst LEP is committed to meeting BIS’s national requirements, but to also ensure the evaluation considers in detail those specific aspects of our Growth Hub funded by the Local Growth Fund.

The other projects for evaluation are:
• GREEN

• Berkeley Green Cyber Security Training and Conference Centre

This selection of projects encompasses some of the most innovative projects being pursued by GFirst LEP and will generate significant transferable lessons of relevance to other LEPs across England.

The details of these evaluations can be found below.

These projects are expected to see a total public investment to 2020/2021 of up to £37m, including £18m of SLGF funding. Further they are expected to leverage in up to £26m of private funding.

Section 2 presents individual evaluation plans for each of these projects.

Governance, Quality and Dissemination

In order to ensure that the Evaluation Plan (and the Monitoring Plan) are properly carried out, the LEP executive will ensure that progress is regularly tracked and reported back to the LEP Board, and the Gloucestershire Economic Growth Joint Committee will be kept informed of progress. The quality of the evaluations will also be ensured through a robust monitoring system as set out in GFirst LEP’s monitoring plan.

In addition to ensuring timely and high quality delivery of the evaluations, this will also permit the LEP and partners to consider findings as they emerge in order to take any necessary decisions of relevance to how delivery is configured.

This plan is subject to the necessary resources being made available. GFirst LEP reserves the right to reduce the number of projects to be evaluated, or the scope of the evaluations, if we are unable to obtain sufficient funds to fully implement this plan.

GFirst LEP will take a flexible approach to resourcing the evaluations. Where possible, some of the work may be undertaken by a team in-house, but where there is the need either for additional resources or specialist skills, we are open to procuring independent evaluators. At present we are exploring the potential to engage local Universities in the evaluations, where there are no conflicts of interest. We are also exploring with GEJC the opportunity to access resources through the local authorities.

GFirst LEP will seek to minimise the cost of any independent evaluators, in particular by carrying out primary data collection in-house, specifically from our ongoing monitoring work, which will ensure that KPIs are recorded across the lifetime of the project.

GFirst LEP will arrange for evaluation findings to be disseminated widely. At a minimum, evaluation findings will be published on the GFirst LEP website. However, GFirst LEP will also look for opportunities to disseminate findings more widely to other LEPs, for example through national conferences and the LEP Network. In addition, we note that there are standardised evaluation procedures in place for the transport projects. The results of these evaluations will be reported as part of our dissemination efforts.
2. Project Evaluation Plans

Project Title: Growth Hub (Hub & ‘Spokes’)

Evaluation Plan Summary:

GFirst LEP is committed to evaluating the Growth Hub according to BIS’s ‘common evaluation framework’. This involves measuring performance, customer satisfaction and impact, in line with the framework already in place for Wave 2 City Deal Growth Hubs. GFirst LEP is committed to carrying out this evaluation, but in addition want to explore the scheme-specific details of delivery in Gloucestershire, particularly the Local Resource Centres (or ‘Spokes’).

Given the range of aspects to the Growth Hub, we propose a mixed methods evaluation including a theory-based and outcomes approach in order to better understand the importance of different aspects of the Growth Hub in delivering the overall objectives.

Project Description:

The Growth Hub aims to provide a range of innovative and tailored business services designed to boost the development of companies with high growth potential, increase exports, and fast-track entrepreneurial start-ups. It will also seek to encourage the development of an enterprise culture in the county’s schools, colleges and universities by inspiring more young people to consider alternative career paths such as self-employment and apprenticeships, and by providing support to those with an entrepreneurial spirit to encourage development of their business ideas.

The Growth Hub will include:

- **An Accelerated Business Growth Service** - providing the knowledge and support to those businesses with high growth potential, including export.
- **An Enterprise Accelerator** - delivering significant improvement in STEM (Science, Technology, Engineering and Mathematics) awareness, apprenticeship uptake, graduate retention, and start-up activity in younger entrepreneurs.

The Growth Hub is expected to work towards the objectives identified in the Strategic Economic Plan, including:

- Growing the county’s GVA by 2025, with a particular focus on target sectors.
- Attracting up to 7,500 Hub visitors, 3,750 support interventions for Gloucestershire businesses, and 750 accelerated interventions for high-growth businesses by end of 2017.
- Increasing the number of business starts and increase the survival rate past 3 years of businesses.
- Increasing participation by students/graduates in employability initiatives

The University of Gloucestershire received £2.7m in HEFCE funding, which in addition to resources from the University and GFirst LEP funding, helped support the initial Growth Hub capability, in
terms of facilities, CRM systems, staffing and delivery of business services. The initial set up and early phase of the Growth Hub has attracted significant interest and the services being provided are leading towards the achievement of the initial success criteria and objectives.

A further £12.1m has been awarded from the Local Growth Fund over the strategic plan period, to expand and develop the Growth Hub including investment for the Local Resource Centres (or ‘Spokes’). The Local Resource Centres (or ‘Spokes’) are a crucial and innovative aspect of the delivery of the Growth Hub. These local resource centres will be spread around the county and will deliver more tailored support to businesses in ways that they find easier to access. £2.1m of this funding is for STEM related activity which will not form part of this evaluation.

Logic model:

**Input** – Capital investment, External investment, resources in kind

**Activities** – Business Generator, Business Navigator, Business Expansion Service, Entrepreneur Programme, Employment Pathfinder, Gloucestershire STEM strategy, Apprenticeship Clearing House

**Outputs** – Businesses receiving intensive or lighter touch support

**Outcomes** – New employment in target businesses, increases in profit in target businesses, new business starts receiving support

Description of the proposed evaluation:

According to the Monitoring and Evaluation Framework for Growth Hubs, all Growth Hubs are committed to a common evaluation framework to measure performance, customer satisfaction and impact, in line with the framework already in place for Wave 2 City Growth Hubs. This includes publication of an annual review of Growth Hub performance.

Through this evaluation GFirst LEP is committed to achieving the above, but also to ensure we examine in more detail the specific aspects of the Gloucestershire Growth Hub funded by LGF. This evaluation can add most significant value by demonstrating how the local offer is effective in supporting businesses, in particular through the Hub and Spokes model, and sharing this learning nationally.

Therefore, one of the key evaluation questions will be the effectiveness of tailored local business support in the form of Spokes. This should include a comparison of how the different Spokes function and perform with a view to assessing their relative effectiveness. An additional evaluation question will be how the integration of the GFirst LEP and the University of Gloucestershire is effective in achieving the Growth Hub outcomes.
To evaluate this we propose a mixed methods evaluation, including a theory-based and outcomes approach.

The theory-based approach will involve the development of a more detailed logic model than the one outlined above (although along the same basis). This should be based on how the Growth Hub is expected/intended to function. Through the evaluation, the key links between the stages - between the activities, outputs, and outcomes - should be tested to explore what works and why. This will enable us to understand the success factors for this project (vital for being able to replicate success nationally).

The outcomes based approach would test whether outcomes move in the desired direction, such as whether businesses that receive support increase employment and/or output. The precise mix of outcomes to be tested should be developed as part of the scoping phase of this evaluation (more information below).

The evaluation will feature the following stages:

- **Scoping stage** – The scoping phase will be used to identify the outcomes to be tested through the evaluation and to establish the detailed evaluation method. This should include developing a theory-of-change, based on the logic model above, to understand what is expected from the intervention. This is also an opportunity to review what monitoring data will be available for the evaluation.

- **Baseline** – This should be used to establish a starting point for the evaluation, including an analysis and interpretation of monitoring data. This should include speaking to project stakeholders to hear from them what their expectations are, whether the outcome being tested are the right ones, and what challenges they anticipate for the project.

- **Interim stage** - The interim evaluation will be an opportunity to consider progress to date against the outcomes identified. This should include a consideration of the cost effectiveness of the intervention; thereby allowing project partners to consider the need for any changes in delivery or resources allocated prior to the final evaluation stage.

- **Final stage** – The final stage of the evaluation will be used to draw conclusions both on whether the project has achieved the agreed outcomes and the effectiveness of the different components of the project.

The evaluation will draw on the project monitoring data collected and the annual reports required by BIS. In addition, primary research with key stakeholders and beneficiaries will be needed. The stakeholders will be interviewed; while contact with beneficiaries could take the form of either interviews with a targeted sample and/or a survey. This qualitative research will contribute the following:

- Interviews with stakeholders will be used to inform an understanding of how the project has been developed and delivered.

- Primary research with beneficiaries will help inform whether and why the scheme has been effective from the perspective of the target group.
The quantitative and qualitative data from these sources - project monitoring, project stakeholders and beneficiaries - will be triangulated to verify the findings. This process will ensure the robustness of the findings.

This evaluation can offer significant value if disseminated widely. The Growth Hub and Spokes model offers the potential to deliver business support more effectively and to more high growth businesses. This would therefore be of national interest.

At a minimum the results of the evaluation will be published on the GFirst LEP website. However, GFirst LEP will also explore how the results could be disseminated more widely, for instance through the LEP Network.

Resources:

The project will be set up to allow for robust data collection and monitoring, but additional work will be needed. The scoping phase of this project is an opportunity to set more precise parameters in terms of what is required for this evaluation. In turn this will make clearer what resources are needed.

As an indicative estimate, we expect the scoping phase will require in the region of five days, the baseline stage 15 days, the interim stage 20 days, and the final reporting 35 days, or a total of 75 in-house days.

At an average day rate of £800, the evaluation would require in the region of £60,000.

Evaluating organisation:

GFirst LEP will take a flexible approach to which organisation will deliver this evaluation. GFirst LEP partners will consider appointing a small evaluation team composed of staff from the LEP and partners to undertake this work and report back. However, where the resource cannot be found internally or where additional skills are needed, we are open to appointing an independent organisation.

Timing of evaluation:

GFirst LEP is committed to undertaking monitoring and publishing an annual report of the Growth Hub’s performance from 2015/16. Elements of the Growth Hub delivery are still under development; at present it is expected that the Spokes will be established from late 2015 through to mid-2016 and that the Growth Hub expansion will be complete in 2018/2019

On this basis, GFirst LEP would provisionally indicate the following timings:

- Scoping – 2015
- Baseline – 2015
- Interim report – 2017
- Final report – 2021
### Required metrics:

<table>
<thead>
<tr>
<th>Metric</th>
<th>Source</th>
<th>Frequency of data collection</th>
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<tbody>
<tr>
<td>Project expenditure (finance released by type)</td>
<td>Project records</td>
<td>Constant</td>
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<tr>
<td>In-kind resources provided</td>
<td>Project records</td>
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<tr>
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<tr>
<td>Jobs connected to the intervention</td>
<td>Project monitoring</td>
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<tr>
<td>Number of new enterprises supported</td>
<td>Project monitoring</td>
<td>Constant</td>
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<tr>
<td>Number of enterprises receiving non-financial support</td>
<td>Project monitoring</td>
<td>Constant</td>
</tr>
<tr>
<td>Number of potential entrepreneurs assisted to be enterprise ready</td>
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<td>Beneficiary characteristics (business age, size, sector)</td>
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<tr>
<td>Other support provided to applicant firm</td>
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</tr>
<tr>
<td>Number of entrepreneurial readiness assists progressing to full trading</td>
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<tr>
<td>Apprenticeship Starts</td>
<td>Project monitoring</td>
<td>Constant</td>
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<tr>
<td>Apprenticeship achievements</td>
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<tr>
<td>Customer satisfaction</td>
<td>Project monitoring</td>
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<td>GVA growth of target businesses</td>
<td>Calculated based on available business data</td>
<td>Key milestones</td>
</tr>
<tr>
<td>Business starts</td>
<td>Available business data</td>
<td>Key milestones</td>
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<tr>
<td>Metric</td>
<td>Source</td>
<td>Frequency of data collection</td>
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<tr>
<td>Business 3-year survival rate</td>
<td>Available business data</td>
<td>Key milestones</td>
</tr>
<tr>
<td>Increases in employment at target businesses</td>
<td>Project monitoring</td>
<td>Key milestones</td>
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</table>
Evaluation Plan Summary:

The GREEN skills project will see a disused brownfield site at Berkeley redeveloped into a training centre of excellence to help meet the growing demand for STEM skills from the renewable energy, engineering and nuclear sectors. We propose a mixed-methods approach that will involve both a process evaluation and an outcomes evaluation.

Project Description:

The GREEN (Gloucestershire Renewable Energy, Engineering and Nuclear) skills project will redevelop the disused brownfield site at Berkeley into a training centre of excellence which will respond to the growing demand for STEM skills from the renewable energy, engineering and nuclear sectors. It will:

- Provide a centre for STEM (Science, Technology, Engineering & Maths) skills delivery.
- Provide an immediate rapid expansion of engineering skills training for young people and apprentices;
- Provide the capacity on a single site to focus the development and delivery of the necessary workforce skills from craft level to the ‘Delta-Standard’ demanded by the Nuclear Industry;
- Ensure the skills infrastructure, by future proofing and meeting the skills needs of businesses affected by workforce displacement to the demands of the nuclear industry;
- Satisfy the skills demands of Gloucestershire-based low-carbon industries arising from the anticipated demand for 45,000 skilled engineers for the construction of the Hinkley ‘C’ and Oldbury Nuclear Power Stations in late 2018 to power generation in the mid-2020s.

The GREEN Skills Project will increase the numbers of skilled workers in the region and provides the opportunity to return greater value to the UK supply chain, provide employment, increase GVA, support a low carbon economy and increase social mobility. With a modest investment the project is well placed to address many of the economic and social challenges in Gloucestershire and the South West.

Building work on the project will commence in 15/16 and the engineering training centre will be operational from September 2016.

Once operational the centre will deliver people qualified to level 2 to 7. Over six years, the aspiration is that the project will lead to up to:

- Jobs created: 18,220
- Jobs protected: 2,125
- Qualifications:
  - L2 – 540
  - L3 – 386
  - L4 – 192
Logic model:

**Input** – Transfer of site and buildings from NDA, Capital spend on site, External Investment

**Activities** – Refurbishment of buildings, Transfer of engineering course to Berkeley site, New courses developed and resourced

**Outputs** – Building refurbishment completed and ready for use, Courses ready for delivery, Commercial space available

**Outcomes** – Qualifications achieved, Rental income from Commercial premises

**Indirect Outcomes** - Jobs created, Jobs protected

**Description of the proposed evaluation:**

The aim of the evaluation is to explore whether the provision of the GREEN is effective in upskilling the workforce and to understand what aspects of the programme contribute to this, including whether the strategic position of the site is a significant factor.

To answer the key evaluation questions, we propose a mixed methods process and outcomes evaluation.

The focus of the process approach is an understanding of what has been delivered and how. For instance, what is the mix of courses on offer, where is this being delivered, and how.

In terms of outcomes, the evaluation should test whether the key outcomes for this project (which should be agreed in the scoping phase) move in the right direction. It will be valuable to consider what contextual factors, if any, influence the success of the project, this should include in particular the demand from Gloucestershire-based low-carbon industries, nuclear; the evaluation should also consider the GREEN project in the context of national skills provision for nuclear industries.

The evaluation will take place in the following stages:

- **Scoping stage** – In the scoping phase, the evaluation team should identify the exact outcomes to be tested through the evaluation and establish in detail the proposed evaluation method. This phase could also feature the development of a theory-of-change, based on the logic model above, in particular to understand the range of processes and what they are expected to lead to. This is also an opportunity to review what monitoring data will be available to evaluators.
• **Baseline** – The baseline should be used to establish a starting point for the evaluation, including an analysis and interpretation of available monitoring data. This will include speaking to project stakeholders to hear from them their expectations, whether the outcome being tested are the right ones, and what challenges they anticipate for the project.

• **Interim stage** - The interim evaluation will be an opportunity to consider progress to date against the outcomes identified. This should include a consideration of the cost effectiveness of the intervention. This will allow project partners to consider the need for any changes in delivery or resources allocated prior to the final evaluation stage.

• **Final stage** – The final stage of the evaluation will be used to draw conclusions both on whether the project has achieved the agreed outcomes, as well as an understanding of how the project was delivered to achieve those outcomes.

The evaluation will involve an extensive analysis of project monitoring data. In addition, further primary research will be required, including:

- Interviews with stakeholders to inform an understanding of what has been delivered and how (this will provide a more nuanced understanding than can be gleaned from monitoring data).
- Interviews with those accessing the courses to help understand whether the delivery is effective from their perspective, as well allowing evaluators to explore issues such as awareness and motivation.
- Qualitative research with key local businesses in the key sectors. This will allow businesses to give their views on whether the project has helped to address a skills gap (i.e. whether the training and courses available are appropriate).

The quantitative and qualitative data from these sources should be triangulated to verify and thereby ensure the robustness of the findings.

In order to further understand how the GREEN project complements other initiatives outside of the county, and the national significance of the project, the evaluation team should explore the potential to include interviews with national stakeholders with an interest in this sector.

Overall, this evaluation will contribute to an understanding of what is effective in raising interest in STEM subjects and creating a supply of labour for relevant industries. The findings will be published on the GFirst LEP website. GFirst LEP will also explore opportunities for disseminating the findings more widely including to a national audience.

**Resources:**

The project set up will allow for robust data collection. There will be additional work needed beyond this. The scoping phase of this project is an opportunity to set more precise parameters in terms of what is required for this evaluation. In turn this will make clearer what resources are needed.

As an indicative estimate, GFirst LEP expects the scoping will require 5 days, the baseline 10 days, the interim stage 15 days, and the final stage 20 days, or a total of 50 days in-house.
At an average day rate of £800, the evaluation would require in the region of £40,000.

**Evaluating organisation:**

Robust data collection will allow the bulk of the data to be collected in step with the project delivery. Where additional work is needed, a small evaluation team composed of officers from GFirst LEP and partners will undertake this work; or, where the resource or skills cannot be found internally, an independent organisation will be appointed.

**Timing of evaluation:**

The evaluation will seek to draw emerging findings from the early student places in 2016/17, with a view to completing the full evaluation by March 2020. We suggest the following schedule:

- Scoping – July 2016
- Baseline - September 2016
- Interim report – September 2018
- Final report – January to March 2020

**Required metrics:**

*(Summary of required input / output metrics and other kinds of data to be recorded, source of data, and how often data will be collected).*

<table>
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<td>Follow on investment in site (incl. revenue funding)</td>
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<tr>
<td>Metric</td>
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<td>-----------------------------------------------------</td>
</tr>
<tr>
<td>Number of students registering for courses</td>
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<td>Qualifications attained</td>
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<td>Apprenticeship Starts</td>
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<td>Apprenticeship achievements</td>
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<tr>
<td>New build training/learning floorspace</td>
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<td>Constant</td>
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<tr>
<td>Refurbished training/learning facilities</td>
<td>Project monitoring</td>
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</tr>
<tr>
<td>Number of students placed into employment in target sectors</td>
<td>Individualised Learner Record returns to the Skills Funding Agency</td>
<td>Collected at key intervals</td>
</tr>
<tr>
<td>Employment in key industries in Gloucestershire</td>
<td>Available employment data</td>
<td>Collected at key intervals</td>
</tr>
</tbody>
</table>
Project Title: Berkeley Green Cyber Security Training Centre and Conference Centre

Evaluation Plan Summary:

The Berkeley Green Cyber Security Training Centre and Conference Centre will deliver STEM skills development and research in relation to Level 3 to Level 8 digital technology and Cyber Security. It will provide specialist business support to enhance the capacity of the County’s businesses to respond to security threats. The conference centre will help in promoting the facilities and the importance of Cyber Security to businesses in Gloucestershire, and will be used to hold lectures and conferences on specific security subjects. It will also be used to brief schools on STEM related topics.

To answer the key evaluation questions we suggest a mixed, theory-based and outcomes evaluation, which will ask how the intervention succeeded by testing the effectiveness of the different mechanisms and whether the outcomes move in the desired direction.

Project Description:

The Berkeley Green Cyber Security Training Centre and Conference Centre will create an advanced interdisciplinary research centre for STEM skills development and experimental research in relation to the high level Cyber Security training. The project is a partnership between University of Gloucestershire and South Gloucestershire and Stroud College.

The project will increase the flow of Digital STEM skills from further and higher education into the local economy. This sector has been identified as important for the Gloucestershire economy, while the flow of skills is a barrier to growth, with Gloucestershire identified by the Higher Education Funding Council for England as a ‘cold spot’ for the availability for Higher Education programmes, and specifically STEM programmes.

Additionally, the conference centre developed as part of this project will allow the site to be used all year round and provides a hub to attract private income, from both the security and IT sectors, through conferences and workshops, rental space for private events, training programmes and short courses for companies.

The development will primarily take place at the former nuclear laboratories near Berkeley, and will augment the GREEN project by creating additional high-level skills, applied research and knowledge exchange needed to secure the future internet based business economy and high tech industries.

There are various customer types of the new Centre: businesses, professionals, and students:

- For students, the Centre offers support in their progression route from South Gloucestershire & Stroud College and other colleges, through to employment and/or higher level masters and PhD programmes.
- For professionals (consultants/managers), the Centre provides continuous professional development and specialist training in Cyber Security and related areas.
For businesses, the Centre will provide:
- expert support and guidance
- facilities to test security policies and procedures
- support to secure their IT systems
- business start-up advice
- use of high spec computer facilities

Over a 5 year period to 2019-20, the Berkeley Green Cyber Security Training Centre will seek to provide up to:

- Jobs - 120 jobs created/sustained, of which the majority will be high level employment in the technology sector
- Training Level 3 to Level 8 (to include short courses and workshops/seminars) - 4,000 trained in cyber security, network management, risk assessment, business continuity, etc
- Start-ups - 30 new businesses supported 20 Existing businesses supported through Research and Knowledge Exchange
- New teaching programmes - 4 Foundation Degree, Honours Degree, Masters and Doctoral programmes in Cyber Security and related areas
- 50% of students/graduates on the new teaching programmes engaged in employability initiatives
- 600 class visits by primary and secondary schools to the Centre
- 60 Higher Apprenticeships in Cyber Security and related technology areas
- 100 Apprenticeships in Cyber Security and related technology areas

Logic model:

**Input** – Conversion of sites, Capital spend on site, External Investment

**Activities** – CPD, specialist training, facilities, business support, courses, employment support

**Outputs** – Businesses supported, Students supported, Professionals supported

**Outcomes** – Qualifications achieved, new employment, business growth, new businesses

**Description of the proposed evaluation:**

The evaluation will seek to answer certain key questions, such as whether the provision of the Cyber Security Training Centre meets an unmet need in Gloucestershire and is complementary to National needs and provision. In addition, to identify what aspects of provision - for students, professionals and businesses - are most effective.
To answer the key evaluation questions we suggest a mixed theory-based and outcomes evaluation, which will ask how the intervention succeeded by testing the effectiveness of the different mechanisms, and will also assess whether outcomes move in the desired direction.

The theory-based approach will involve the development of a more detailed logic model than the one outlined above. Through the evaluation, the key links between the stages will be tested, in particular to understand not just whether the project meets its outcomes, but to test what works and why. This will enable us to understand the success factors for this project (crucial for being able to replicate success nationally).

Linked to this, the outcomes-based approach would test specifically whether outcomes move in the desired direction, such as whether new qualifications are achieved, and whether the businesses that access support subsequently increase employment and/or output. The precise mix of outcomes to be tested should be developed as part of the scoping phase of this evaluation (more information below).

When testing the outcomes, the evaluation should consider contextual factors, such as developments in the national provision of Cyber Security training.

The evaluation will feature the following stages:

- **Scoping stage** – This should be used to identify the outcomes to be tested through the evaluation and to establish the detailed evaluation method. This should include developing a theory-of-change, based on the logic model above, to understand exactly how intervention is expected to function. This is also an opportunity to review what monitoring data will be available for the evaluation.

- **Baseline** – This should be used to establish a starting point for the evaluation, including an analysis and interpretation of available monitoring data. This should include speaking to project stakeholders to hear from them what their expectations are, whether the outcomes being tested are the right ones, and what challenges they anticipate for the project.

- **Interim stage** - The interim evaluation will be an opportunity to consider progress to date against the outcomes identified. This should include a consideration of the cost effectiveness of the intervention; thereby allowing project partners to consider the need for any changes in delivery or resources allocated prior to the final evaluation stage.

- **Final stage** – The final stage of the evaluation will be used to draw conclusions both on whether the project has achieved the agreed outcomes and the effectiveness of the different components of the project.

The project will rely on the use of project monitoring data, for instance to understand the numbers of businesses/students supported and the type of support accessed. However, this should be supplemented with additional primary research with students, businesses and professionals. This qualitative research could take the form of interviews and/or surveys of beneficiaries and would be used to capture their views on the support provided and how effective it was.

The evaluation should also seek to involve key business in Gloucestershire, to help understand the effectiveness of the intervention in terms of filling a skill gap in the local area. This would also be an opportunity for key businesses to suggest any changes, improvements or additional needs.
The evaluation team should also explore the potential to include interviews with national stakeholders with an interest in skills provision in cyber security, with a view to understanding the national significance of the intervention.

The findings from all of the above sources should be triangulated, such that the findings can be verified from different sources. This will ensure the robustness of the evaluation findings.

Cyber security is an area of growing interest. Therefore, GFirst LEP expects the findings of this evaluation, in particular what works and when, to be of national interest. At a minimum, we will seek to publish the findings on the GFirst LEP website, but we will also explore opportunities for disseminating the findings more widely including to national stakeholders and local stakeholders.

Resources:

The project will be set up to allow for robust data collection and monitoring. Some additional work will be needed, including interviews with beneficiary businesses and project stakeholders to understand their experience of the programme. The scoping phase of this project is an opportunity to set more precise parameters in terms of what is required for this evaluation. In turn this will make clearer what resources are needed.

As an indicative estimate, we expect the scoping will require 4 days, the baseline stage 10 days, the interim stage 15 days, and the final stage 15 days, or a total of 44 in-house days.

At an average day rate of £800, the evaluation would require in the region of £35,000.

Evaluating organisation:

GFirst LEP will take a flexible approach to which organisation will deliver this evaluation. GFirst LEP partners will consider appointing a small evaluation team composed of officers from the LEP and partners to undertake this work and report back. However, where the resources or skills cannot be found internally, we are open to appointing an independent organisation to deliver this evaluation.

Timing of evaluation:

Contingent of the release of funding, and subsequent delivery, we see the evaluation being delivered in three stages between 2016-17 and 2019-2020.

Scoping – July 2016
Baseline - September 2016
Interim report - September 2018
Final report - January to February 2020.
## Required metrics:

<table>
<thead>
<tr>
<th>Metric</th>
<th>Source</th>
<th>Frequency of data collection</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project expenditure (finance released by type)</td>
<td>Project monitoring</td>
<td>Constant</td>
</tr>
<tr>
<td>In-kind resources provided</td>
<td>Project monitoring</td>
<td>Constant</td>
</tr>
<tr>
<td>Jobs connected to the intervention</td>
<td>Project monitoring</td>
<td>Constant</td>
</tr>
<tr>
<td>Number of enterprises receiving non-financial support</td>
<td>Project monitoring</td>
<td>Constant</td>
</tr>
<tr>
<td>Number of new enterprises supported</td>
<td>Project monitoring</td>
<td>Constant</td>
</tr>
<tr>
<td>Number of potential entrepreneurs assisted to be enterprise ready</td>
<td>Project monitoring</td>
<td>Constant</td>
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<tr>
<td>Follow-on investment on the site</td>
<td>Project monitoring</td>
<td>Constant</td>
</tr>
<tr>
<td>Number of students trained</td>
<td>Project monitoring</td>
<td>Constant</td>
</tr>
<tr>
<td>Apprenticeship starts</td>
<td>Project monitoring</td>
<td>Constant</td>
</tr>
<tr>
<td>Apprenticeship achievements</td>
<td>Project monitoring</td>
<td>Constant</td>
</tr>
<tr>
<td>Beneficiary characteristics (business age, size, sector)</td>
<td>Project monitoring</td>
<td>Constant</td>
</tr>
<tr>
<td>Number of enterprises assisted to cooperate with research entities/institutions</td>
<td>Project monitoring</td>
<td>Constant</td>
</tr>
<tr>
<td>Number of entrepreneurial readiness assists progressing to full trading</td>
<td>Project monitoring</td>
<td>Constant</td>
</tr>
<tr>
<td>Other support provided to applicant firm</td>
<td>Project monitoring</td>
<td>Constant</td>
</tr>
<tr>
<td>Number of students/graduates on employability programmes</td>
<td>Project monitoring</td>
<td>Key milestones</td>
</tr>
<tr>
<td>GVA growth</td>
<td>To be calculated based on available business data</td>
<td>Key milestones</td>
</tr>
</tbody>
</table>
The GFirst LEP Growth Deal was published on 7th July 2014. It sets out how the Government and GFirst LEP will deliver the Gloucestershire Strategic Economic Plan. This Implementation Plan is a joint document that sets out how, together, GFirst LEP and the Government will make the Growth Deal operational through clearly identified activities, responsibilities and milestones, with the aim that the Growth Deal is fully ready for delivery by April 2015.

This Implementation Plan will sit alongside a suite of products which detail the joint commitments between GFirst LEP and the Government, including:

- A funding agreement between the Government and Gloucestershire County Council (GCC), the accountable body acting for and on behalf GFirst LEP;
- An Assurance Framework that establishes how GFirst LEP will ensure value for money across the range of interventions;
- Monitoring & Evaluation Plans that set out how the Growth Deal will be measured, reported and evaluated;
- A Strategic Communications Plan that sets out how the LEP and Government will work together on communications activity.

It is our intention, wherever possible, to build on process and documents that LEPs already have in place.

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**Wider Action / Milestones**

<table>
<thead>
<tr>
<th>[Key milestones associated with wider offer, with dates]</th>
<th>Lead LEP</th>
<th>Lead HMG</th>
<th>RAG rating</th>
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</thead>
<tbody>
<tr>
<td><strong>Skills Group, planning and investments</strong></td>
<td></td>
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<td>Green =</td>
</tr>
<tr>
<td><strong>Actions</strong></td>
<td>Sarah Danson &amp; David Owen</td>
<td>Sara Marshall &amp; Sarita Walker (SFA)</td>
<td></td>
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<tr>
<td>• Consider skills implications as part of decision taking on growth strategies</td>
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<tr>
<td>• Articulate and evidence skills priorities and communicate them to the FE and skills sector</td>
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<tr>
<td>• Engage the FE and skills sector in key strategic partnerships</td>
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<tr>
<td>• Work with business and the skills system to realise private investment</td>
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<tr>
<td>• Review ESIF skills priorities with group once finalised with SFA</td>
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<tr>
<td>• Quarterly meetings in place and next meeting June 2015</td>
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<tr>
<td><strong>SFA &amp; LEP meetings have taken place but ESIF investments still not fully clear until national operational programme is signed off (shifted)</strong></td>
<td></td>
<td>Amber =</td>
<td></td>
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</tbody>
</table>
Offer from Dec 2014 to June 2015) SFA MoU has been changed to 'Ways of Working' document.

Actions:
- LEP staff to review SFA ‘Ways of Working’ document. June 2015
- Refine ESIF skills priorities with SFA to confirm which can be taken forward to support the Growth Deal. Some issues identified with eligibility criteria. Next meeting with SFA June 2015.
- Prepare scoping paper for Apprenticeship Clearing House to be reviewed by SFA and ESIF Committee at June meeting. May 2015
- Internal business process timelines to be confirmed by SFA to clarify when deadline for further rounds of PiDs will be. June 2015

Milestones:
- Completion of Project Initiation documents. Dates tbc.
- Confirmation from SFA of deadline for next rounds of PiDs. June 2015

Skills Funding Agency (SFA) will support the process to ensure that provision meets local priorities and is responsive to local needs via:
- Procurement of new provision
- Advice if provision not suitable – Summer 2014 (not yet received)
- Advice on how LEPs can influence local skills budgets – Summer 2014
- Accountability: Providers will be required through their funding agreements with the Agency to explain to LEPs details of their provision and planning – when?

SFA has published the document: ‘LEPs: increasing their influence on skills budgets’, Feb 2015 to address the bullet points above.
- LEP team to review the document: ‘LEPs: increasing their influence on skills budgets’, Feb 2015
### Local skills needs and data

**Actions:**
- LEP needs ongoing support from SFA on the use of the data cube
- Data being supplied via data cube but there is still the need for staff resource for ongoing interrogation and use of the data cube.
- Collaboration with other LEP areas and with Gloucestershire Adult Education to use SFA data and LMI to inform provision.

### FE Skills Capital

FE Skills capital projects (GREEN and STEM) reviewed with SFA in March 2015. Reports received from SFA have informed local due diligence checks on projects.

Preliminary due diligence reports for STEM projects prepared and circulated to GFirst LEP Board and project promoters for feedback in May 2015.

GFirst LEP Board reviewed GREEN due diligence report May 2015 and asked for further work to be done to refine the report and represent along with updated draft funding agreement and STEM projects’ due diligence reports at June 2015 meeting.

**Actions:**
- Final due diligence report on GREEN to be prepared for GFirst LEP Board. June 2015.
- Due diligence reports on STEM projects to be prepared for GFirst LEP Board. June 2015.

**Milestones**
- GFirst LEP Board review and decisions on due diligence reports for GREEN and STEM projects. June 2015.
- Funding agreement between GCC and colleges in place June 2015
- Building/equipping of STEM centres at Gloscol and Hartpury College from May 2015 to August 2015
- Delivery at Gloscol and Hartpury College starts Sept 2015
<table>
<thead>
<tr>
<th><strong>Nuclear Industrial Strategy</strong></th>
<th>Martin Bruton</th>
<th><strong>Green =</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Actions:</strong></td>
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<tr>
<td>• Continued engagement with Government re. the Nuclear Industrial Strategy via the Hinkley Strategic Development Forum including:</td>
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<tr>
<td>• agreement on governance, strategy and delivery models</td>
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<tr>
<td>• Actions: Strategy being developed through HSDF. Ongoing exchange between LEPS on issues concerning nuclear strategy.</td>
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<tr>
<td><strong>Milestones:</strong></td>
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<tr>
<td>• EDF to make Final Investment Decision for development at Hinkley postponed. Decision date not yet clear.</td>
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<tr>
<td>• Hinkley SDF meeting quarterly with MB attending. GFirst LEP represented on all four themes of HSDF work.</td>
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<tr>
<td>• Inward investment strategy across South West for nuclear. Consultants reporting back end of May 2015.</td>
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<tr>
<td>• Cross LEP nuclear strategy - MB next meeting with Corinne Matthews of HoSW LEP on 30/04/15.</td>
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<table>
<thead>
<tr>
<th><strong>Links between education and business</strong></th>
<th>Sarah Danson and Katherine Johnson</th>
<th><strong>Green =</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Actions:</strong></td>
<td>GFirst LEP will facilitate stronger linkage between education providers and local businesses.</td>
<td></td>
</tr>
<tr>
<td><strong>Milestones:</strong></td>
<td>Project Initiation Documents (PIDs) for education and business links investments under ESIF prepared Sept 2015</td>
<td></td>
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<tr>
<td></td>
<td>Review success or otherwise of the LEPs that have been funded to implement Enterprise Advisers. Date tbc once known when national report on this published.</td>
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<table>
<thead>
<tr>
<th><strong>National Careers Service and Jobs created through LGF-funded</strong></th>
<th>Jason Dunsford</th>
<th><strong>Green =</strong></th>
</tr>
</thead>
</table>
### Projects

**Milestones:**
- Use of LMI tool agreed with Gloucestershire County Council June 2015
- Licence for LMI tool use in place June 2015
- Government to help ensure local employer priorities are fed into operations of the new NCS providers in Gloucestershire. Date tbc with SFA at May 2015 meeting.

Concerns about Adviza schools liaison role to link schools and businesses – potential to cut-across other LEP and EBP work.

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**Milestones:**
- Jobs created by LGF-funded projects made available to local unemployed people (Social Value Act) July 2015 onwards
- Local Work Programme providers kept informed about jobs created through Growth Deal – ongoing (monthly)

**Growth Hub**

**Actions:**
- Government will provide £250k revenue funding to the LEP for growth hub business support coordination
- GFirst LEP will provide a clear model for coordinating and simplifying business support joining up national, local, public and private support

**Milestones:**
- Opening of Growth Hub – October 2014
- Adoption of national helpline offer – November 2014 – navigators signposting to tier one & two. Low numbers currently. Being addressed by Commercial Manager with GH navigators.
- Embedding of national and local business support partners (UKTI, TSB, MAS, etc.) – November 2014
- The Growth Hub actively promoting all forms of business
support available in their area, aligning with the Business is GREAT campaign and provide a diagnostic and signposting service for all businesses. BIS diagnostic tool prototype being reviewed by GH guides who will continue to feed into the development of the tool. We will retain the option to use the tool. – April 2015

- The Growth Hub is engaged in a comprehensive simplification programme in line with national guidance. Draft tender in development, final report expected October 2015

- The Growth Hub has committed to a common evaluation framework to measure performance, customer satisfaction and impact, in line with national guidance on Growth Deal monitoring and evaluation. Exploring opportunities to extend HEFCE Growth Hub evaluation plans to cover BIS and Growth Deal requirements. Outline M&E plan – April 2015
Actual M&E activity – July 2015

Actions:

- UK Trade and Investment (UKTI) to communicate its strategic priorities to LEPs UKTI to work more closely with LEP and help build capability to secure more inward investment
- Currently waiting for UKTI to confirm ‘core’ offer and ERDF-funded offer

Milestones:

- Local UKTI manager (Rob Harvey) informed about Growth Hub priorities and work programme – October 2014
- Local UKTI manager has briefed Growth Hub staff on UKTI offer and referral processes
- Business Support providers agreed a common approach to signposting and referrals. ‘Buddy’ system becoming universal practice between Guides and advisers.
- Business Growth Service delivery partners working with Growth Hub & LEP to establish effective working practices

Actions:

| Amber = |

| Green = |
- Innovate UK (formerly The Technology Strategy Board (TSB)) to support GFirst LEP in developing its Growth Hub and explore how LEPs can help drive up local business awareness and engagement in Technology Strategy Board programmes and initiatives

**Milestones:**
- Local TSB manager (Peter Dirken) informed about Growth Hub priorities and work programme – October 2014
- Local TSB manager (Peter Dirken) has briefed Growth Hub staff on TSB offer and referral processes – November 2014
- TSB adviser (Peter Dirken) providing updates to GH team, including wider offer. Joint initiatives for promotion being developed – Jan 2015

**Tourism and support for the Gloucestershire DMOs**

**Actions:**
- Visit England will support the LEP’s efforts to strengthen the tourism sector in Gloucestershire.
- Visit England will continue to engage with the area (Cotswolds DMO and Forest of Dean DMP) and the agreed structure.

EAFRD funding requirements for tourism clarified.

**Milestones:**
- Both DMOs input to calls specification confirmed. May 2015
- Summary of types of projects sought promoted to local tourism businesses. May 2015.
- Calls specification prepared. July 2015
- Calls published by Defra. July 2015
- Calls promoted by GFirst LEP and DMOs. June 2015
- Wye Valley and FoD Tourism Association DMO destination management plan reviewed and approved by FoD DC. June 2015.
### Actions:

- **GF1st LEP will work with local partners, the Homes and Communities Agency, and Highways England specifically to explore the potential for development at junctions 9 and 10 of the M5.**

- **J9: Negotiations proceeding re MOD site etc. Aschurch site has been included in shortlist of 29 by DCLG as a “Housing Zone”. Next J9 meeting on 10th June.**

- **J10: HE need evidence of Business Demand. JCS/GCC has commissioned traffic modelling for JCS. LEP will build on this when completed based on SEP proposals.**

- **JCS inspector appointed and Examination in Public (EiP) hearing sessions start 19 May 2015.**

- **“Masterplan” of J9 and J10 area mooted to include all stakeholders including HA, JCS, Landowners/LEP etc. Initial meeting to discuss this further May 2015.**

- **GCC transport planning team and Tewkesbury DC met with Worcestershire LEP to discuss planning and impacts related to A46 in May 2015. GF1st LEP to be included in follow-up meeting/s.**

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### A417 Missing Link

#### Actions:

- **Highways England commits to working with Gloucestershire County Council to investigate whether a deliverable solution to the problems on the A417 Missing Link can be found.**

#### Milestones:

- **Ongoing work to support reinstatement of The Brown Route (The Loop) into the roads programme.**

- **Despite Autumn Statement HE say any delivery of A417 solution not in current funding programme to 2021. Meanwhile interim work can be done on environmental conditions around the site.**

---

**Mike Curran, LEP Amanda Lawson-Smith, GCC**
## Wider work with Highways England

**Actions:**
- Through its Route Strategies, Highways England will engage the Local Enterprise Partnership in better understanding the challenges and opportunities associated with the network and to develop evidence based long-term plans
- GFirst LEP and partners agree that the LEP will take a more proactive role in consultation on long-term strategic road network planning and provide a coordinating role between constituent local authorities

**Milestones:**
- Quarterly liaison meetings between HE/GCC/LEP. Ongoing with next meeting 29\(^{th}\) June.

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## Network Rail: Long Term Planning Process [LTPP]

**Actions:**
- The Department for Transport and Network Rail commit to more proactive engagement of the LEP in:
  - Western Route Study under LTPP
  - rail franchise specification
  - getting Train Operating Companies to continue and enhance their engagement with LEPs
- GFirst LEP and partners agree that the LEP will take a more proactive role in consultation on long-term rail planning and franchise specification; and provide a coordinating role between constituent local authorities
- GCC have the clear lead role in the strategy for this area. LEP work closely with, and provide support to, GCC in all Rail matters

**Milestones:**
- Amey to present their research to key stakeholders on 12\(^{th}\) June.
- Publication of final Rail Strategy. Date tbc.
- Agreed Gloucestershire Rail Strategy incorporated into LTP3 by 30 September 2015

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## Local transport priorities

**Actions:**

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**Green =**
Progress the development and delivery of the six priority transport schemes identified by the Gloucestershire Local Transport Body (GLTB) that are fundable within available pre-allocated Local Growth Fund resources.

**Milestones:**
- GCC to recruit a specialist transport external assessor to undertake due diligence work on Growth Deal transport projects May 2015
- Strategic Outline Case (SOC) approval Dec 14 to May 15
- Feasibility work: Jan 15 to Aug 15
- Outline Business Case approval May 15 to May 16
- Acquisition of Statutory Powers Sep 15 to Jun 16
- Detailed Design Mar 15 to Jul 16
- Procurement Dec 15 to Oct 16
- Full Business Case Approval Jul 15 to Apr 17
- Start Construction Sep 15 to Sep 17
- Complete Construction Jun 16 to Mar 18

6 schemes reviewed at GLTB meetings. Dates tbc.

Confirmation received from DfT that GLTB will be incorporated into local Assurance Framework and Growth Deal processes.

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**Broadband**

GFirst LEP will support extension of superfast broadband coverage to:
- 90% of UK premises by 2016, via existing broadband projects led by Gloucestershire County Council
- 95% of UK premises by 2017 by working with local partners, including Gloucestershire County Council to help ensure match funding is in place for the next round of projects

**Milestones:**
To be confirmed with GCC and project manager

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**Housing**

- GFirst LEP and local planning authorities commit to working together to deliver the housing provided for in Local Plans
- The Government Property Unit will engage with the LEP to examine the potential to release government land and

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<tr>
<th>Milestones</th>
<th>GCC</th>
<th>Senft-Hayward, GCC</th>
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<th>Milestones</th>
<th>GCC</th>
<th>Mally Findlater, LEP</th>
<th>Amber</th>
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<tr>
<td></td>
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<td>Claire Edwards, GCC</td>
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<tr>
<th>Milestones</th>
<th>GCC</th>
<th>Mike Curran and Pete Carr</th>
<th>Amber</th>
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Page 52
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<thead>
<tr>
<th>Property to promote local economic growth and/or housing development</th>
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<tbody>
<tr>
<td>The Homes &amp; Communities Agency will work with the local authorities and LEP to help identify and to best use their resources to acquire, de-risk and bring to market surplus public sector land. Initial meetings held. Ongoing dialogue. Latest meeting 06/05/15 for update on HCA support and investment across the County.</td>
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<td>Mike Curran</td>
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<tr>
<th>Milestones:</th>
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<tr>
<td>Senior Officers group identify housing lead/s for Joint Committee - tbc</td>
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<tr>
<th>Junction 9</th>
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<tr>
<td>Actions:</td>
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<tr>
<td>The Homes &amp; Communities Agency will liaise with LEP and local partners to coordinate its resources to expedite redevelopment of the Ashchurch site subject to the Ministry of Defence's agreement. Ashchurch site has been included in shortlist of 29 by DCLG as a &quot;Housing Zone&quot;. Tewkesbury BC has confirmed that it has identified stakeholders to sit on J9 steering group. Concerns raised with LEP about apparent delays in planning issues for outlet village at J9.</td>
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<tr>
<td>Mike Curran, LEP &amp; Mike Dawson, Tewkesbury BC</td>
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<td>Amber =</td>
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<tr>
<th>Milestones:</th>
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<tr>
<td>Dates for J9 Steering Group to be determined</td>
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<tr>
<th>Forest of Dean regeneration</th>
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<tr>
<td>Actions:</td>
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<tr>
<td>The Homes &amp; Communities Agency will offer assistance and guidance to the LEP and councils as they develop their plans for the regeneration of the Forest of Dean.</td>
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<td>Green ↑</td>
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</table>
### Summary of key project milestones

**Growth Hub**
**UoG Business School**

Project manager in place and developing MasterPlan.

- Funding profile confirmed - May 2015
- Masterplan signed off by board - May 2015
- Planning issues resolved and permission sought - Summer 2015
- Build the Groath Hub & Business School extension – Early 2016 – Sept 2018
- Occupation – Sept 2018

**Growth Hub spokes**

Milestones:
- GFirst LEP recruited a project manager to drive this work. From March 2015.
- Comprehensive scoping study (HardistyJones) published - May 2015
- Funding profile confirmed - May 2015
- Plan for location of Growth Hub spokes confirmed and published – June 2015
- Building/equipping of first Growth Hub spokes – August 2015
- Opening of first Growth Hub spokes – October 2015
- Building/equipping of remaining Growth Hub spokes 2016 - 2017
- Opening of remaining Growth Hub spokes - 2016-2017

**GREEN**

Due diligence (incorporating SFA skills capital reports) underway.

**Actions:**
- Funding profile confirmed May 2015
- Final due diligence report on GREEN to be prepared for GFirst LEP Board. June 2015.
- MB to meet SGS College and additional Berkley Green- based projects. June 2015
- MB to join relevant sections of or receive reports from SGS monthly reporting meetings from June 2015.
- MB to finalise monitoring metrics with SGS College May 2015.

**Milestones**
- GFirst LEP Board review and decision on due diligence report for GREEN project.
| June 2015.  
• Funding agreement between GCC and SGS College in place. June 2015 |

**Enablers for Growth: Transport infrastructure**

Funding profile confirmed - May 2015

Agree suitable milestones with Amanda Lawson-Smith at GCC – Mike Curran

**Gloucestershire Airport. - Allocated £550,000.**

Key infrastructure to enable development by the private sector of aircraft hangars at the Airport. Potential to deliver £6.3m of annual GVA impact and support 106 direct, indirect and induced jobs locally.

Preliminary due diligence report on airport prepared for GFirst LEP Board May 2015 and sent to project promoter for feedback and preparation of the final due diligence report.

Funding profile confirmed - May 2015

**Actions:**

• Due diligence report on airport to be prepared for GFirst LEP Board. June 2015.

**Milestones**

• GFirst LEP Board review and decisions on due diligence reports for airport project. June 2015.
• Funding agreement between GCC and airport in place June 2015 (subject to due diligence findings).

**Regeneration of the Blackfriars and Quayside areas in Gloucester City Centre for domestic and commercial use - Allocated £4.13 million.**

Addressing and eliminating the immediate infrastructure problems preventing redevelopment of the 2.53 hectares of the City Centre. The project reduces risks to development, by assessing and addressing ground conditions, provision of utilities, infrastructure, and archaeological constraints.

**Milestones:**

• Funding profile confirmed - May 2015
• Further milestones to be confirmed by MC with John Kulasek at Gloucester City Council following meeting 27th May.
• Due diligence timelines to be agreed June 2015

**Support for fledgling agri-tech businesses – Allocated £2.92 million.**

Provide flexible innovation spaces at the Royal Agricultural University’s (RAU) Manor Farm at Hamhill and at the main campus in Cirencester. The innovation spaces will be designed to support rural and agri-tech start-ups from the earliest stages of development.

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<table>
<thead>
<tr>
<th>Milestones: To be confirmed.</th>
<th>Support for retail entrepreneurship – Allocated £400,000.</th>
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<tr>
<td>Investment in premises and equipment required for the ‘Supporting Retail Entrepreneurship’ programme, which will provide incubation space and business support to those starting out in a career in retail and existing retail business development.</td>
<td><strong>Support for retail entrepreneurship</strong> – Allocated £400,000. Investment in premises and equipment required for the ‘Supporting Retail Entrepreneurship’ programme, which will provide incubation space and business support to those starting out in a career in retail and existing retail business development. Project group currently working up and reviewing three main options: 1. Box park in Cheltenham 2. Eastgate shopping centre in Gloucester 3. Retail ‘spoke’ linked to Growth Hub</td>
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<td>Milestones:</td>
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<td>• Further milestones to be confirmed by ST &amp; SD following discussions with local retail stakeholders.</td>
<td>• Further milestones to be confirmed with UoG and SGS</td>
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<td>• Due diligence timelines to be agreed June 2015</td>
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<td>Berkeley: Cyber Security Training and Conference Centre - Allocated £3 million. Joint initiative between the University of Gloucestershire and South Gloucestershire and Stroud College to deliver STEM skills development, research and specialist business support in relation to Level 3 to Level 8 digital technology and Cyber Security training and research.</td>
<td>Berkeley: Cyber Security Training and Conference Centre - Allocated £3 million. Joint initiative between the University of Gloucestershire and South Gloucestershire and Stroud College to deliver STEM skills development, research and specialist business support in relation to Level 3 to Level 8 digital technology and Cyber Security training and research. Milestones:</td>
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<td>Conditions attached to Grant</td>
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<td>Timescale</td>
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<tr>
<td>Assurance Framework</td>
<td>Prepared and agreed with GCC Section 151 Officer. Approved by GFirst LEP Board and published May 2015.</td>
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<td>Governance</td>
<td>Strengthen governance by ensuring investment decisions are robust and represent good value for money, delivery of agreed actions, clarifying how the Local Transport Body (LTB) role will be delivered within the LEP structure and increasing collaboration and joint work between the councils.</td>
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Note: To be filled in at the plan level – not individual projects

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Note: To be filled in at the plan level – not individual projects

Spend Profile

Jobs

Housing

Leverage

Rocks

Land / Property

Business Support

Skills

Other 1

Other 2

Annual Spend Profile

Annual Jobs

Annual Housing

Annual Leverage

Annual Roads

Annual Land / Property

Annual Business Support

Annual Skills

Annual Other 1

Annual Other 2

Note: To be filled in at the plan level – not individual projects

Spend Profile

Jobs

Housing

Leverage

Rocks

Land / Property

Business Support

Skills

Other 1

Other 2

Note: To be filled in at the plan level – not individual projects
Delivery Management

GFirst LEP Board paper agreed proposals for the delivery management structures and processes at its May 2015 meeting. These included the role of the LEP Board, individual LEP Board members on each project board, LEP staff on each project board, cycles of meeting and reporting into LEP Board by each project board, etc.

Actions
DO to explain proposals to relevant LEP staff leads – May 2015
DO to explain proposals to relevant LEP Board members – June 2015
Relevant LEP staff leads to agree project boards with project promoters – June 2015

<table>
<thead>
<tr>
<th>Date</th>
<th>Responsibility</th>
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<tbody>
<tr>
<td>May 2015</td>
<td>David Owen (LEP)</td>
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<tr>
<td>May 2015 onwards</td>
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</table>

Risk Management

Programme & Project Risk Registers

Project promoters are required to produce and update risk registers for their projects. These are shared with the GCC due diligence assessor as part of the due diligence checks. Once projects are in delivery phase, GFirst LEP project leads and project boards will monitor risk registers and take suitable actions.

An overall programme risk register will be updated monthly and reviewed by the Programme Management Group (GFirst LEP and GCC) and GFirst LEP Board.

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<thead>
<tr>
<th>Date</th>
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<tbody>
<tr>
<td>May 2015</td>
<td>Pete Carr (LEP)</td>
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<td>May 2015</td>
<td>Green ↑</td>
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<td>May 2015</td>
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Communications

Communicate the ongoing outputs and outcomes of the Deal to the local community and stakeholders by publishing the Growth Deal and reporting regularly, and publically, on their progress to implement the strategy, ensuring that local people understand how Government money is being spent via the Growth Deal, and what the benefits are for them and the area.

The Cities and Local Growth Unit will continue to work with the LEPs on communications activities, and help make the links with other Government communications teams.

A specific Growth Deal section of the GFirst LEP website has been set up to hold appropriate documents (e.g. list of projects funded by SLGF, assurance framework and annexes, templates for new business case submissions, announcements and news items about Growth Deal).

<table>
<thead>
<tr>
<th>Monitoring and Evaluation</th>
<th>April 2015</th>
<th>Pete Carr and Mally Findlater, LEP</th>
</tr>
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<td>Overall monitoring metrics prepared and shared with BIS April 2015.</td>
<td>June 2015</td>
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<tr>
<td>• Specific project metrics and reporting arrangements finalised with project promoters</td>
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<tr>
<td>Evaluation Plan prepared, finalised and sent to BIS April 2015</td>
<td>April 2015</td>
<td></td>
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<tr>
<td>Actions</td>
<td>June 2015 onwards</td>
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<tr>
<td>• Agree detail and financing of evaluations with key stakeholders June 2015</td>
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</tbody>
</table>
Apprenticeship Task Group

Final report to Full Council – 08/07/2015

Councillor Paul Hodgkinson, Chairman
Councillor Lesley Williams
Councillor Roger Wilson
APPRENTICESHIP TASK GROUP - FINAL REPORT

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INTRODUCTION

1 The Task Group was set up as result of the following motion resolved at Full Council in June 2014:

This Council is delighted that since 2010 a total of 15,560 apprenticeships in the county have been created and that this Council itself has recruited over 20 apprentices to date with further recruitment scheduled for later this year.

This Council notes its commitment to demonstrating that apprenticeships are good for businesses, personal careers and creating opportunities for both employers and apprentices alike.

To establish how this Council can best persuade and encourage businesses across Gloucestershire to recruit even more apprentices, this Council resolves to create a cross-party ‘Apprenticeship Task Group’ that will invite businesses, apprentices and schools for a report to be compiled and recommendations brought to a full Council meeting within the next six months.

2 Membership: Councillors Paul Hodgkinson (Chair), Lesley Williams and Roger Wilson.

The Task Group worked closely with Peter Holmes, Head of Extended Learning at Gloucestershire County Council, who provided valuable advice on the operation of apprenticeships in the county and relevant areas for enquiry. The Task Group was supported by Philip Williams from Democratic Services.

How did the Task Group Operate?

3 The first task of the Task Group was to research in depth the state of apprenticeships in the county. To achieve this, a number of focus group meetings were held from September to November with a wide sample of providers, employers, schools and apprentices from across Gloucestershire. In each focus group, members had the chance to explore what is working well for each group and what barriers each faced. Attendents of the focus groups included:

Providers:-
Bridge Training Ltd.
South Gloucestershire and Stroud College
Gloucestershire College
Prospect Training
South West Apprenticeship Company
**Schools:-**
*Cirencester Deer Park School*
*Rednock School*
*St. Peters High School*

**Apprentices from:-**
*Future Advanced Manufacture Ltd.*
*The Warranty Group EDF Energy*
*Gloucestershire County Council*
*ABB Engineering*

**Employers:-**
*GFirst*
*EDF Energy*
*CF Roberts*
*NKS Contracts Central*
*Clarkson Evans*
*Barnwood Construction*
*DMXpressions Ltd*
*Gloucestershire Hospitals NHS Foundation Trust*
*Versarien*
*GE Aviation*
*Renishaw*
*Hazlewoods*

8 To support the findings of the focus groups, a survey was sent out to employers to collect quantitative data on attitudes, experiences and perceptions around apprenticeships. This was distributed with the kind co-operation of providers, employers, local Chambers of Commerce, the Federation of Small Businesses and GFirst.

9 The Task Group also attended the Grow Gloucestershire Skills event at Cheltenham Racecourse, with the opportunity to speak informally with parents, young people, teachers and employers.

10 Once this initial research had been undertaken an interim report was produced detailing the Task Group’s findings. A discussion was then held about the best way to translate
these findings into positive change to support apprenticeships in Gloucestershire. The Task Group chose two areas to focus on:

- The Youth Employment & Skills (YES) campaign – a £1 million Gloucestershire County Council fund targeted at raising the level and range of skills available to young people to help encourage youth employment
- The work of the Local Enterprise Partnership, GFirst, in supporting apprenticeships, skills and training in the county.

11 Working in these areas and alongside Peter Holmes, the Task Group has shaped how the YES campaign has developed. The Task Group has also co-operated with GFirst in the initiation of a project to create an “Apprenticeship Clearing House” for Gloucestershire, using their findings and research to inform and advise the drawing up of a specification that will be taken to tender by Skills Funding Agency in July.

12 Contained in the following report is an overview of this work and the final recommendations of the Task Group.

**SUMMARY OF FOCUS GROUPS**

**Providers**

13 It was felt that the discussions with providers emphasized the key role they play in driving apprenticeships in Gloucestershire, supporting those who need to attain GCSEs, providing in work training, and acting as a connecting point between schools and employers.

14 The main barrier identified by providers lay in the common perception within schools that apprenticeships were ‘second best’, with the emphasis overwhelmingly on helping students achieve GCSEs, A levels and to go on to degree-level. This perception at times made it difficult for providers to persuade schools to hold careers events, assemblies and information days to inform students about the benefits of apprenticeships and vocational pathways.

15 Providers all noted that not enough employers were aware of apprenticeships. They felt in part this was due to misconceptions on the cost of apprenticeships and the amount of paperwork involved; this was especially true for smaller businesses.

16 Finally, the providers identified a significant need to improve the pool of apprenticeship applicants. One provider noted that out of 320 recent applications, 300 had to be discarded due to poor quality of application. Providers attributed this to the lack of
emphasis placed by schools on careers advice and the teaching of employability skills but also commented that applicants often had little idea of what an apprenticeship entailed. They identified a problem in both the perceptions of schools and teachers, but also of those of young people themselves.

**Employers**

17 Employers echoed the feelings of providers that within most schools the dominant perception of apprenticeships was poor. Employers felt this was largely due to the need to better educate schools about the benefits of apprenticeships. One employer went so far as to say that their apprentices reported being treated like ‘outcasts’ among their peers at school for pursuing an apprenticeship.

18 Employers emphasized the high value they attached to work experience in potential apprentices. Once more echoing providers, employers considered many applicants for apprenticeships not ‘work ready’, with those who had the opportunity for work experience during their time at school faring far better. The difficulties of providing work experience for employers was noted, especially the challenge of accommodating the academic year.

19 A large concern for employers was the support needed to encourage smaller businesses to take on apprentices. Despite the fact that the overwhelming majority of businesses in Gloucestershire are SMEs, the vast majority of employers of apprentices are larger firms. For SMEs, there is a perception that the time and ‘red tape’ required to take on an apprentice can be a barrier.

20 Employers also felt that some fellow employers are unaware of the benefits, opportunities and realities of taking on apprentices, a situation exacerbated by the lack of an easy-to-access source of information and guidance.

**Schools**

21 The Task Group faced great difficulty in getting representatives to attend from the schools contacted; invitations to the Head-teachers of seven schools resulted in only three attendees, with no representative from a senior leadership team. While the Task Group recognized that Head-teachers were extremely busy, it was felt that this lack of engagement spoke clearly of the lack of importance placed on apprenticeships within some schools. The Task Group would like to note, however, that only a small proportion of schools were contacted, and that many schools in Gloucestershire are dedicated and enthusiastic about supporting apprenticeships.
The representatives that did attend presented an extremely positive picture of this enthusiasm and the impact schools could have when dedicated to supporting apprenticeships.

Despite a somewhat negative perception of apprenticeships within schools being acknowledged, it was felt that this was beginning to change for the better. It was however agreed that advising students to consider apprenticeships felt like ‘dropping pebbles in a pond’; significant misconceptions about apprenticeships still existed among parents, teachers and peers, often the biggest influences on student’s career choices.

The pressures on schools to encourage students to go on to A-levels and ‘high prestige’ destinations were also recognised. Head-teachers were characterised as enthusiastic about apprenticeships but primarily concerned with making sure that all students achieved their desired GCSE and A-Level exam outcomes.

A growing trend within schools towards seeking out direct relationships with local employers, bypassing colleges and providers, was discussed. Schools have however had difficulties engaging with smaller employers who struggle to access information and support for apprenticeships and are reticent to engage with schools.

All the schools in attendance aimed to provide work experience, but recent changes that have made it non-compulsory have led to a decline in the number of schools offering work experience to their students.

Apprentices all felt that support for apprenticeships in their schools was minimal, targeted only at the ‘weakest’ students academically. It was felt that schools treated apprenticeships only as a ‘back-up plan’ for those who did not, or would not, achieve academically. Whilst all those the Task Group spoke to did have the chance to undertake work experience, it was felt that there was not enough careers guidance or emphasis on employability skills throughout their education.

In comparison to the support from schools, all agreed that parents had been extremely supportive. Even those parents who were initially sceptical were enthusiastic once given information on the benefits of apprenticeships, indicating the importance and effectiveness of combating misconceptions, especially amongst those most likely to influence a young person’s career choice.

All apprentices were extremely positive about their decision to start an apprenticeship, and talked enthusiastically about how it has helped them to take their first steps into
careers. The majority of apprentices had however experienced some measure of stigma from their peers pursuing other, academic, routes.

All apprentices noted the importance of being paid a fair wage. It was agreed that for many, the choice to start an apprenticeship was financially motivated, and that they would not have been able to live off the minimum apprentice wage. To the apprentices, a key issue in supporting apprenticeships was helping ensure employers provide a fair wage.

Summary of Survey Findings

The survey, distributed to a large number of employers in Gloucestershire through the kind help of the local Chambers of Commerce, received responses from 23 employers from a wide-range of different sectors, sizes and geographical locations across Gloucestershire.

Key findings from employers who already had apprentices:

- 42% of employers rated support from the National Apprenticeship Service as Unsatisfactory or Poor.
- 67% of employers rated the ease of recruitment of apprentices as either Good or Excellent.
- 23% of employers rated the work readiness of apprentices as Unsatisfactory; 62% rated it as Satisfactory, with only 15% rating it Good.
- 54% of employers rated the paperwork associated with apprentices as Good.

Key Findings from employers who did not employ apprentices:

- 66% of employers were restricted from taking on an apprentice through lack of resources.
- 50% of employers cited the availability of suitable candidates as the main barrier to taking on an apprentice.
Having collected this data and spoken with employers, providers, schools and apprentices a number of key issues emerged.

“The perception of apprenticeships among some teachers, schools, young people and parents does not match reality”

- Schools, teachers, young people and parents can often see apprenticeships as an unprofitable, unfulfilling route, despite the reality being quite the opposite. The benefits, opportunities and advantages to apprenticeships need to be more widely understood.

“Young people need high quality career advice and support to develop the skills they need to start their careers in the workplace”

- The poor perception of apprenticeships within schools has meant they are often neglected in favour of academic routes.
- Careers advice and support in gaining key skills needed in the workplace is thus often being neglected.
- Ensuring students have the chance to undertake work experience is key to building their employability skills and ensuring there is a large pool of high quality applicants.

“Employers need to be better informed, supported and encouraged to take on apprentices”

- More employers, especially smaller employers, need to be encouraged to take on apprentices.
- The benefits of apprenticeships need to be better ‘sold’ to employers.
- Misconceptions around ‘red tape’ and cost of apprenticeships need to be tackled; the survey results showed that employers currently employing apprentices were generally positive about the associated paperwork and responsibilities.
THE IMPACT OF THE TASK GROUP

Having conducted their in-depth research into the situation of apprenticeships, schools, employers and providers, the Task Group held a discussion on the best way to translate this knowledge into positive action for apprenticeships in the county.

It was decided that there were two key areas in which the Task Group could have significant impact:

- **Shaping the work of Gloucestershire County Council** in supporting employment and skills through the Youth Employment & Skills (YES) campaign – a £1 million fund aimed at developing the range of skills and careers available to young people in Gloucestershire.

- **Influencing the work of the Local Enterprise Partnership** (GFirst) in supporting young people and employers to engage with apprenticeships.

The following sections detail the actions and impact of the task group in these areas.

### Influencing GFirst

"Apprenticeship Hub"

In discussions with GFirst, the Task Group was made aware of GFirst's plans for the creation of an "apprenticeship clearing house" in Gloucestershire, included as part of the LEP’s Strategic Economic Plan. This aimed to create a “clearing house” for apprenticeship vacancies in the county, on the model of UCAS, connecting employers, young people and schools.

This “clearing house” would include both an online portal and a physical presence, with advisors to support young people and employers to engage with apprenticeships, based in a number of ‘satellite hubs’ around the county. The plans for the project form part of GFirst's European Skills and Innovation Fund bid and are expected to be funded by £1.7 million over 7 years.

In discussion with GFirst, the expertise of the Task Group gained through their investigations was well-recognized and the Task Group were invited to participate in the drawing up of the specification that would be taken to tender by the Skills Funding Agency.

The Task Group recognized the value of the initial proposals in addressing some of the concerns they had outlined, especially the access to apprenticeships in the county and the lack of a single reliable point for up-to-date information and advice. However, the
Task Group felt that the “clearing house” should instead be seen as an “apprenticeship hub”; a single co-ordinating point for apprenticeships in the county.

In line with this, the Task Group submitted two recommendations in line with their findings to ensure the project had the greatest impact:

- 1) The specification should include a requirement that the project takes on a pro-active role in approaching employers, schools and students. The initial proposals only provided support to those that contacted the hub themselves. To drive growth in apprenticeships there must be a greater emphasis on seeking out employers and students that are not engaged already.

- 2) The specification should include a requirement that there be a single senior role responsible for the promotion and support of apprenticeships across the county, driving the project’s role as a “hub”. This role would provide clear direction in driving the growth of apprentices and act as an ambassador to schools, employers, and local authorities. Without a single point of leadership, co-ordinating the complex system of work, education and training would be a difficult task.

These recommendations were positively received by GFirst and subsequently included in the specification for the project. As such, the Task Group has played an important role in shaping the co-ordination of apprenticeships in the county in the future.

The project initiation document for the project is currently being drawn up and will be sent to the Skills Funding Agency to draw up the final specification, which will be taken to tender in July 2015.

Influencing the work of the Council

The Youth Employment & Skills (YES) Campaign

On reviewing the current uses of the YES campaign, the Task Group submitted recommendations for two further ways in which the Council could improve apprenticeships in the county. Both recommendations were accepted and are currently being implemented:

- A positive message on apprenticeships should reach children and parents early in their school career. One of the key findings of the Task Group lay in the poor perception of apprenticeships among some teachers, parents and young people. In line with this recommendation, the YES campaign produced a booklet advertising the benefit of apprenticeships is produced annually for older
secondary school children; the Task Group recommended this booklet be extended to cover younger secondary school children in order to embed a positive message on apprenticeships as early as possible in a child’s education.

As a result of this recommendation, the booklet being distributed in September 2015 now includes a section specifically targeted at Year 8/9 Secondary School pupils.

- **The extent to which schools are actively encouraging the development of youth employment & skills is variable and further work should be done to improve school engagement with apprenticeships.** It was recommended that some of the YES funding was used to hire an ambassador to engage with schools on apprenticeships, to start building a picture of how each school was promoting youth employment and skills and to encourage the promotion of apprenticeships.

As a result of this recommendation, a recently retired local head teacher was hired in order to work with schools to understand how they could better promote apprenticeships. Their past experience has ensured they have the reputation and ability to approach fellow Head-teachers with as great an impact as possible.

*Laying the groundwork for the “Apprenticeship Clearing House”*

45 Whilst the proposals for the LEP’s “apprentice clearing house” promised to have a large impact on apprenticeships in the future, the Task Group agreed that something should be done immediately.

46 To ensure that the LEP’s project can find its feet and make a positive impact on apprenticeships in the county, the Task Group recommended the setting up of a **pump priming** project, using Council funds marked for the promotion of skills and training for young people.

47 Working with Peter Holmes, the Task Group have advised on the drawing up of a specification that will invite providers to bid for a 6 month contract preceding the setting up the “clearing house”.

48 This specification follows the recommendations that the Task Group have made, calling for a pro-active approach to increasing both demand and supply of apprenticeship, and providing a single co-ordinating point of responsibility in the county.
The required outcome will be a greater number of apprenticeships, traineeships and supported internships across the county, with up to £45,000 available for the project. The specification also includes the requirement that the provider pass all learning onto the provider chosen to deliver the LEP’s “clearing house”.

In this way, the recommendations of the Task Group will be put into practice immediately whilst laying the grounds for future success.

**FINAL RECOMMENDATIONS**

In addition to the above actions, the Task Group have drawn up two final recommendations to ensure the greatest positive impact on apprenticeship in Gloucestershire:

1) To make sure that the recommendations included in this report are implemented, Gloucestershire County Council’s Economic Growth and Scrutiny Committee should include a standing item on their agenda to scrutinise the LEP and the Council’s work around skills, training and apprenticeships – with special emphasis on ensuring that the LEP’s “apprenticeship clearing house” project is implemented in line with the findings in this report.

To make sure that the promotion of apprenticeships continues to improve and tackle the problems highlighted in this report, the Task Group recommends that a standing item be included on the agenda of the Gloucestershire Economic Growth Scrutiny Committee covering the LEP’s responsibility for skills, training and apprenticeships. This will give regular opportunities for the work of the LEP in this area to be scrutinised and to ensure that the recommendations of this report are delivered.

Councillor Paul Hodgkinson, chairman of the Task Group, is also chairman of the Scrutiny Committee, and so this recommendation provides a valuable opportunity to maintain the momentum behind the work begun by the Task Group.

2) That the Task Group write to all Head-teachers and Boards of Governors in Gloucestershire to request that in each school a Governor be nominated to take on responsibility for overseeing the quality of apprenticeship, skills and careers advice at each school in the county.

As highlighted in this report, schools play an essential role in developing the employability skills young people need to succeed and in encouraging young people to pursue apprenticeships and other vocational routes. Requesting each school nominate
a Governor dedicated to ensuring the highest quality provision in this area will ensure that it is given the prominence it deserves, something that has at times been lacking.

If Council approves the recommendations contained within this report, the Task Group will undertake to write to the Secretary of State for Education, Nikki Morgan, and the Secretary of State for Business, Innovation and Skills, Sajid Javid, to inform them of their work and findings.

The Task Group will also distribute a copy of the report to all local schools, colleges, district council leaders, chambers of commerce, the Skills Funding Agency and other relevant parties.

**CONCLUSION**

The Task Group would like to sincerely thank all those who have contributed to, and taken part in, this report. As an exercise in scrutiny, the Task Group would like to highlight the success that results from a cross-party group coming together to tackle an important complex issue. All members of the Task Group applaud the level of cooperation and consensus that has allowed their work to be so successful.

Engaging with such a wide cross section of employers, educators and young people has been an immensely enjoyable and interesting task for all involved in the Task group. From this engagement, the Task Group feels it has helped identify the key challenges facing apprenticeships in Gloucestershire, and to implement and suggest solutions that have the potential to have a real and positive impact. The recommendations contained within this report will ensure that these impacts are realised and the aims of the Task Group, to expand and support apprenticeships in Gloucestershire, are met.

_Councillor Paul Hodgkinson_

_Chairman of the Apprenticeship Task Group_