

Cabinet Date	27 th January 2021
Cabinet Member Economy, Education and Skills	Cllr Patrick Molyneux
Key Decision	Yes
Background Documents	<ul style="list-style-type: none"> • Gloucestershire Economic Growth Joint Committee Reports from July, September and November 2020 • Item 5 GEGJC Recovery Plans Report.pdf (gloucestershire.gov.uk) • Gloucestershire Economic Recovery Analysis • Item 5 GCC COVID-19 Economic Recovery Plan Update.pdf (gloucestershire.gov.uk) • Draft Proposals for Gloucestershire local skills response • Doc 6 Employment and skills portal.pdf (gloucestershire.gov.uk) • Gloucestershire County Council COVID-19 Economic Recovery Report and Action Plan November 2020.pdf
Location/Contact for inspection of Background Documents	All of these documents are available on the above links. Please contact the report author with any questions regarding the documents listed above.

<p>Main Consultees</p>	<p>Gloucestershire Economic Growth Joint Committee (GEGJC) GEGJC was considered a key stakeholder in the production of the Covid Economic Recovery Plan due to the locality response prepared across the districts. GEGJC received regular updates in order to clarify the respective roles across the county. The process started with gap analysis across each of the locality recovery plans and supporting the development of the County Council plan.</p> <p>District Councils across Gloucestershire and the GFirst Local Enterprise Partnership (LEP) Chief Executives across the District Councils were engaged at an early stage to ensure clarity of roles across the recovery plans. The GFirst LEP Deputy Chief Executive was also consulted to ensure any removal of overlap or duplication in reports.</p> <p>Members The Leader, the Cabinet Member for Economy, Education and Skills as well as the Cabinet Member for Environment and Planning were all interviewed as part of the creation of this plan. This consultation ensured the overall strategic direction of the plan met the future ambitions of the County Council.</p> <p>Gloucestershire County Council Officers Officers from across the County Council were involved in the production of the recovery plan and associated action plan as well as the development of the resource plan. The report was created with the direction of the Gloucestershire County Council Economic Transition Group.</p>
<p>Planned Dates</p>	
<p>Divisional Councillor</p>	<p>All</p>
<p>Officer</p>	<p>Colin Chick Executive Director of Economy, Environment & Infrastructure Colin.chick@gloucestershire.gov.uk</p>
<p>Purpose of Report</p>	<p>To present the Gloucestershire County Council Covid-19 Economic Recovery and Action Plan. This report seeks approval of the plan, action plan and associated resource requirements.</p>
<p>Recommendations</p>	<p>That Cabinet: (1) Approve the Gloucestershire County Council Covid-19 Economic Recovery and Action Plan</p>
<p>Reasons for recommendations</p>	<p>To approve the Gloucestershire County Council Covid-19 Economic Recovery and Action Plan and to agree the funding required to deliver the outcomes as set out in the document over the time period 2021 to 2024.</p>
<p>Resource Implications</p>	<p>The costs of delivering the Gloucestershire County Council Covid-19 Economic Recovery and Action Plan will need to be approved. While a number of the actions set out in the plan are resource neutral (i.e. can be covered by existing officers), to make a positive impact for residents of</p>

Gloucestershire, there is a resource implication.

The full extent of business closure and job loss associated with COVID is not yet clear and nor is ongoing impact COVID may have on the operation of the economy. It is therefore not possible to give a precise estimate of the resource required. However, to deliver the actions set out in the Economic Recovery Plan a range of resources required is set out for the short and medium term actions. It is acknowledged that the action plan includes activities that are already included in delivery plans but which might need to be brought forward or intensified to address new levels of priority or demand as the economy reacts to the ongoing impacts of COVID.

The County Council has already begun investing in Gloucestershire's economic recovery, including £75,000 spent to produce the Skills Portal, in partnership with GFirst LEP, launched in November and a £100,000 commitment to promote the county's tourism offer through Visit Gloucestershire. The range set out below is in addition to this early investment.

Both revenue of up to £500k per year for 3 years and one off capital resource of £40k in the first year is sought to deliver this Strategic Economic recovery plan.

People, Place and Connectivity

- £150k to £200k per annum for three years; made up of:
 - £150k employment costs for tutors
 - Up to £50k revenue budget to expand related programs / commission research; and fund digital retraining

Skills and Employment

- £95k to £150k per annum for three years; made up of:
 - £45k employment costs for Skills Coordinator
 - £50k employment costs for Strategic Employment post
 - Up to £50k revenue budget to support the development of training – including apprenticeships – to meet community need; and to commission research

Infrastructure, economy and growth

- £70k to £150k per annum for three years to commission research and fund additional resource to deliver the action plan, including the a dedicated High Street coordination resource; and public transport network analysis
- Under this theme £122k per annum for three years and one off capital costs of £22,500 to fund the *Innovation Lab Development* has already been identified to come from existing GCC budgets therefore is not included in the £500k total but is included in the action plan.

These costs extend into the long-term actions (starting mid 2022) where

three year project and staffing costs are sought, but do not include other long-term intervention costs.

Central Government has announced that Covid grants will be allocated for 2021-2022 therefore we recommend the use of the Covid grant to fund the first year at £500k. We also anticipate Recovery grants being provided going forward to assist the Economic Development over the next 3 years so would look to grant funding going forward. However if additional Covid funding is not forthcoming then we recommend using £0.5 million from the General Reserves in both 2022-23 and 2023-24.

MAIN REPORT CONTENTS

Background

- 1.1 The Covid-19 pandemic has caused a significant economic shock over the last 10-months across the whole country. The full impact of this is yet to be fully understood and the pathway to recovery must be closely monitored to ensure that resource and investment can be used to support residents into employment and businesses into growth.
- 1.2 Building on the strategic framework that already exists across the county – the Vision 2050, the draft Local Industrial Strategy and the locality-based economy plans, the ambition is clear: to deliver a model of sustainable growth and a thriving economy for Gloucestershire. This will involve understanding the challenges and opportunities faced by our local business base and supporting residents into future careers. Central to this is the need to join up housing, transport and employment to deliver a well-connected and low carbon county.
- 1.3 In developing the county council's Covid-19 Economic Recovery and Action Plan, engagement has taken place across the county with district councils, the LEP as well as internal staff. This has provided a rounded view of the role of the county council in recovery planning, identifying gaps and establishing core activity around which the county needs to focus. It has also been supported by the Transition Board, comprising lead officers across growth and recovery, to form a set of themes against which recovery outcomes will be delivered.

The detail of the report

- 1.4 The document at Appendix 1 sets out:
 - Overall vision and context and how the plan fits with the current landscape
 - The drivers – setting out what Gloucestershire is facing
 - Narrative around communities, residents and business base
 - The three drivers of recovery
 - A detailed action plan against the drivers of recovery
 - How impact will be measured
- 1.5 Gloucestershire's skills priorities to support local economic recovery 2020-2021 are set out in the document at Appendix 2. The priorities have informed the development of the Covid-19 Economic Recovery and Action Plan as well as having already led to the creation of the Gloucestershire Skills Portal. Underpinned by up-to-date data, centralised information and collaboration between providers to maximise use of existing funding/resources, the skills priorities will link into and form parts of the Gloucestershire skills strategy workstreams and will be driven & monitored by the Gloucestershire Skills Advisory Panel (GSAP). The document identifies the county's employment and skills priorities as being:
 - Information and signposting
 - Apprenticeships

- Unemployment/redundancy support
 - Cyber County - Digital and cyber skills
- 1.6 Recovery work delivered to date has included a detailed look at the role of the county council in recovery planning as well as the evidence that is available. In considering the challenges and opportunities that have been identified so far, the county council has to play a clear leadership role. This will also involve a convening role in delivering not only business as usual but also a step change in activity to better encourage the recovery of the county to deliver better outcomes.
- 1.7 This means that the county council will concentrate on:
- Performing the core role efficiently and effectively and identifying the resources required to deliver at scale and pace.
 - Building on the existing framework of plans and strategies, taking care not to duplicate and identifying ways to secure additional funding for the county as a whole.
- 1.8 In addition to those key areas, there is also a need to contribute more at a local, sub-regional, regional and national level, supporting the growth of the economy and place.

The content of the recovery plan

- 1.9 Three themes have been developed through the evidence gathering and these have been used to frame an action plan against which the county council will deliver positive outcomes for residents, communities and businesses.
- 1.10 The themes and their core priorities include:
- **People, place and connectivity** – resetting how our communities interact with business and education
 - Work with the voluntary and community sector (VCS), schools, colleges and businesses to identify and provide equipment to level up the digital divide.
 - Understand how employers and employees will work in the short, medium and long-term and understand how communities will need to interact with their local environment and local facilities such as libraries and workspace.
 - Capitalise on the county’s ambitions for improved access to high quality broadband.
 - Work closely with partners in the public and private sector to shape places so they take account of working locally and ensure the benefits remain in our local places.
 - **Skills and employment** – encouraging resilience through skills and employment
 - Develop an inclusive employer model, led by the county council, to promote good workplace practice and work to remove barriers to employment.

- Encourage greater collaboration between partners to fulfil skills needs.
 - Work closely with businesses and investors to drive growth in cyber, tech, manufacturing, engineering and construction sectors.
 - Drive the pipeline of county infrastructure projects to develop and execute needs analysis and fulfil gaps in the jobs market.
- 1.11 The priorities relating to skills and employment will need to be developed in close coordination with GFirst LEP and other partners. The actions identified will need to be implemented in line with the skills approach in development with the LEP and the emerging skills strategy.
- **Infrastructure, economy and growth** – accelerating infrastructure to promote sustainable development and growth
 - Identify spend in the local economy and develop a social value model that can deliver investment, jobs and opportunities for local businesses and residents.
 - Accelerate the delivery of infrastructure projects and bring forward investment for supply chains locally.
 - Continue to deliver investment in innovative sustainable transport schemes which promote access.
 - Reframe long-term growth through an infrastructure first approach to long-term sustainable growth.

Options

- 1.12 Not to adopt the Gloucestershire County Council Covid-19 Economic Recovery and Action Plan. This is not recommended as the Covid pandemic has created a considerable impact on the lives and livelihoods of local residents and businesses. To do nothing would create some significant long-term negative impacts for the county.
- 1.13 To adopt part of the Gloucestershire County Council Covid-19 Economic Recovery and Action Plan. The plan has been set against three timescales to mitigate the impacts of the required economic recovery plan. To deliver a proportion of the plan would not address all of the challenges identified in the evidence base and would risk creating even greater inequalities among our communities.
- 1.14 To fully adopt the Gloucestershire County Council Covid-19 Economic Recovery and Action Plan. This option is recommended. The action plan has been produced in such a way that it addresses the challenges raised through the consultation process and seeks to address the inequalities that have arisen from the Covid pandemic in a holistic manner.

Risk Assessment

- 1.15 A number of risks have been identified in relation to the execution of this plan. These include the constantly changing nature of the Covid pandemic, the

unknown extent of unemployment and business closures as well as the long-term effect on our deprived communities and places. The plan has been developed with a monitoring framework to ensure the actions identified can be measured and adapted to any future changes.

Officer Advice

- 1.16 It is advised that Cabinet resolves to approve the Gloucestershire County Council Covid-19 Economic Recovery and Action Plan 2021-24.

Performance Management

- 1.17 The Gloucestershire County Council Transition Group which is comprised of officers across EE&I will continue to meet on a regular basis to manage the risk and ensure that the best outcomes can be delivered.

Equalities considerations

- 1.18 A Due Regard Statement (DRS) has been completed.

Report Title	Gloucestershire County Council Covid-19 Economic Recovery and action plan 2021 – 2024
Statutory Authority	
Relevant County Council policy	<ul style="list-style-type: none"> • County Council Strategy – Looking to the Future (2019-2022) under Transport, Economy & Infrastructure •
Sustainability checklist:	
Partnerships	The partners are set out in the Main Consultees in this report.
Decision Making and Involvement	Regular updates were presented to the Gloucestershire Economic Growth Joint Committee, a report was produced for the Strategic Communities & Infrastructure Members Board (SCIMB) and the officer level Economic Transition Group.
Economy and Employment	The Gloucestershire County Council Covid-19 Economic Recovery and action plan 2021 – 2024 supports sustainable economic growth and access to employment and training.
Caring for people	The Gloucestershire County Council Covid-19 Economic Recovery and action plan 2021 – 2024 supports the social impact of connected communities in terms of health and wellbeing and economic prosperity and independence. It also focuses on developing opportunities for disadvantaged communities and people with disabilities. Developing an inclusive employer model to promote good workplace practice and work to remove barriers to employment is explicit in the delivery of this plan.
Social Value	Social Value is central to the Gloucestershire County Council Covid-19 Economic Recovery and action plan 2021 – 2024. It considers what more value can be derived from the actions set out in the plan and seeks to advance our overall approach to getting more value from contracts.
Built Environment	The Gloucestershire County Council Covid-19 Economic Recovery and action plan 2021 – 2024 builds from a position of a sustainable economy and built environment. This includes an infrastructure first approach to sustainability and ensuring that communities can be supported.
Natural Environment including Ecology	There are no known negative implications of delivering this plan against the natural environment.

<p>(Biodiversity)</p> <p>Education and Information</p>	<p>Education and information is considered to be central to this plan. Specifically, the plan identifies the need to:</p> <ul style="list-style-type: none"> ○ Encourage greater collaboration between partners to fulfil skills needs. ○ Work closely with businesses and investors to drive growth in cyber, tech, manufacturing, engineering and construction sectors. ○ Drive the pipeline of county infrastructure projects to develop and execute needs analysis and fulfil gaps in the jobs market.
<p>Tackling Climate Change</p>	<p>Carbon Emissions Implications? Positive</p> <p>Vulnerable to climate change? No</p>
<p>Due Regard Statement</p>	<p>Has a Due Regard Statement been completed? Yes</p> <p>Yes - considerations included in main body of report</p> <p>A copy of the full Due Regard Statement can be accessed on GLOSTEXT via http://glostext.gloucestershire.gov.uk/uuCoverPage.aspx?bcr=1</p> <p>Alternatively a hard copy is available for inspection from Jo Moore, Democratic Services Unit, e-mail: jo.moore@gloucestershire.gov.uk.</p>
<p>Human rights Implications</p>	<p>None</p>
<p>Consultation Arrangements</p>	<p>Gloucestershire Economic Growth Joint Committee (GEGJC)</p> <p>GEGJC was considered a key stakeholder in the production of the Covid Economic Recovery and Action Plan due to the locality response prepared across the districts. This Committee received regular updates in order to clarify the respective roles across the county. The process started with gap analysis across each of the locality recovery plans and supporting the development of the County Council plan.</p> <p>District Councils across Gloucestershire and GFirst LEP</p> <p>Chief Executives across the District Councils were engaged at an early stage to ensure clarity of roles across the recovery plans. The GFirst LEP Deputy Chief Executive was also consulted to ensure any removal of overlap or duplication in reports.</p>

Members

The Leader, the Cabinet Member for Economy, Education and Skills as well as the Cabinet Member for Environment and Planning were all interviewed as part of the creation of this plan. This consultation ensured the overall strategic direction of the plan met the future ambitions of the County Council.

Gloucestershire County Council Officers

Officers from across the County Council were involved in the production of the recovery plan and associated action plan as well as the development of the resource plan. The report was created with the direction of the Gloucestershire County Council Economic Transition Group.

Appendix 1

Gloucestershire County Council's

Road to Economic Recovery

Contents

Gloucestershire County Council's.....	4
Road to Economic Recovery	4
Overall Vision and Context	5
The Drivers – what is Gloucestershire facing?.....	6
Overall	6
Our communities and residents	7
Our business base.....	8
The response – road to recovery.....	9
The drivers of recovery.....	10
People, place and connectivity.....	10
Skills and employment	11
Infrastructure, economy and growth	12
Next steps.....	14
Measuring impact.....	14
Action Plan	15

Overall Vision and Context

The past 9-months has created a shock that will test the economic resilience of our county for years to come. The repercussions of Covid-19 are still being felt by businesses and communities on a

global scale and the full extent of the damage will be unknown for some time.

During this time, the government has stepped in with a suite of schemes to slow down the rate of job loss and business closure. The schemes are constantly being refreshed to deal with the challenges faced by the resident and business population while economic policy is shifting towards in-work support. This is based on jobs which employers are also prepared to fund and investing more in education and training to help others back into work. There are significant short-term consequences from this including unemployment and business closure.

However, there will be new prospects generated for residents and businesses and the actions set out in this plan will help to capitalise on them. The county council has identified a core set of drivers of recovery around which these opportunities can be delivered. By working closely with local stakeholders as well as sub-regional partners and central government, these drivers have the potential to deliver for the local economy – aligning skills provision to employer and employee needs, understanding local supply chains, investing in local assets and ultimately growing out of the recession.

Our ambition at Gloucestershire County Council is to deliver a model of sustainable growth and a thriving economy for Gloucestershire. In doing so, we will affirm our long-term vision for the county (or refresh in the light of Covid) and reinforce a longer-term sense of direction. This strategy [Looking to the Future](#) sets out a clear vision: “To make the most of all that Gloucestershire has to

offer, help improve the quality of life for every community, support businesses to be successful and make sure the county is a place where people want to live, work and visit”. The ambitions are mirrored through the recovery plan in relation to our support for communities and localities, and transport, economy and infrastructure.

In doing so, closely monitoring the challenges and opportunities faced by our local business base and supporting residents into economically viable future careers will be needed. This will not come without cost and the need to reprioritise certain council spending in order to provide longer-term sustainability for the future.

The purpose of this recovery plan is to set out the particular challenges faced by our county and identify the ways in which strong leadership and investment locally is going to make a difference – to our residents, businesses and communities across Gloucestershire. Central to this is joining up housing, transport, skills and employment to deliver a well-connected and low carbon county.

The county council brings four essential components to the recovery – a county-wide focus on action required, effective delivery of core services such as infrastructure and education and skills, clout to lobby for freedoms and flexibilities, and a convening role which brings partners and services together to make the most of recovery planning.

The rest of this document sets out:

- The challenges and opportunities faced by residents, communities and employers;
- The response and role played by the county council;
- The drivers of recovery; and
- The actions needed to support recovery.

The Drivers – what is Gloucestershire facing?

Overall

Although hard economic data will be unavailable until mid to late-2021, there is no doubt that the recent Covid-19 pandemic will have a serious impact on Gloucestershire’s economy. High levels of unemployment and a contracting jobs market will be two of the key factors that will affect the residents of the county as well as a greater “deterioration in business investments over the past six months than in other countries”¹. This will limit future productivity and growth and suppress wages at a time when Brexit transition is stemming investment plans. The baseline forecast prepared in the summer² predicts that GVA will contract by 8.4% but consideration must be given for the advent of future “lockdowns” and restrictions on movement.

Covid-19 has accelerated trends that had been emerging in society at a much slower pace. A quick transition to home or flexible

¹ FT Report Falling business investment scars UK’s long-term growth potential <https://on.ft.com/349GLLu>

² Oxford Economics, Coronavirus: Economic Impact Scenarios for Gloucestershire, A Report for South West Councils, July 2020, Page 20

working, the intensification of digital channels coupled with a decline in the traditional use of high streets and closure of public venues, and a movement towards encouraging more low carbon emissions. As a consequence of any economic shock, there are those individuals and businesses who will thrive and innovate and there are those who will move further from the job market or be unable to sustain their business.

Appreciating that the priorities for the economy will shift as government schemes come to an end and new policy tries to address the next set of challenges, local business intelligence will be vital to future planning and formal data must be monitored to ensure the recovery planning can account for changes.

Category of data	Gloucestershire data
Total Population	637,070 ³
Total Working Age Population	384,540 ⁴
Furloughs	93,400 (or around 32% of residents in employment based on all claims as at end July 2020) ⁵⁶

³ Mid 2019 Population Estimates, ONS

⁴ Ibid

⁵ Coronavirus Job Retention Scheme, HMRC

⁶ Cumulative figure and does not capture when people are no longer furloughed

Claimant Count	19,460 (from 2.0% in March 2020 to 5.1% in August 2020) ^{7 8}
Self-employment Income Support Scheme	25,400 (based on all claims at end of July) ⁹

Evidence tells us that people with lower skills and those with complex needs also suffer disproportionately in recessions and this will arguably be compounded by a predicted decline in employment in retail, hospitality and leisure. Education institutions and providers will have a role to play in engaging with businesses to understand emerging needs and exploring labour market intelligence around employment growth to ensure provision is fit for purpose. This will need to consider the approach to inclusive employment to support local residents with disabilities. The ability to track these emerging inequalities and identify where the gap is widening will be central to the role of the county council.

Our communities and residents

In considering the resident population of Gloucestershire, there are a number of factors which must be taken into consideration. The sectors which are expected to have the highest job losses such as accommodation and food services and arts, entertainment and recreation generally have a higher proportion of young people employed in those sectors. However, Gloucestershire has a higher proportion of older workers between 50-64-year olds, who are more likely to be employed in the public sector and in business services, where employment levels are expected to be more resilient. This needs to be factored into considerations for the provision of support offered in the future to avoid a “lost generation” of young people without opportunity and career prospects.

Case study: Adult Community Learning

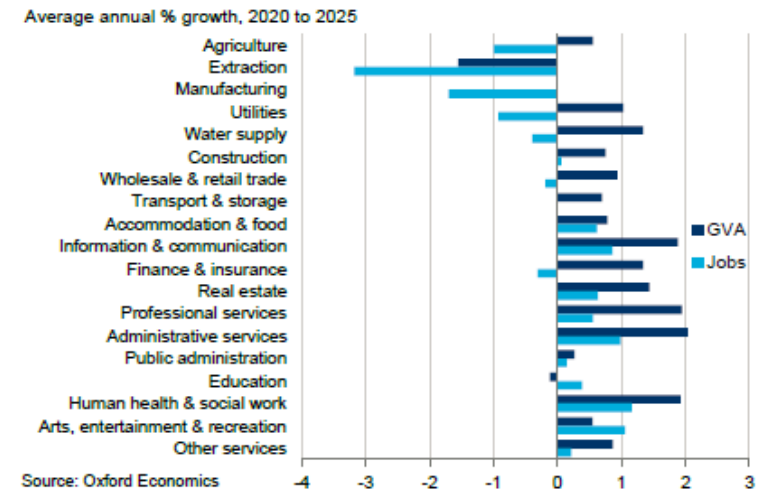
“Furlough Fighting” courses have commenced through Adult Community Learning to help residents develop the tools needed for job searching. This includes CV updating, interview technique refreshing and supporting people to understand how their skills may be transferable. This free course will help to build confidence and ensure residents are work ready for future opportunities.

⁷ Claimant Count, ONS

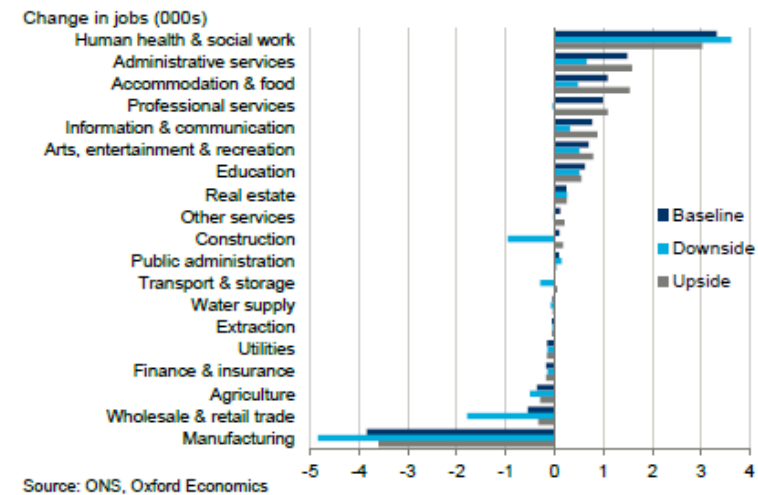
⁸ Enhancements to Universal Credit as part of the UK governments response to COVID mean that an increasing number of people become eligible for unemployment related benefit support although still in work. Consequently, changes in the Claimant Count will not wholly be because of changes in the number of people who are not in work.

⁹ Self Employment Income Support Scheme, HMRC

Category of data	Gloucestershire data
Business population	29,885 ¹⁰
Job postings	17,209 (compared to 24,646 in August last year) ¹¹



Gloucestershire jobs, alternative scenarios, 2020-25¹³



Our business base Pre-Covid, Gloucestershire has been

Gloucestershire GVA and jobs growth, baseline forecast, 2020-25¹²

¹⁰ UK Business Counts, March 2020

¹¹ EMSI, August 2020

¹² Oxford Economics, July 2020

¹³ Oxford Economics, July 2020

developing and capitalising on strengths in its economy such as:

- Growth in agri-tech through collaboration and new product and service development.
- Growth in cyber tech and digital through promotion and technological advancements, in addition to close working between authorities, the growth hub and the CyNam Hub8 Centre.
- Strength in advanced manufacturing sector linked to the aviation industry.
- High levels of tourism and high volume of employment in the visitor economy.
- A focus on the low carbon economy and ways to reducing carbon emissions through growth and development.

The pandemic saw high levels of furloughed residents in accommodation and food services sector, manufacturing as well as retail and construction at a national level and when considering the industry base of the county are likely to account for the near 90,000 furloughed residents. It is worth highlighting that some sectors such as construction have brought many furloughed employees back into employment but others such as hospitality continue to struggle in the short-term. As important sectors for the county in providing jobs and with manufacturing returning comparatively higher levels of GVA, there must be support for

innovation and increased investment to ensure the supply of new or replacement jobs can be accessed locally.

There have however been some positive examples of local Gloucestershire-based businesses successfully addressing some of the challenges of the pandemic and others changing their product or service lines to address new business opportunities.

Case study: Business resilience

Platform 14 based in Stroud recently won a £120m contract with the NHS to supply them with face shields. This contract represents half of the orders made with the NHS during the pandemic.

To capitalise on this, the county council has a role to play in business engagement and opportunity identification. This will enable businesses to capitalise on value and volume sector opportunities while promoting key industries such as cyber, advanced manufacturing, tourism, hospitality and retail and grow the new economy through a low carbon approach.

CASE STUDY: Tourism Sector Funding

In conjunction with the GFirst LEP and the tourism business across the county, Gloucestershire County Council is supporting the development of a collaborative model to promote Gloucestershire as a destination for leisure purposes. By working across this key sector for the county, we hope to bring resilience and security to the sector and develop a low carbon offer.

The response – road to recovery

In considering the challenges and opportunities that have been identified so far, the county council has to play a clear leadership and convening role in delivering not only business as usual but also a step change in activity to better encourage the recovery of the county.

The business as usual role will mean that the county council will concentrate on:

- Performing the core role efficiently and effectively and identifying the resources required to deliver at scale and pace.
- Building on the existing framework of plans and strategies, taking care not to duplicate and identifying ways to secure additional funding for the county as a whole.

In addition to those key areas, there is also a need to contribute more at a local, sub-regional, regional and national level, supporting the growth of the economy and place.

The first way is to accelerate or bring forward plans that will deliver growth and impact across the county. These plans must work to remove barriers to inclusive growth, support the wider green agenda and promote activity within volume and value sectors.

The second is ensuring a strong voice across the economic landscape, fostering relationships with employers to gather the best possible intelligence across all sectors and lobbying government to secure funding and flexibilities for Covid-19

recovery measures such as apprenticeship delivery. In order to do this successfully, working collaboratively and cohesively with existing and new partners across districts, GFirst LEP, the rest of the public sector, building on existing relationships to identify opportunities while delivering growth and resilience.

Work through the Western Gateway to influence regional priorities and ensure Gloucestershire is at the forefront of plans and decisions will also be essential. This partnership builds Gloucestershire as a desirable place, where people want to live because of the quality of area and the opportunities provided. Investment in key corridors will bring forward quality employment within the county, but also the opportunities provided by neighbouring areas including:

- The Western Growth Corridor linking the economies of Birmingham and Bristol.
- The Western Innovation Corridor linking the economies of London, Reading, West of England and South Wales.
- The Oxford to Cambridge Innovation Arc linking the economies of Swindon, Oxford and the Thames Valley.

The drivers of recovery

The pandemic has caused many to re-assess their priorities. The county council as a key decision maker in conjunction with public health are focusing attention even more so on community, connectivity and wellbeing to deliver a healthy and sustainable environment.

The priorities that have emerged and will continue to emerge as the county council monitors the needs of our residents falls under three drivers of recovery. These are:

- **People, place and connectivity** – resetting how our communities interact with business and education
- **Skills and employment** – encouraging resilience through skills and employment
- **Infrastructure, economy and growth** – accelerating infrastructure to promote sustainable development and growth

These drivers of recovery are intended to complement the plans and actions taken at a locality level, across the districts of Gloucestershire and GFirst Local Enterprise Partnership. A family of strategies has been emerging over the last couple of months addressing the challenges and opportunities faced at a local level in Cheltenham, Cotswold, Forest of Dean, Gloucester City, Stroud and Tewkesbury. The county council will work closely with partners in each of these places to collaborate on key issues which are currently being identified.

People, place and connectivity

It is widely reported that particular resident groups such as young people, older workers and people from disadvantaged communities are facing disproportionate challenges as a result of Covid and will continue to do so as the economy contracts. This plan has identified the need to continually monitor the disparities faced

among known deprived areas but also to identify any new and emerging issues.

One issue that has risen to the surface during this pandemic and especially during periods of lockdown is digital connectivity and access. This is an important driver from two perspectives. The first is that not all residents have access to equipment to support remote learning, job searches or research into opportunities. This relates to the parts of the community such as young people who are at risk of being marginalised and working with the Gloucestershire Social Mobility Task Group, we will explore how to close this gap.

Secondly, for those residents continuing in employment, the current trend of home working or distributed working looks set to continue into the near future. This reinforces the need to connect residents to their local environment as well as ensure that broadband capability and capacity is delivered. It also puts our library network central stage in its provision of support to individuals, business and through our innovation labs.

Action is therefore required to:

- Work with the VCS, schools, colleges and business to identify and provide equipment to level up the digital divide.
- Understand how employers and employees will work in the short, medium and long-term and understand how communities will need to interact with their local

environment and local facilities such as libraries and workspace.

- Capitalise on the county's ambitions for improved access to high quality broadband.
- Work closely with partners in the public and private sector to shape places so they take account of working locally and ensure the benefits remain in our local places.

CASE STUDY: Library Innovation Lab at Coleford

The success of the innovation lab is that it is based in a library. The Lab is locally accessible within a known, trusted and safe space and our position within the community has enabled us to reach those with hidden needs who do not have the confidence to venture into a more formal setting. We have been supporting schools to explore new technology, helped businesses to discover practical applications and encouraged the community to make and experiment. This friendly creative makerspace and community has a mission to inspire, engage and up-skill people of all ages while building confidence in using virtual reality, 3D modelling, printing, design & coding. Adapting quickly to the ever changing Covid-19 situation, we are now building an online model to extend our reach further than we could have imagined.

Skills and employment

Our ambition is for residents to develop the skills and qualifications required to fully perform in the economy. This ambition also extends to ensuring that businesses can create employment opportunities through confidence to grow. This will deliver

sustainability for businesses while investing in relevant skills development to enable access to new jobs and career progression.

To address inequalities gaps, we wish to support an inclusive employer model to increase awareness of the benefits of a diverse workforce and promote good practice in employing those who face barriers to work. We will do this through campaigns to encourage more apprenticeship delivery, work experience and by connecting people to opportunities.

Greater collaboration between education, industry and the public sector will also help to identify the skills barriers to growth and deliver a bounce back in the economy. We want to encourage investment in cyber and tech skills, the green economy as well as supporting manufacturing, engineering and construction sectors to pivot their operations towards emerging growth opportunities.

The opportunity brought to the table by the county council relates to the pipeline of development projects which require close collaboration across highways, planning and transport. Understanding the skills and employment profiles of multiple infrastructure projects and working closely with identified partners to deliver the skills and qualifications needed will create jobs for local residents.

If this ambition is not achieved, there is a very real risk that households will be further impacted by reduced incomes and a greater inequality gap will arise. This in turn could have a detrimental effect on the health and wellbeing of our residents.

Action is therefore required to:

- Develop an inclusive employer model, led by the county council to promote good workplace practice and work to remove barriers to employment.
- Encourage greater collaboration between partners to fulfil skills needs.
- Work closely with businesses and investors to drive growth in cyber, tech, manufacturing, engineering and construction sectors.
- Drive the pipeline of county infrastructure projects to develop and execute needs analysis and fulfil gaps in the jobs market.

Case study: Kickstart job creation scheme

Making the most of the government’s Kickstart programme GCC has worked across the voluntary, public and private sectors to create nearly 400 placements since the Covid pandemic. The scheme is targeted at 16-24 year olds on Universal Credits who are at risk of long-term unemployment, and who represent a key demographic at significant risk in the county.

Case Study: Delivering local apprenticeships

Gloucestershire County Council’s Highways Skills Academy has been set up to provide apprenticeships both with the council and its partners who together design, build and maintain our highways network in Gloucestershire. This partnership between Ringway, Tarmac, Atkins, Skanska and the county council has already delivered over 20 apprenticeships for local people at a variety of different levels,

including now developing traineeships to work alongside apprenticeships. These opportunities give a breadth of experience across the public and private sectors throughout the duration of the programme.

Infrastructure, economy and growth

The county council is responsible for significant spend in the local economy through projects relating to infrastructure, the built environment and through investment required to deliver core services.

New thinking has started in order to take advantage of the additional benefits of investment and ensure that much needed capital projects are delivered. While this remains a core county council role, there is significant potential benefit to accelerating activity to deliver growth locally and retain the social value locally. The Strategic Procurement Team is reviewing this as part of the overall Covid recovery plan.

In relation to the economy, the protection of our natural resources and ensuring sustainable transport is at the heart of this recovery plan. Innovative sustainable transport schemes such as improved walking and cycling access and services within our town centres will enable our localities to deliver sustainability and net zero best practice.

With regards to growth across the county, the council has ambitions to reframe long-term growth for the county. The county council favours an infrastructure first approach to long-term

sustainable growth and will actively seek the support of the Local Planning Authorities to consider this when reviewing their Local Plans. Developing a Gloucestershire Spatial Strategy to guide long-term planning policy decisions and enable the infrastructure first approach to informing locations for growth will be key to accelerating new homes, business accommodation and community space. In developing this approach, it will provide the next 30 years of economic growth while considering the changing needs of communities, their movement and requirements of businesses.

Action is therefore required to:

- Identify spend in the local economy and develop a social value model that can deliver investment, jobs and opportunities for local businesses and residents.
- Accelerate the delivery of infrastructure projects and bring forward investment for supply chains locally.
- Continue to deliver investment in innovative sustainable transport schemes which promote access.
- Reframe long-term growth through an infrastructure first approach to long-term sustainable growth.

Case Study: Adding local value to contracts

GCC Highways Term Maintenance Contract 2019-2030 was set against the council's corporate vision and values of "Living within our means", "Doing the right things", and "Helping communities to help themselves" and is adding strong value locally. The appointed contractor Ringway Infrastructure Services have agreed to:

- Compliance with Fair Pay Charter

- Agreed measures for spend with subcontractors and suppliers with a 10-mile radius of the county boundary
- Working with local organisations to employ a diverse workforce
- Approaching local schools and colleges to offer support through our Schools Partnership Programme
- Provision of Basic Skills for life for new recruits - such as literacy, numeracy and IT
- Working with Business in the Community and Going the Extra Mile (GEM) who will provide support by matching Academy businesses with the needs of local excluded groups in the County

The GCC Highways Professional Services Contract was developed along similar lines. The appointed consultant Atkins, have agreed to:

- Compliance with Fair Pay Charter
- Provide a supply chain aligned to GCC's core values and purpose
- Working with the National Star College to develop supported internships for people with disabilities
- Working with local schools to develop a work placement programme

Next steps

In order to deliver outcomes against these three themes, and ensure sustainability across the county, a plan setting out the action required to support the ambitions of the county council has been produced. This plan has been developed with three timescales in mind:

- Short-term – this is considered to be the time from the publication of the plan to the end of March 2021.
- Medium-term – this is from the end of March 2021 to mid-way through 2022.
- Long-term – this is from mid-2022 and beyond.

The resources required to deliver the action plan are set out in the following table, however as the full impacts of Covid are unknown with the full extent of business closure and job loss being yet to unfold, the resource requirement will be kept under review.

Measuring impact

In order to ensure that the county council is measuring progress against economic outcomes, a number of sources of data have been identified. These have been broken down into three categories including:

- Labour market
- Business
- Economic output

This dashboard will be established and monitored regularly in order to track progress, using sources such as Office of National Statistics, Department for Work and Pensions and Annual Population Survey. The timeframe for publication for these statistics varies greatly as some will take over a year to publication. Local business intelligence will be essential to understanding the challenges faced.

Action Plan

People, Place and Connectivity

Area	Short term actions	Medium Term actions	Long-term actions	Impact on Themes	Resources Required
Tackling deprivation and inequality	<ul style="list-style-type: none"> • Closer working with the VCS sector to enable the provision of targeted support, particularly by working with those organisations which can make a difference across key communities and geographies • Continue to review data to identify communities which haven't historically been deprived, but may be in the future, such as young people in Cotswold for example • Build on good practice already developed in Gloucestershire, such as diversity in senior role and reverse mentoring for BAME workforce in the NHS trust • Develop an engagement strategy through community ambassador relationships (also links to 	<ul style="list-style-type: none"> • Develop a programme of targeted support for the VCS sector to build long-term resilience • Support the existing Social Mobility Task Group to identify further actions to narrow the gap in GCSE attainment among children from low income families and BAME backgrounds • Link communities which have gone through similar challenges, rather than isolating them to build resilience 	<ul style="list-style-type: none"> • Design, develop and seek significant funding required for programmes to reduce inequalities within communities facing intergenerational worklessness • Tackle longer term issues for recovery in areas such as Mental Health, particularly in most deprived areas 	<ul style="list-style-type: none"> • Support needs for particular communities such as 16-24-year olds which have been identified as a priority group through this work • Close the digital divide to ensure access to education, employment etc can be levelled • Places and communities facing greater levels of deprivation need to be addressed in a more focused manner – for example, there has been a doubling of unemployment in specific wards and BAME groups have been hit harder by Covid 	<ul style="list-style-type: none"> • GEM and Forwards contributes to this work already • Funding for the new Works for Me programme, targets NEETs – has pilot money - but will need c. £150k pa to continue to cover Forward employment costs and fees for tutors • Adult Education already work with community teams across Gloucestershire. They have courses already developed to and can develop bespoke courses to meet the needs of our partner • Support from and alignment with the Social mobility task group

Area	Short term actions	Medium Term actions	Long-term actions	Impact on Themes	Resources Required
	<p>skills and employment section) to understand the particular challenges faced</p>				<ul style="list-style-type: none"> • Mental Health cell focusing on impact of Covid into recovery • Support for the Community Resilience cell to work with VCS Alliance • Contributions to Gloucestershire Health & Wellbeing Board’s anchor institutions work
Social Value	<ul style="list-style-type: none"> • Create and deliver a county-wide campaign across public sector to encourage the theme of “buy local” and the recently launched “Add a bit of Glos to your Christmas campaign” • Explore best practice in social value to identify and ensure that GCC is leveraging spend and addressing target areas identified through the work that GCC strategic procurement team is doing to develop a social value framework and toolkit 	<ul style="list-style-type: none"> • Strengthen internal policy mechanisms to encourage more local opportunities through GCC supply chains (in conjunction with GFirst LEP/FSB) 	<ul style="list-style-type: none"> • Build a model of estate sharing with localities and business • Contractors proposals include increasing social value – make sure part of procurement strategy includes this more widely – buy local or buy from companies who employ local people or buy local • Develop a consistency of including social value in procurement, like highways, across the 	<ul style="list-style-type: none"> • Support needs for particular communities such as 16-24-year olds which have been identified as a priority group through this work • Review the public estate to identify locations for delivery of support to residents and businesses 	<ul style="list-style-type: none"> • Structural requirement to refresh GCC approach to social value – external resource to identify opportunities and roll out programme? • Support to procurement team to ensure social value is embedded across all commissioning areas?

Area	Short term actions	Medium Term actions	Long-term actions	Impact on Themes	Resources Required
			organisation		
Digital	<ul style="list-style-type: none"> Continue to encourage the private sector to invest in their own commercial plans – working with BT, Gigaclear, Airband, Glide, Voneus and more recently Zoom 	<ul style="list-style-type: none"> Build standard IT policy to supply recycled equipment to organisations through links with CVS into communities and promote among business audience Explore potential of planning flexibilities to encourage home working arrangements 	<ul style="list-style-type: none"> Progress the development of a Shared Rural Network, which will provide enhanced investment into 4G provision and reduce digital isolation 	<ul style="list-style-type: none"> Close the digital divide to ensure access to education, employment etc can be levelled Support needs for particular communities such as 16-24-year olds which have been identified as a priority group through this work 	<ul style="list-style-type: none"> Retraining of digital engineers – revenue Adult Education offer various course across Gloucestershire that support individuals to improve their skills from basic ICT, accredited ICT qualifications and more specific skills such as ordering medications, shopping etc. online Adult Education offer family learning courses that support parents and families to support their families with learning including digital skills
Delivery within the community using local assets	<ul style="list-style-type: none"> Create a Covid consultation platform to engage with residents and businesses to understand requirements 	<ul style="list-style-type: none"> Develop a business sharing network in ‘out of town’ locations 	<ul style="list-style-type: none"> Review the public estate to identify locations for delivery of support to residents and businesses 	<ul style="list-style-type: none"> Bringing support to where communities and businesses are operating 	<ul style="list-style-type: none"> Make use of Adult Education’s ICT suites and the small amount of equipment that can be used in remote

Area	Short term actions	Medium Term actions	Long-term actions	Impact on Themes	Resources Required
					locations

Skills and Employment

The actions outlined in this priority theme will be developed and delivered in conjunction with the Gloucestershire Local Skills Response with partners across the county.

Area	Short term actions	Medium Term actions	Long-term actions	Impact on Themes	Resources Required
Skills provision and access for vulnerable groups	<ul style="list-style-type: none"> Work with schools, colleges, universities and GFirst LEP to develop new measures to support schools and students for virtual work experience etc. Continue to develop adult learning programmes for family learning for workless households targeting youth unemployment, Facilitate a reorientation of the FE offer to short-term business need through a county wide sharing of business intelligence Work with businesses to ensure that regular training is provided for employees by employers, to keep their 	<ul style="list-style-type: none"> Develop a county-wide skills needs analysis for transport and the built environment (for example requirement for construction skills across all public investment) working with local colleges and national providers where relevant Identify and manage skills shortages, and work to build availability of career progression options Map skills needs for the future to make sure that the right number and types of skills are produced and work with training providers to 	<ul style="list-style-type: none"> Link large (particularly public sector) businesses with schools, colleges and CVS through the Gloucestershire Careers Hub and schools to encourage better understanding of the emerging range of roles available and skills needed to gain employment. This could include areas such as the NHS, where a number of non-clinical roles such as 	<ul style="list-style-type: none"> Enable reskilling and retraining for those in employment Deliver skills and training suited to the local economy Requirements to support job creation and access to those jobs Ensure emerging growth sectors have the necessary workforce Support for short-term demand requirements for education and business 	<ul style="list-style-type: none"> £45k p.a. for 3 years for the role of 'skills co-ordinator' i.e. circa £30k salary plus on costs and for this person either to be line managed by the new Head of Adult Education within GCC or in GFirst LEP Adult Education to support the development of Community, Family, Skills and Apprenticeships training development to meet the needs of local community Adult Education can

Area	Short term actions	Medium Term actions	Long-term actions	Impact on Themes	Resources Required
	<p>skills developed</p> <ul style="list-style-type: none"> Continue to source investment for ongoing projects such as GEM and new projects such as Training Hub model for digital engineers 	<p>ensure this skills need is met</p> <ul style="list-style-type: none"> Campaign on apprenticeships and apprenticeship levy flexibilities to encourage workforce supply for sectors such as engineering Work with the Western Gateway with a focus on Gloucestershire apprenticeships and HE, building on this and exploring emerging sectors for future planning 	<p>logistics, catering, accounting etc. exist</p>		<p>support employers and their employees if they have skills gap identified</p>
Social Value	<ul style="list-style-type: none"> Develop policies to encourage all inward investment to guarantee interviews for local residents, deliver employer days etc. Advertise council and business innovative approaches around the apprenticeship levy to a wider audience 	<ul style="list-style-type: none"> Develop policies to include council priorities in contracts to support growing future sectors – such as electric vehicle requirements Explore opportunities in new developments with districts to deliver employment and skills plans, encouraging spend in local education, or delivering training opportunities directly 	<ul style="list-style-type: none"> Explore the concept of council investment in community-based businesses to help to create jobs <p>Coordination of skills funding to make sure investment is being used on county-wide priorities</p>	<ul style="list-style-type: none"> Deliver skills and training suited to the local economy Requirements to support job creation and access to those jobs Ensure emerging growth sectors have the necessary workforce <p>Requirements to support job creation and access to those job</p>	<ul style="list-style-type: none"> As above – part of a whole system review Development of procurement’s social value toolkit is ongoing and will need staff hours and political support Health & Wellbeing Board just about to pilot a Social Return on Investment model

Area	Short term actions	Medium Term actions	Long-term actions	Impact on Themes	Resources Required
Job creation support	<ul style="list-style-type: none"> • Submit a Kickstart bid to DWP for gateway employers in Gloucestershire and support 150-200 job creation opportunities • Negotiate more support from DWP for 18-24-year olds employment pilot in the Forest of Dean – link with innovation lab 	<ul style="list-style-type: none"> • Prepare and submit a bid for kickstart apprenticeship funding • Develop data reporting system to identify where jobs are likely to be generated through growth sectors and local spend • Support an Inclusive Employer model to increase awareness of the benefits of a diverse workforce and promote good practice in employing those who face barriers to work 	<ul style="list-style-type: none"> • Identify funding source for GEM 2.0 (Going the Extra Mile) to ensure GCC can support vulnerable residents and those furthest from the labour market • Ttelecoms workforce development plans to develop the labour pool for civil type jobs – including retraining of unemployed from declining sectors • 	<ul style="list-style-type: none"> • Enable reskilling and retraining for those in employment • Deliver skills and training suited to the local economy • Ensure emerging growth sectors have the necessary workforce • Requirements to support job creation and access to those jobs • Ongoing projects such as GEM and new projects such as Training Hub model for digital engineers 	<ul style="list-style-type: none"> • New post for 3 years at £50k pa (including on costs) to give additional resource for Strategic Employment to work with Strategic lead to ensure we can tap into all programme funding coming from DWP etc and to develop initiatives whilst maintaining and developing current provision which supports vulnerable people across all ages. Capacity will allow strategic lead to be released to build longer term strategic plan and work on local and national funding lines (eg UKSPF, DWP etc)

Infrastructure, economy and growth

Area	Short term actions	Medium Term actions	Long-term actions	Impact on Themes	Resources Required
Support to high streets	<ul style="list-style-type: none"> Continue to work with districts to support schemes to ensure high streets are adequately “socially distanced” and bring people back to the high street in a safe way post lockdown Share best practice across high streets to reduce vacancy rates and empty shops 	<ul style="list-style-type: none"> Develop a better understanding of the multiplier effect for investment made across Gloucestershire 		<ul style="list-style-type: none"> Projects which can be brought forward to generate wealth in the local economy Consider the freedoms and flexibilities required across high streets to deliver innovation Establish an economic recovery indicator for growth 	<ul style="list-style-type: none"> A dedicated High Street coordination resource with a view on data and local intelligence required – the Intelligence Cell has Recovery Indicators that could be built on. Longer-term cost around temporary schemes – could lead to public realm issues going forward.
Encourage use of sustainable transport	<ul style="list-style-type: none"> Support maintaining bus routes 	<ul style="list-style-type: none"> Support the objectives of the Gloucestershire Community Rail Partnership, to encourage more train usage Determine rail service levels to develop a strategy to protect routes post-Covid Develop funding proposals for further active travel opportunities with measures to ensure this 	<ul style="list-style-type: none"> Explore commuting and transport routes, and lobby government to protect key routes including subsidising routes which may not otherwise be viable expanding, affordable and accessible bus routes 	<ul style="list-style-type: none"> Support development of sustainable transport proposals e.g. e-bikes, e-scooters etc. Develop accessible walking and cycling network via quiet way routes in main settlements 	<ul style="list-style-type: none"> Resource required – public transport network analysis to identify the issues of new education and work commuting patterns? Short-term revenue resource requirement and a potential long-term transport subsidy budget.

		takes place			
Supporting the planning process		<ul style="list-style-type: none"> Build in social value considerations through plan making and policy setting 		<ul style="list-style-type: none"> Projects which can be brought forward to generate wealth in the local economy 	
Community hubs	<ul style="list-style-type: none"> Develop community hubs including libraries, employment advisors, employers etc. and link to local employers, colleges etc. 		<ul style="list-style-type: none"> Develop a model for community hubs, learning from others and delivering long-term sustainability for CVS to empower local communities 	<ul style="list-style-type: none"> Projects which can be brought forward to generate wealth in the local economy Bringing partnerships to deliver culture or libraries or other areas to high street 	
Innovation Lab development	<ul style="list-style-type: none"> Extend Innovation Lab concept through libraries to encourage innovation across emerging growth sectors and across districts Embed the library offer to include IP advice provision, to help provide opportunities or advice for businesses developing new products and start ups 			<ul style="list-style-type: none"> Projects which can be brought forward to generate wealth in the local economy 	<ul style="list-style-type: none"> Development of Innovation Labs to create 4 additional labs – roll out Coleford Innovation Lab. One off capital investment of £22,500 Revenue costs per year are £122,172

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Appendix 2:
Proposals for Gloucestershire local skills response

Gloucestershire skills priorities to support local economic recovery 2020-2021

Pete Carr

Director of Employment & Skills,
GFirst LEP

Latest version 5 – 07/12/20

Rationale for priorities

- Circle of control and circle of influence
- Evidence of demand/need
- Local impact
- Funding limitations
- Achievable
- Partnership working

Main audiences

Education and training providers

Employers

Individuals (via the Skills Portal)

Employment and skills priorities

- **Information and signposting**
- **Apprenticeships**
- **Unemployment/redundancy support**
- **Cyber County - Digital and cyber skills**

This will be underpinned by up-to-date data, centralised information and collaboration between providers to maximise use of existing funding/resources and seek extra resources as required. This will link into and form parts of the workstreams of the Gloucestershire skills strategy and will be driven & monitored by the Gloucestershire Skills Advisory Panel (GSAP), reporting into the GFirst LEP Board and Gloucestershire Economic Growth Joint Committee (GEGJC).

Information and signposting

Needs: Up-to-date information required for those seeking careers advice, opportunities to retrain and upskill to enter/re-enter the job market. Currently this is fragmented. Local initiative would bring together current national and local information and disseminate it.

Deliverables:	What?	Resources?
Labour Market Information (LMI)	Up-to-date managed LMI that uses best national and local resources	<ul style="list-style-type: none"> ✓ Most data analysis and LMI tools in place via GFirst LEP, GCC, DWP, Adviza ✗ Need a way of gathering growth sector and sector shift success data, Adviza jobs and apps info no longer freely available
Skills Portal and co-ordinator	A central point of contact for businesses and individuals seeking skills	<ul style="list-style-type: none"> ✓ Resource from GCC to set up website, staff time to update and maintain employment and skills portal and co-ordinator role to work with agencies and providers to ensure action 'on the ground'

Information and signposting (contd.)

Deliverables:	What?	Resources?
Careers Information, Advice and Guidance (CIAG)	Accessible and effective CIAG for adults and young people	<p>✓ Adults: Increased funding for Adviza (NCS) via DfE; JCP work coaches increased via DWP, some to work remotely; education and training providers; GCC Forwards</p> <p>✓ Young people: Careers Hub via CEC and Gfirst LEP; education and training providers; Youth Hubs</p> <p>? Sufficiency of support? Best use of central sources of LMI; possible need for 'one stop shops' to link CIAG and providers?; greater clarity over Youth Hubs' remit and funding; possible additional training in CIAG for those able to provide this e.g. GEM project, Forwards, etc.</p>

Apprenticeships ¹.

Needs: More apprenticeship opportunities in local businesses; more Levy transfer to local businesses to retain funding in-county; apprenticeship offer to fit growth sectors including longer-term ambitions for the County (e.g. cyber, agri, green); support for businesses to retain existing apprenticeships; support for apprentices made redundant after furlough/from local businesses

Deliverables:	What?	Resources?
Supply stimulation	Campaign and support for local businesses to see the benefits of apprenticeships in economic recovery	<p>✓ National employer incentives via DfE; national campaign and collateral; new business navigator role within Growth Hub team; Adviza produce weekly apprenticeship listing for Gloucestershire</p> <p>X 'Apprenticeship clearing house' still needed to support businesses and individuals seeking apprenticeships – no funding for this</p>

Apprenticeships ^{2.}

Deliverables:	What?	Resources?
Increased Levy transfer to local businesses	More Levy-paying local employers to transfer unspent Levy to businesses that can use this to increase the number of apprenticeship opportunities	<p>✓ GCC strong track record of Levy transfer and therefore able to model this for other Levy-payers</p> <p>X List of other Levy-paying organisations in the County to target for Levy transfer; staff time for GCC staff to promote this and provide support to other Levy-paying organisations</p>

Apprenticeships ^{3.}

Deliverables:	What?	Resources?
Retain existing apprentices	Risk of existing apprentices being laid off at end of furlough/as local businesses contract	<p>✓ National campaign via DfE and guidance for employers</p> <p>X V limited local resource to support this campaign and work directly with businesses affected (via business navigator in Growth Hub); limited insight into which businesses plan to shed apprentices</p>
Apprenticeship offer supports growth sectors and long-term ambitions of the County	The Apprenticeships offered in the County need to enable individuals to gain jobs and train in the growth sectors and the sectors identified in the LIS (e.g. cyber and digital, Green/renewables/retrofitting)	<p>✓ Historic data on which apprenticeships are offered by providers; most providers represented on GSAP so partial co-ordination route; progress on cyber and digital apprenticeships</p> <p>X No formal way of co-ordinating or incentivising apprenticeship offer to fit growth sectors/LIS sectors</p>

Apprenticeships 4.

Deliverables:	What?	Resources?
Greater flexibility for employers in the training they spend their Levy on	Shorter and more focused training programmes needed by employers but unable to fund this through Apprenticeship Levy and many employers unwilling/unable to spend on this training	<p>✓ Lobbying by GCC, GFirst LEP, AoC, AELP and training providers to increase flexibility</p> <p>X DfE and ESFA willingness to increase flexibilities?</p>

Unemployment/Redundancy Support 2.

Deliverables:	What?	Resources?
Clear retraining offers/pathways for those who need it	<p>Courses/programmes that enable individuals to upskill/re-train to enter/re-enter the workforce:</p> <p>To include:</p> <ul style="list-style-type: none"> • Employability skills • Growth sector-specific training/qualifications • Training/qualifications that match the skills sought by local employers • Self-employment & business start-up skills and support 	<p>✓ Most training providers in the County run programmes/courses to enable this, funded mainly by DfE and DWP; GEM project funded by ESF for those furthest from the labour market; Workstart project funded by ESF includes some in-work support; JCP/DWP have increased Flexible Support Fund to support this; informal agreement with GCC and colleges receiving Adult Education Budget (AEB) to co-ordinate offer to play to strengths and geographical coverage; GCC Ad Ed budget flexible enough to adjust support in-year; self-employment and business start-up support via Growth Hub; UoG delivering Start & Grow Enterprise (SAGE) support; DWP/JCP work coaches have sufficient contracted provision and dynamic purchased provision.</p>

Unemployment/Redundancy Support ³.

Deliverables:	What?	Resources?
Clear retraining offers/pathways for those who need it	<p>Courses/programmes that enable individuals to upskill/re-train to enter/re-enter the workforce:</p> <p>To include:</p> <ul style="list-style-type: none"> • Employability skills • Growth sector-specific training/qualifications • Training/qualifications that match the skills sought by local employers • Self-employment & business start-up skills and support 	<p>X No devo deal therefore no formal way of co-ordinating/incentivising delivery of appropriate programmes/courses; no central source of information for individuals (see Skills Portal proposal)</p> <p>? Possible opportunity to develop specific programme for over 50s; further clarity for DWP over quality and funding available from providers offering employability programmes; further co-ordination of AEB spend and provision of employability programmes in County; further collaboration with Adviza, DWP/JCP, Growth Hub and unions over follow-on support for those being made redundant and companies planning redundancies</p>

Unemployment/Redundancy Support – Local contribution to national initiatives

Deliverables:	What?	Resources?
Local co-ordination and contribution to national employability/redundancy support initiatives:	<p>A few larger local employers working with a large number of SMEs/smaller VCSE organisations to offer Kickstart placements</p> <p>kickstart-scheme</p>	<p>√ Several local organisations preparing bids with a wide network of local SMEs/smaller employers; DWP proposals include payments for Kickstart 'gateways'</p> <p>? Bidding process – how will DWP assess quality of support and co-ordination locally and avoid fragmentation of offer; contact details of successful bidders could be included in skills portal; some employers reluctant/offering fewer opportunities because of need to manage Kickstarters remotely</p>
Kickstart		

Unemployment/Redundancy Support – Local initiatives

Deliverables:	What?	Resources?
Commissioning, preparation and delivery of local employability/redundancy support initiatives	<p>Sector-based work academies for cyber and digital; green-renewables/retrofitting to meet longer-term ambitions of the Local Industrial Strategy (LIS)</p> <p>sector-based-work-academies-employer-guide</p>	<p>✓ DWP managers able to lead on this work; local employer groups and LEP business groups willing to contribute expertise; existing models already working with other sectors in the county e.g. care</p> <p>? Co-ordination of employer and training provider input for the proposed 'sectors' and sufficiency of work placements</p>

Cyber County -Digital and cyber skills

1.

Needs: Flexibly delivered and industry-standard digital and cyber skills learning programmes at various levels provided for local residents and organisations to upskill residents as 'digital citizens' who are equipped to work remotely for their current or future employers, help businesses with their 'digital transformation' and provide local employers with staff with appropriate digital and cyber skills

Deliverables:	What?	Resources?
'Digital citizens' and skills to work remotely	Local, flexible, affordable/free courses and learning programmes	<p>✓ Many local providers able to deliver these (e.g. GCC Adult Education and Libraries, colleges, independent training providers) using AEB funding or other resources e.g. Skills Toolkit</p> <p>? Explore opportunities to provide more courses to help people develop the skills to work remotely; any lessons learned from Digital Skills partnerships elsewhere</p>

Cyber County - Digital and cyber skills

2.

Deliverables:	What?	Resources?
Digital skills for businesses to support digital transformation	Local, flexible, affordable learning programmes to help equip businesses to manage more of their work online/digitally	<p>✓ Some local providers able to deliver these</p> <p>? Explore opportunities for more courses to help businesses and for managers to manage remote teams</p>
Cyber skills and qualifications to equip individuals to enter the cyber sector and increase cyber capabilities of local employers	Local, flexible, affordable learning programmes meeting industry standards and employer requirements including Degree Apprenticeships	<p>✓ Some local providers able to deliver these including Gloucestershire College and UWE, University of Gloucestershire, Cirencester College as part of IoT and with skills capital funding from GFirst LEP</p> <p>? Sector-based work academy for cyber and digital (see slide 13)</p>

Incorporation of wider proposals and further consultation 1.

Needs: Wherever possible, these proposals have incorporated national initiatives from DfE and DWP, requests for support raised through consultations on local economic recovery plans (GFirst LEP, GCC, District Councils 6 place-based recovery plans) but inevitably, the rapidly changing landscape and multiple stakeholders involved mean that further consultation and planning is required.

Stakeholder and relevant reports/plans:	Main proposals incorporated already:	For further exploration/development:
GFirst LEP Board, business groups and local businesses	Start-up business support, work from anywhere, apprenticeship programmes and clearing house, degree apprenticeships, adult education, digital business transformation, cyber county	Detailed actions within these proposals and resource implications of implementation. In particular, there are currently no resources for an apprenticeship clearing house.
GFirst LEP local industrial strategy		
GCC	Apprenticeship Levy transfer GCC Adult Education Service in AEB discussions and unemployment/redundancy support delivery.	New economic development officer (skills) role and remit Skills-related initiatives & priorities

Incorporation of wider proposals and further consultation 2.

Stakeholder and relevant reports/plans:	Main proposals incorporated already:	For further exploration:
DfE and DWP	National initiatives; alignment of these proposals with Skills Advisory Panel requirements set by DfE	Further information about impact of national initiatives locally and effective sharing of LMI/relevant data
Gloucestershire Economic Growth Joint Committee (GEGJC) and District Councils Local recovery plans	Skills priorities identified through GEGJC and Senior Officer Group meetings and in Districts' local recovery plans	Further discussion with economic development leads in the District teams to better understand the 'asks' and check the approaches included fit these. Possible funding by GEGJC to plug 'gaps' identified e.g. apprenticeship clearing house, longer contracts for staff working on redundancy support, etc.

Incorporation of wider proposals and further consultation 3.

Stakeholder and relevant reports/plans:	Main proposals incorporated already:	For further exploration:
Adviza	Increased resource via National Careers Service (NCS) contract Inclusion of Adviza support in skills portal proposals and comms	On-going work on capacity vs demand and current offer to support those facing unemployment or redundancy; possible re-release of previously freely available apprenticeship and job postings listings
Careers & Enterprise Company (CEC), GCC and GFirst LEP	Gloucestershire Careers Hub EMSI LMI and job postings analysis to be made more widely available	Sample LMI and job postings reports to be shared to get feedback from various users e.g. schools, colleges, students, parents, careers links governors, enterprise advisers, people seeking work, etc.

Incorporation of wider proposals and further consultation 4.

Stakeholder and relevant reports/plans:	Main proposals incorporated already:	For further exploration:
Training providers	Initial feedback from GWP meeting (Oct 2020)	On-going work on current offer to support those facing unemployment or redundancy and retraining options; links for use in employment and skills portal; LMI showing growth sectors; monthly updating on Gloucestershire LMI and employment data sets
End users of portal and support provided by agencies and organisations	Informal initial needs identified for use in employment and skills portal	