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Date: Friday, 03 August 2012

Overview and Scrutiny
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Dear Member

YOUTH UNEMPLOYMENT REVIEW PANEL - MONDAY, 6 AUGUST 2012

I am now able to enclose, for consideration at the Youth Unemployment Review Panel to be held on Monday, 6 August 2012, the following reports that were unavailable when the agenda was printed.

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Yours sincerely

Kate Spencer
Overview and Scrutiny Lead

Agenda Item 1b

Torbay Council Overview and Scrutiny

Review of Youth Unemployment

Torbay Development Agency

What is the role of your agency? What are its aims and targets? Are these being achieved?

1. Torbay Economic Development Company is the Council owned company responsible for delivering the Council's economic regeneration objectives. It operates as the Torbay Development Agency (TDA) and aims to bring about the regeneration of Torbay and deliver the economic benefits to the whole community by promoting Torbay as a business location, attracting investment and providing support for existing businesses to develop and grow.
2. Working with partners, enabling local people to benefit from improved employment opportunities generated by economic development.
3. The TDA aims and activities are set out in its business plan and in the first year it achieved the following;
 - a. Supporting delivery of the EU competitiveness programme in Torbay focussing on the most deprived wards in Torbay. This has been delivered principally through Outset Torbay and has resulted in over 500 people supported and nearly 100 new business starts, many of which were in the most disadvantaged parts of Torbay.
 - b. Delivery of the Hi Tech Forum event, presenting 20 exhibitors to 200 delegates.
 - c. Completion of the marine economy action plan to use the Bay better in support of the economy.
 - d. Completing a study into the potential for workhubs in Torbay.
 - e. Worked with partners to determine the feasibility of a community economic development trust.
 - f. Delivery of the inward investment strategy resulting in over 100 property enquiries, 50 inward investment enquiries, 3 relocations and 89 new jobs.
 - g. Completion of a Torbay and South Devon Work and Skills plan to provide direction for the ESB as a formal approach to influencing commissioning of skills and training provision in Torbay & South Devon. The three key priorities identified within the plan are;
 - a. **Drive growth and employment** by;
Preparing the available workforce to be ready for the jobs created.
 - b. **Ensure local people benefit from local growth and employment** by;
Improving local residents of all ages understanding and aspirations of work, and;

Promoting graduates and retention of other talent.

- c. **Develop the ESB as a key partner to effectively influence by;**
Positioning the ESB as a prominent partnership body with the ability to influence delivery of employment and skills interventions to meet emerging and identified local need, and;

Influence the LEP on employment and skills issues.

The Work and Skills Plan has been formally adopted by the Employment and Skills Board and a copy of the completed plan has been forwarded to the Councillors involved in the Overview and Scrutiny Committee.

- h. Delivery of the South Devon Skills Awards 2012, celebrating excellence in skills and acknowledging outstanding achievements by learners and employers across Torbay, Teignbridge and the South Hams.
- i. The Employers Guide to Skills, an on-line tool where over 298 employers have accessed important information to assist in developing the skills of their employees.
- j. A variety of Employment and Skills Board activity benefiting 383 people.
- k. Management of 3 successful Innovation Centre's across Torbay, alongside space in Ivybridge, which has assisted 74 companies across 96 offices and wet space studio units, created 103 new jobs, generating £3million turnover growth in the last year.

What's the relationship with local employers?

1. Torbay Development Agency continually engages with local employers through the normal course of its everyday business and regularly visits local businesses from a variety of sectors. As a result we are able to understand any needs or requirements of the business and how our organisation, or partner organisations, might be able to assist these businesses to develop and grow.
2. The TDA participates in the Torbay Business Forum, with the Director of Economic Strategy attending that organisation's executive meetings.
3. Alongside this the TDA has proactively developed a series of employer focussed forums to develop sectoral focus and business insight. These include the 1st, 2nd & 3rd Friday Business breakfast meetings, Hi Tech Forum, Low Carbon Forum and Manufacturers Forum.
4. As part of our business support role the TDA seek regular feedback from local businesses through our twice yearly Business Barometer survey.
5. In 2009 the TDA initiated the Torbay and South Devon Employment and Skills Board, specifically to bring together representatives of key organisations who fund or deliver programmes of support to improve the skill levels and employability of residents within the Torbay and South Devon area. This Board was specifically designed to be employer-led and employer-focussed in order to raise the skills, aspirations and productivity of the Torbay and South Devon workforce and to support the growth of a vibrant and successful local economy.

What services do you provide to young people?

1. Torbay Development Agency does not specifically provide any services solely for young people, however it was able to provide financial support to a number of initiatives between 2009 and 2011 to improve the skills and employability of local residents of all ages., for example;
 - a. As a delivery partner of the Government's New Enterprise Allowance (NEA), the TDA is working with unemployed people who receive mentor support and advice with developing their business idea.
 - b. In 2011 The Prince's Trust, in partnership with Torbay Development Agency, delivered a programme of support designed to help unemployed, disadvantaged young people aged between 16 and 30 from across Torbay into work, training or enterprise and to assist them with developing the necessary skills and training to start their own business or find a job.
 - c. Over the past two and a half years the TDA has actively participated in apprenticeships, not only to provide an employment with training opportunity for an unemployed resident, but also to lead by example so that we could more effectively recommend this course of action to other employers as a successful way of recruiting staff members.
 - d. In recent months the TDA has also undertaken a work experience position through the DWP Youth Contract, which has developed into a formal apprenticeship for the young person, and we hope to be able to recommend this similarly to other employers.

What initiatives are provided/funded through your organisation?

1. Using Council funds the EU 2006-13 Competitiveness programme enterprise coaching and start up support.
2. The TDA plays the role of business landlord to a number key employment spaces within the Bay. These spaces can provide invaluable support for a business to develop and grow, which in turn assists in the creation of new jobs as these are an essential aspect in addressing unemployment in our area.

Have you undertaken any mapping exercise of initiative in Torbay? Or the funding for initiatives?

1. Not for youth activities, however this has been undertaken for business support.

How well do you think your organisation integrates with others in Torbay that are providing similar services? And the various initiatives?

1. We have established excellent partnership working with Jobcentre Plus, South Devon College, Skills Funding Agency, National Apprenticeship Service and Careers South West, and as a result developed a key apprenticeship initiative to assist in increasing apprenticeship participation by employers.

2. The TDA continues to work with service providers in the area and through the work of the Employment and Skills Board the TDA continues to highlight and signpost appropriate provision externally as and where appropriate.
3. Key partner agencies are offered the opportunity to sit on the Employment and Skills Board. Other partners also have the opportunity to participate in skills and employment related sub-groups.

How sustainable is this work?

1. This is dependent on the budget assigned to the TDA

How does it fit into the wider community partnership?

1. The TDA has engaged with the Safer Communities team through the Integrated Locality Working approach, in order to ensure that linkages are made, and to review appropriate employment and skills needs in specific and target areas of the Bay. Most notably in the QED area where provision has been delivered to the community through a locally based accessible work club.
2. The TDA engages with local secondary schools through the Secondary Heads Strategy Group and also via the 14-19 team within Torbay Council, and has been instrumental in the development of key initiatives to assist young people experiencing significant barriers to educational attainment and to increase their chances of securing employment.
3. Work is ongoing to further develop linkages between schools and local business, and through engaging young people sooner to subsequently raise their aspirations and develop their interests in potential future career opportunities.
4. The TDA has also worked with Sanctuary Housing to develop an Apprentice initiative designed to assist their residents to securing apprenticeship routes into employment.

What's your role with the Local Enterprise Partnership (LEP)?

1. The Heart of the South West (HoSW) LEP would be best placed to comment on what it considers its role to be however the TDA has worked for the Council on the establishment of the LEP over the past two years.
2. The HoSW partnership has been formed under the leadership of the private sector supported by the local authorities from Devon, Plymouth, Somerset and Torbay to create a powerful economic alliance.
3. Chaired by the private sector, the LEP board has a balance of business and public sector membership which reflect that of the LEP area in terms of sector and size distribution. The priorities for the LEP are based on their agenda for economic growth and employment, which are; Job Creation, Productivity and Earnings.

4. The Employment and Skills Board regularly provides Torbay and South Devon focussed updates to the Employment and Skills Network (ESN), formally known as Productive Skills for Devon.
5. Through the Employment and Skills Network, Chaired by the LEP Chair, there is the opportunity for local Employment and Skills Boards to feed information to and from the LEP in order to influence support, and potential future funding, for this agenda.
6. Mayor Oliver is ideally placed to represent Employment and Skills issues for Torbay and South Devon a Board in his role as LEP Board member and member of the Torbay and South Devon Employment and Skills Board.

Deborah Passmore
Torbay Development Agency
July 2012

To receive further data about young workless people in Torbay.

How is young worklessness spread across Torbay?

Are there “pockets” in different parts of Torbay?

What’s the split between male and female unemployment?

8.3% of 18-24 are claiming JSA across the Bay as a whole (compared to 4.4% of 16-64). The table below shows the breakdown by ward, the numbers are higher because it is the proportion of job seekers of that age group (18-24) – ie in Watcombe 29.5% of those claiming JSA are aged 18-24 against a Torbay average of 25.4.

Area	Male			Female			Total		
	number	rate	%	number	rate	%	number	rate	%
Wellswood	20	-	13.6	15	-	25.0	35	-	16.7
Churston-with-Galmpton	5	-	17.2	5	-	23.1	10	-	19.0
Roundham-with-Hyde	50	-	19.9	20	-	21.7	70	-	20.4
Goodrington-with-Roselands	15	-	22.7	5	-	17.6	25	-	21.1
Cockington-with-Chelston	30	-	23.1	20	-	22.6	50	-	22.9
Preston	25	-	24.5	15	-	23.0	40	-	23.9
St Marychurch	45	-	24.6	20	-	24.0	65	-	24.4
Clifton-with-Maidenway	35	-	28.7	5	-	15.6	40	-	25.0
Torbay	620	-	25.5	265	-	25.4	885	-	25.4
Ellacombe	65	-	24.9	25	-	34.7	90	-	27.1
Shiphay-with-the-Willows	35	-	31.5	10	-	19.3	45	-	27.3
Tormohun	145	-	26.7	55	-	31.1	200	-	27.8
St Mary's-with-Summercombe	20	-	28.0	10	-	28.6	30	-	28.2
Blatchcombe	55	-	31.6	30	-	24.8	85	-	28.9
Berry Head-with-Furzeham	30	-	27.1	20	-	33.3	50	-	29.3
Watcombe	45	-	34.1	15	-	20.8	60	-	29.5

Deborah Passmore
Torbay Development Agency
July 2012



Torbay & South Devon Work & Skills Plan

FINAL

This document can be made available in other languages and formats. For more information please telephone 01803 208973

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Executive Summary

A healthy labour market is about more than getting people jobs it is also ensuring that individuals are encouraged to develop their skills once in employment in order to maintain their employability and progress within the labour market.

This plan acknowledges that Individuals, communities and businesses need varying degrees of support at different stages, depending on their relationship with the labour market. Individuals who are furthest away from the labour market often face significant multiple barriers which need to be overcome before they can take employment opportunities. Businesses, particularly those in emerging sectors or experiencing rapid growth, can struggle to match labour supply with their own demand.

Support for individuals at the margin of the labour market often needs to be broad in its approach and wherever possible include activities that develop life-skills such as confidence-building, time management and improved organisation skills alongside employability-skills such as appearance, time-keeping, interview techniques and interpersonal skills. The voluntary and community sector, in particular, is well placed to engage with those who are furthest away from the labour market.

Those who have life skills but are not in employment are classed as 'work ready'. This group may have been out of work for just a short period, they may have developed skills outside the labour market that can be readily transferred to employment or they may be young people who are entering the labour market for the first time. These people may need more specific job-related training and information, advice and guidance (IAG) to help them find suitable and sustained employment.

Low skilled entrants to employment can be most at risk of becoming unemployed. These people may need to be supported through the first stages of employment so that they can sustain their employment and develop the ability to progress within the labour market.

As people's relationship with the labour market becomes more established, interventions need to support people in work to help them progress. It is this that provides labour market fluidity and frees up vacancies for people looking for entry level employment. Additionally, Torbay and South Devon needs to support the development of leadership and management

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skills at the higher end of the labour market in order to sustain the professional career development of our local workforce.

Employment and training is not just about the supply of labour. Agencies need to work much more closely with local businesses or their representative groups such as the Employment and Skills Board (ESB), Federation of Small Businesses, Business Forum, Chambers of Commerce and others to understand the existing and emerging skills gaps that are not being responded to. Employers also require appropriate advice so that they are able to recruit and advance people with the right skills to help develop and grow their business and ultimately Torbay and South Devon's local economy.

In addition to this Torbay and South Devon needs to be effective in creating jobs to reflect its working age population profile, by making best use of its employment land space, providing support for businesses to develop and grow by attracting appropriate inward investment that delivers high quality jobs to the local economy.

It is also important for the Torbay and South Devon Employment and Skills Board to effectively link to Exeter and Plymouth universities, South Devon College University Centre and the potential University Technical College and Studio School developments as they progress, in order to help broaden the economic base, improve innovation and develop higher value added employment opportunities.



Work & Skills Plan

This Work & Skills Plan sets out the ESB's approach to influencing delivery, addressing challenges and implementing change through the key stakeholders in the ESB. The plan supports our commitment to addressing employment and skills issues which are hindering economic growth and adding to the increasing economic challenges our local residents are facing on a daily basis.

The focus of this Work and Skills Plan is concerned with creating a healthy labour market and improving the employability of local residents. It also acknowledges that employment and skills cannot solely be addressed within formal local authority boundaries and recognises the importance of looking beyond, taking into account activity within the wider travel-to-work, travel-to-learn areas of Torbay, Teignbridge and South Hams.

Key Aims

The plan has been developed to:

1. Recognise key employment and skills issues
 - a. Ensure that the priorities, objectives and actions are based on sound evidence of need;
 - b. Ensure that responses to worklessness respond to local need as identified in the Local Economic Assessment and Economic Strategy;
2. Develop key actions with measurable indicators with key delivery partners;
3. Confirm the ESB as the partnership body with the ability to inform the commissioning and influence delivery of employment and skills interventions to meet emerging and identified local need;
 - a. Influence local and sub-regional strategic approaches to Employment and Skills;
4. Ensure that there is a co-ordinated approach between agencies involved in commissioning and delivering employment and skills training and supporting job creation and business growth;

5. Ensure that the key challenges in creating a workforce with the relevant levels and range of skills are identified, monitored and reviewed;
6. Agree measurable strategic indicators that provide a focus for actions relating to skills and employment for the duration of timeframe for this plan;
7. Provide a strategic framework for encouraging employment, skills and enterprise activity in Torbay and South Devon;
8. Ensure that activities designed to improve employment, skills and job creation complement local, regional and national priorities and objectives;
9. Strengthen coordination and integration of employment services;
10. Ensure effective use of resources, identify efficiencies and provide the basis for local commissioning of services to meet identified local need and complement the national spine of provision.

The key priorities identified are;

Priority 1 – Drive Growth and Employment – through;

- a. Support for enterprise particularly business start up and small business growth;
- b. Promoting leadership and management development;
- c. Promoting inward investment;
- d. Promoting local procurement;

Priority 2 – Ensure local people benefit from local growth and employment - by;

- a. Improving young people's understanding of and aspirations for work;
- b. Supporting the development of generic employability skills;
- c. Increasing the supply of Apprenticeships;
- d. Provide holistic IAG to address Raising Participation Age and increase number of young people taking up Apprenticeships;
- e. Tackling worklessness;
- f. Improving skills in the social care sector;
- g. Promoting retention and use of young peoples' skills;

- h. Promoting retention of graduates and other talent and the re-deployment of former public sector workers.

In order to progress successfully it is crucial that the ESB plays a significant role in identifying employment and skills challenges and leads partners to address key challenges. Therefore a third priority has been included within this document which is;

Priority 3 – Develop the Employment and Skills Board – by;

- a. Positioning the ESB as a prominent partnership body with the ability to influence delivery of employment and skills interventions to meet emerging and identified local need;
- b. Influencing the Local Enterprise Partnership (LEP);
- c. Encouraging effective networks to support the ESB led achievement of key actions and priorities;
- d. Review ESB set-up and working groups to make it effective and to maximise membership time, employer engagement and action.

Key requirements for success

For the Board to build upon its previous successes it is imperative that an action plan is developed and agreed between member partners.

A table of actions has been developed for discussion, which builds on the identified aims aligned to the key priorities already stated within this document. This table can be found below.

In order for the ESB to continue and to build upon its successes to date it is imperative that it is able to influence delivery and funding allocations within this agenda wherever possible and appropriate. It is therefore important that the ESB should be recognised by key decision making bodies as an influential partner with key insight of local Economic Strategy and evidence of need within this particular agenda and in area which can directly affect this agenda.

As an influential partnership body, it is crucial that the ESB membership continues to build a strong evidence base identifying relevant business needs around employment and skills

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issues. Ascertaining gaps in current delivery will advise future strategic planning and inform future partnership working.

Since its inception the ESB Partnership Executive has developed a number of significant relationships with key organisations across the ESB geography leading to a number of successful interventions being delivered. Sustained collaborative working relationships with partners, funding bodies and delivery organisations are a key requirement to continued success and therefore should be nurtured, with additional relationships being actively developed where deemed appropriate.

To date the ESB has had a limited budget with which it could deliver bespoke programmes of intervention reflecting local need. The current economic climate means that moving forward funding of this kind will be extremely limited. It is therefore important that the ESB plays a key role in aligning existing and planned expenditure, developing potential programmes with partners and applying for funding where appropriate.

It is important that the ESB is recognised for the work it does in influencing employment and skills delivery, it is therefore important that the profile of the ESB activity around the employment and skills agenda is highlighted in order to position the ESB as a body of influence in this agenda.

Since 2009 the ESB has endeavoured to increase apprenticeship opportunities for local residents by supporting local businesses through the Torbay Employers Apprenticeship Reward Scheme (TEARS) programme, which was further enhanced in 2011 by extending the remit of this scheme to include businesses and residents outside of the formal local authority boundaries of Torbay to include Teignbridge and South Hams. Funding for this programme is now coming to an end but has been replaced by the national AGE programme (The National Apprenticeship Service will provide up to 40,000 Apprenticeship Grants to small and medium sized employers recruiting 16 to 24 year olds with a value of £1,500, to encourage new employers to take on new 16 to 24 year old apprentices [More information at <http://www.apprenticeships.org.uk/Partners/Policy/AGE-1624.aspx>]) It is important for the ESB to continue to be a guiding influence on local apprenticeship provision.

There is a requirement to support Inward Investment strategies by developing and promoting a strong local skills offer, underpinned by the Torbay Development Agency in its capacity to

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connect new investors to a skilled local labour force through the ESB, alongside opportunities for Inward Investment projects and skills to support Manufacturing and Hi Tech Engineering.

It is extremely likely that some employment will be generated in the Construction and Building sectors as a result of development of employment land and the South Devon Link Road. To prepare for employment growth and leave a skills legacy from these investments the ESB will support and drive the employment and skills agenda in this sector. To embed apprenticeship, employment and training commitments into development programmes it is proposed that this activity will be in active cooperation with the local authorities, lead contractors and the Sector Skills Council for Construction.

In order to support key priority sectors in their efforts to develop and grow it is important that a skilled workforce is available. Embedding employment and skills outcomes through future growth and infrastructure development it is a proposed action that the ESB will work with the local authorities to embed social and economic benefits into planning and contracting processes.

Improving young people's understanding of and aspirations for work¹ and the ability of young people to make a successful transition from school to further learning or employment or further learning is crucial. Many employers frequently comment that young people tend not to have the necessary employability skills required for basic entry-level employment. Alongside this youth unemployment is a growing economic challenge which, if not addressed, will have a significant long-term affect on the individuals and both local and national economies. Seeking to address this, the ESB has played an influential role in developing key incentives which have resulted in a number of successful outcomes. Building on this momentum is key.

The ESB has supported a number of initiatives since its creation including: the extension of the Torbay Employer Apprenticeship Reward Scheme (TEARS) which has resulted in the delivery of 43 apprentices across South Devon, funding Employability Skills and ITQ courses to local people and funding leadership and management training.

¹ Statement of Work and Skills Priorities (2010), SLIM

The Board has also worked in partnership with other organisations, for example in the development of the Employability Certificate where local employers and ESB members were encouraged to influence the school certificate to ensure it reflected the skills that businesses see as important.

Another success of the Board has been the delivery of the South Devon Skills Awards which celebrates and encourages skills development within local businesses – the event is also an example of partnership working with other groups, including college students. The ESB also held a successful engagement event with local employers which resulted in a number of enquiries to Jobcentre Plus and National Apprenticeship Service about work experience and apprenticeships.

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Draft Action Plan²

Figure 1

	Action	Outcomes	Delivered by
Priority 1: Drive growth and employment – through:			
Support for enterprise particularly business start up and small business growth	<ul style="list-style-type: none"> Support and encourage local schools to become actively involved in enterprise initiatives and to work together where appropriate 	<ul style="list-style-type: none"> Increased number of schools actively engaged and participating in enterprise initiatives Businesses and support organisations presenting to students and teachers in schools Improved understanding of real-life business environment and requirements for business success Increase the number of young people with formal business related qualifications 	<ul style="list-style-type: none"> Devon Education Business Partnership (DEBP) & Local Authorities 14-19 Development teams Devon Education Business Partnership (DEBP) & Local Authorities 14-19 Development teams South Devon College
	<ul style="list-style-type: none"> Introduce new enterprise projects for key stage 2 to 4 level students Support the delivery of Key Stage 5 Business Administration qualifications to support other vocational qualifications at Key Stage 5 Investigate how the Enterprise programme at South Devon College can be broadened and developed Audit current enterprise practice in schools 		
	<ul style="list-style-type: none"> Improved business support for start-ups and existing business 	<ul style="list-style-type: none"> Introduction of formal business advisor support Ongoing delivery of Outset programme Increased number of New Enterprise Allowance referrals from JCP Evidence to show an increase in business 	<ul style="list-style-type: none"> Torbay Development Agency Outset Torbay Jobcentre Plus (JCP)

² This action plan is in draft version and is not exhaustive at this time. Actions can be added to or removed during the consultation period until formal sign off.

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	Action	Outcomes	Delivered by
<p>Preparing the available workforce to be ready for the jobs created, including graduates, including:</p> <ul style="list-style-type: none"> Promoting leadership and management development 	<ul style="list-style-type: none"> Provide information on skills gaps in the Bay and knowledge of future employers and vacancies, plus employers to identify needs and future planning Improved communication through press releases from TDA and local authorities Continue to identify and develop appropriate interventions for local delivery as and when relevant funding opportunities arise apply for additional funding to add value to existing activities Promotion of leadership programmes for sixth forms, FE colleges, SMEs Promotion of Sector Based Work Academies (SBWA) Enhancement of training programmes to suit local needs 	<ul style="list-style-type: none"> start ups, decrease in business failures. Evidence to show an increase in the number of new jobs created, including Apprenticeships, as a result of business start ups Increased schools and business engagement 	<ul style="list-style-type: none"> Via Employment and Skills Board reports delivered through the South West Observatory Learning Module (SLIM) <ul style="list-style-type: none"> Local Authorities Employment and Skills Board & Partners Employers <ul style="list-style-type: none"> Local Authorities Torbay Development Agency Employment and Skills Board <ul style="list-style-type: none"> Employment and Skills Board Training Providers and Schools Employment and Skills Board & Partners Training Providers

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	Action	Outcomes	Delivered by
<p>Increasing the supply of apprentices</p>	<ul style="list-style-type: none"> • Further commitment and engagement from employers • Promotion of apprenticeship opportunities within the local environment • Improve information dissemination to assist local businesses understanding of any government support and/or incentives currently available • Local promotion of website, resources, grant and developing apprentices • Collaborative employer engagement by all stakeholders (NAS, JCP, Work Programme) to combine expertise and reduce employer confusion with a joined up offer • Influence local providers to adapt delivery to better suit employers' needs as articulated through consultation processes and engagement activity • Encourage Apprenticeships at Level 2 and above with key sector focus to meet the needs of local residents and economic demand • Development of new Apprenticeship frameworks at Advanced and Higher Levels to meet the future needs of the regional economy 	<ul style="list-style-type: none"> • Increased percentage of businesses offering apprenticeships in Torbay and South Devon 	<ul style="list-style-type: none"> • Employers • National Apprenticeship Service • National Apprenticeship Service • Employment and Skills Board & Partners • National Apprenticeship Service • All identified key stakeholders • Employment and Skills Board & Partners • Employment and Skills Board & Partners • Training Providers

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Action	Outcomes	Delivered by
<ul style="list-style-type: none"> Investigate options for a Group Training Association Model approach for local employers to share an apprentice, without which they may not be able to host an apprentice of their own Investigate the opportunity to develop a Coastal Apprenticeship Model providing recognised qualifications, experience and expertise in seasonal jobs that previously wouldn't have encompassed formal training with qualifications outcomes Involvement of community projects Support NHS to implement a 16-24 year old Apprenticeship strategy to support succession planning and address aging workforce challenges 		<ul style="list-style-type: none"> Employment and Skills Board & Partners Employment and Skills Board & Partners Employment and Skills Board & Partners
Priority 2: Ensure local people benefit from local growth and employment by;		
Tackling worklessness	<ul style="list-style-type: none"> Survey areas of high unemployment to assess skills level and barriers to work Develop invested employer group to advise on worklessness agenda 	<ul style="list-style-type: none"> European Social Fund (ESF) Local Authorities
Improving local residents of all ages understanding and aspirations of work, including:	<ul style="list-style-type: none"> Through the TDA and other partners' ongoing work with local secondary schools, support the development of partnership approaches highlighting real career opportunities and appropriate pathways to achievement 	<ul style="list-style-type: none"> Local Authorities Employment and Skills Board & Partners Schools

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Action	Outcomes	Delivered by
<ul style="list-style-type: none"> Supporting the development of generic employability skills Ensuring that training and employers are flexible enough to meet identified needs Positive promotion of local opportunities Promoting employment across all sectors and the value of being employed 	<ul style="list-style-type: none"> Influence delivery of key incentives building upon the existing expertise to benefit local young people Encourage local schools and academies to continue to provide formal career guidance to their students and to portray realistic image of local job opportunities Encourage local secondary schools and academies to continue to provide work experience to their students and to engage more widely with businesses Investigate options to engage with young people earlier, for example Primary Schools Investigate options to extend the Employability Certificate, currently being piloted in St Cuthbert Mayne School, to other secondary schools, sixth form colleges and South Devon College Encourage wide delivery of realistic, aspirational and independent Information, Advice and Guidance (IAG) Develop an 'immersion' event with local schools for key stage 3 and/or 4 where the aspirations of young people are addressed through active engagement activities (local business people, CV/application workshops, careers guidance) Look to develop aspirations of young people about to start secondary school by using 	<ul style="list-style-type: none"> Local Authorities Employment and Skills Board & Partners Local Authorities / Education Schools Schools Private sector Local employers Local Authorities / Education Schools Employment and Skills Board Local Authorities Schools Local Authorities Employment and Skills Board & Partners Employment and Skills Board & Partners Schools and Colleges Local employers Jobcentre Plus Play Torbay have approached the TDA with a view to


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	Action	Outcomes	Delivered by
	<p>alternative play-based approaches which are engaged and linked to local businesses</p> <ul style="list-style-type: none"> Encourage training provider flexibility in course start and finish dates Support and promote existing provision to improve employability for all residents and align with existing events and create new if appropriate 	<ul style="list-style-type: none"> Number of workshops delivered Number of attendees Job outcomes 	<p>developing a partnership approach, potentially funded through their own channels</p> <ul style="list-style-type: none"> Employment and Skills Board & Partners Training Providers
Improving skills in key growth sectors	<ul style="list-style-type: none"> Maximise individuals potential in appropriate growth sectors through the use of existing initiatives such as Sector Based Work Academies (SBWA) amongst others Continue to highlight key priority sectors for growth to key delivery partners including local training providers, Jobcentre Plus, The Work Programme prime contractors and other influential bodies as appropriate Champion Apprenticeships and work experience amongst employers Influence local delivery by aforementioned partners through the articulation of local economic and business need Where appropriate identify additional areas of delivery in order to close skills gaps and 	<ul style="list-style-type: none"> Increase in the number of SBWA delivered Increase in the number of apprenticeship starts in key sectors Conversion from work experience into apprenticeship or employment increased Creation and delivery of new courses in priority sectors in the area and learners attending 	<ul style="list-style-type: none"> Providers Employment and Skills Board National Apprenticeship Service Employment and Skills Board & Partners Employers and Providers Employment and Skills Board & Partners Training providers

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	Action	Outcomes	Delivered by
	<p>work with partners to develop delivery models which meet the (potential) investor(s) business need and timeframes</p> <ul style="list-style-type: none"> • New framework delivery to meet sector skills gaps • Coordinate careers guidance activity with provider planning for career choice • Raise the profile of the offer 		<ul style="list-style-type: none"> • Employment and Skills Board & Partners • National Apprenticeship Service • Training providers • Schools and Colleges • Employment and Skills Board & Partners
<p>Promoting inward investment opportunities</p>	<ul style="list-style-type: none"> • Early communication of investment opportunities • Creation of specific working groups 		<ul style="list-style-type: none"> • Torbay Development Agency & Local Authorities • Employment and Skills Board
<p>Promoting local procurement through a clear adopted local Authorities approach to contracts, supply and procurement</p>	<ul style="list-style-type: none"> • Investigate options to support the procurement process 	<ul style="list-style-type: none"> • Client based approach adopted 	<ul style="list-style-type: none"> • Torbay Development Agency • Local Authorities

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Action	Outcomes	Delivered by
<p>Supporting developers and landowners to deliver development which encourages job growth</p> <ul style="list-style-type: none"> Supply of planning brief and guide Build in local labour clause (and penalties) to contracts with support for local recruitment and skills development Project Manager (LA) engagement with ESB and JCP and provider 	<ul style="list-style-type: none"> Contracts agreed and in place 	<ul style="list-style-type: none"> Torbay Development Agency with support from Skills Funding Agency, Jobcentre Plus and Providers Developers / Contractors and procurement organisations Employment and Skills Board Jobcentre Plus Training provider
<p>Promoting graduates and the retention of other talent</p> <ul style="list-style-type: none"> Target job information and vacancies to graduates and internships Investigate options for Graduate and similar level Internships Improve engagement between business and Universities Investigate options for the introduction of a Group Training Agency (GTA) model for graduates and similar level individuals Promote Higher Apprenticeship progression and provide the right level of roles/progression routes Engaging with HE students/higher level apprentices towards the end of their course 	<ul style="list-style-type: none"> New positions created Increase in the number of businesses prepared to take on a graduate / higher skilled person Number of business start ups by graduates 	<ul style="list-style-type: none"> Employers Employers Funding partners Universities and Colleges Employers Employment and Skills Board National Apprenticeship Service Colleges Colleges / Potential employers

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Action	Outcomes	Delivered by
<ul style="list-style-type: none"> Support for businesses in company succession planning Investigate options to maximise potential for advanced learning loans in conjunction with local employers Target employers who have come back to the area to recruit 		<ul style="list-style-type: none"> Employment and Skills Board & Partners Skills Funding Agency Funding partners Employment and Skills Board & Partners
Priority 3: Develop the Employment and Skills Board as a key partner to effectively influence - by;		
<p>Positioning the ESB as a prominent partnership body with the ability to influence delivery of employment and skills interventions to meet emerging and identified local need, including:</p> <ul style="list-style-type: none"> Influencing the Local Enterprise Partnership 	<ul style="list-style-type: none"> Target resources with key shareholders Challenge employers to provide work related training (to aid/prepare a flexible workforce) Identify and develop new relationships to maximise ESB influence and reach Identify appropriate partnership opportunities between partners external to the ESB as they arise Through partnership activity develop a 'wish list' to address current gaps in local employment and skills delivery to be ready for funding opportunities as they arise Play the role of an influential and supportive partner for key organisations who are better placed to apply for funding opportunities 	<ul style="list-style-type: none"> Achievement of outcomes throughout the Plan Increased membership Employment and Skills Board & Partners Local Employers Members from other business groups to sit on the ESB Mayor and Local Authorities
		<ul style="list-style-type: none"> Torbay Development Agency Employment and Skills Board & Partners Torbay Development Agency Torbay Development Agency Employment and Skills Board Employment and Skills Board

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	Action	Outcomes	Delivered by
	<ul style="list-style-type: none"> Influence Employer Ownership Pilot via UKCES Identifying government funding Feed through TDA and ESB joint working Work groups – defined remit and outcomes e.g. apprenticeships Joint recruitment partnership for large developments (JCP / Providers / Agencies / Education) Continue to identify and develop appropriate interventions for local delivery as and when relevant funding opportunities arise apply for additional funding to add value to existing activities Identify and bid for appropriate external funding opportunities where the ESB identifies the most appropriate lead accountable body for the project, in order to deliver programmes to benefit local residents, businesses and the wider economy ESB to be the first channel of support and brokerage/signposting for businesses for employment and skills issues Clear identity and present ESB positively 	<ul style="list-style-type: none"> Recognised as the first channel of support for employment and skills issues locally 	<ul style="list-style-type: none"> Employment and Skills Board Employment and Skills Board Jobcentre Plus Training Providers Employment and Skills Board & Partners Employment and Skills Board Employment and Skills Board
Encouraging effective networks to support the ESB led	The ESB will position itself appropriately to influence the Employment and Skills agenda of the:		<ul style="list-style-type: none"> Employment and Skills Board

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achievement of key actions and priorities	Action	Outcomes	Delivered by
	<ul style="list-style-type: none"> ▪ Local Enterprise Partnership (LEP) ▪ Torbay Council ▪ Torbay and South Devon Enterprise Task Force ▪ Local Prime organisations delivering key employment and skills programmes such as The Work Programme³ • South Devon College sector focus groups 		
	<ul style="list-style-type: none"> • Promote local employment and skills and broker membership • Creation of steering groups • Work with the local Authorities to embed social and economic benefits into planning and contracting processes • Align to the Torbay and South Devon Enterprise Task Force • Support and drive the employment and skills agenda in key priority sectors to prepare for employment growth and leave a skills legacy • Embed Apprenticeships, employment and training commitments into development programmes through active cooperation with local authorities, lead contractors and the Sector Skills Councils 		<ul style="list-style-type: none"> • Employment and Skills Board • Employment and Skills Board • Local Authorities • Employment and Skills Board • National Apprenticeship Service • Training Providers • Local Authorities

³ Working Links and Prospects South West are the current Prime contractors delivering The Work Programme

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	Action	Outcomes	Delivered by
	<ul style="list-style-type: none"> Have a representative as part of Soft Landings Programme Act as a 'One stop shop' for employers 		
<p>Review ESB set-up and working groups to make it effective and to maximise membership time, employer engagement and action</p>	<ul style="list-style-type: none"> Sub groups <ul style="list-style-type: none"> - PR and communication - Employability skills, Apprenticeships, Management Skills - Strategy Sub group reviews to feed intelligence and acting for main ESB (delivery and partnerships) Joint Task Force Groups to focus on regeneration projects 		<ul style="list-style-type: none"> Employment and Skills Board
<p>Ensuring that it is a recognised key partner and a voice for business across all sectors</p>	<ul style="list-style-type: none"> Website updated more frequently Promote links with employer websites Work more closely with key sector groups to ensure there is a voice and it is heard including Manufacturing Forum Local PR and promotion through a 'Get South Devon Working' campaign with the Herald Express, Torbay Council and assorted and relevant identified partners. This campaign could include encouraging ESB member organisations to pledge specific outcomes Further promotion of the 'Employers Guide 		<ul style="list-style-type: none"> Torbay Development Agency Employers Torbay Development Agency Local Authorities Local Press Employment and Skills Board &

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	Action	Outcomes	Delivered by
	<p>to Skills' interactive guide, encouraging more providers to include their offer and encouraging more businesses to refer to the guide when looking for training solutions</p> <ul style="list-style-type: none"> Ongoing delivery of the South Devon Skills Awards, with a view to aligning to the Business Excellence Awards to maximise PR coverage Review the potential for an annual jobstair in partnership with Jobcentre Plus and other relevant partners Further promotion of ongoing ESB funded activities including the Welcome English Riviera customer service training 		<p>Partners</p> <ul style="list-style-type: none"> Torbay Development Agency Torbay Development Agency Jobcentre Plus Employment and Skills Board & Partners
<p>Developing the ESB membership to get more businesses involved</p>	<ul style="list-style-type: none"> Review of the effectiveness of the ESB and "What's in it for me?" Raising the level of engagement including doubling the number of members and becoming more representative of sectors Ask members to approach businesses they are in contact with Improving communication e.g. through a quarterly to six monthly business/Torbay seminar or regular newsletter, and a closer relationship with Torbay Development Agency PR and local press Improving the ESB identity including a format for employers and for sub groups 	<ul style="list-style-type: none"> Employer engagement numbers and involvement More employer focused ESB 	<ul style="list-style-type: none"> Employment and Skills Board Employment and Skills Board & Partners Employers Employers Torbay Development Agency Employment and Skills Board

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	Action	Outcomes	Delivered by
	<ul style="list-style-type: none"> Becoming more proactive e.g. Business Forum and FSB membership/liaison Organisation to share high level information i.e. Bypass / Breakfast Publicise projects and target specific employers on projects 		<ul style="list-style-type: none"> Employment and Skills Board Employment and Skills Board Employment and Skills Board
Cross cutting themes of importance			
Data Collection	<ul style="list-style-type: none"> Ongoing TDA quarterly Business Barometer SLIM ESB themed research, funded through partnership agreement with Productive Skills for the Heart of the South West (PSfHSW) Ongoing consultation with business representatives through the course of normal TDA business including Torbay Business, Hi Tech, Manufacturing and Low Carbon Forums amongst others Any other channels deemed appropriate 		<ul style="list-style-type: none"> Torbay Development Agency South West Learning Observatory SLIM Research partners Torbay Development Agency

Torbay and South Devon Employment and Skills Board Background

Since its inception in April 2009 the Torbay and South Devon Employment and Skills Board (ESB) has brought together a wide range of local businesses and key stakeholders to identify and address important employment and skills issues which can negatively affect business growth and economic development in our area. As a result the ESB has been able to provide a focus to lobby key strategic partners with the power to influence funding and adapt delivery accordingly.

Since 2009 the ESB has been co-ordinated, delivered and financially supported by Torbay Development Agency (TDA). The TDA is Torbay Council's economic development company and it exists to deliver economic regeneration for Torbay.

In the 3 years since it began the ESB has worked hard to articulate the skills needs of businesses across the Torbay and South Devon catchment area in order to improve the skills and employment opportunities of people in line with identified local priorities, as detailed in the Local Economic Strategy⁴.

As an employer-led, employer-focussed group bringing together a wide-range of partners from across private, public and third sectors, membership of the Board is voluntary and since January 2010 the Board has been chaired by a private-sector businessman. The ongoing commitment and co-operation of the Chair and the Board membership is crucial if the Board is to continue to drive forward improvements to the local skills profile.

The Board continues to support its vision to raise the skills, aspirations and productivity of the Torbay and South Devon workforce to support the growth of a vibrant and successful local economy.

⁴ Torbay Economic Strategy 2010-2015 – Accepting the Challenge

What we've done

The ESB has developed strong relationships with key influential partners including the Skills Funding Agency (SFA), Job Centre Plus (JC+), Careers South West, Devon Education Business Partnership (DEBP), Productive Skills for the Heart of the South West and wider local authorities⁵.

Alongside these relationships wide-ranging collaborative working has taken place with the other four local ESBs⁶ across Devon and Somerset in order to share and learn from examples of best practice and also to ensure wider skills issues affecting the Heart of the South West economic area are communicated and aligned.

Since its inception, and through more than 15 separate key initiatives, the ESB has directly benefitted more than a thousand local residents of all ages and backgrounds in improving their skills levels and increased their ability to secure sustainable employment. Activities have included BOOST events, South Devon Skills Awards, TEARS & Extension of TEARS, Employability Certificate, English Riviera Customer service programme, Employers Guide to Skills, Employer Engagement events and the Apprentice 100 campaign.

Where we are now

The ESB continues to bring together a wide-range of stakeholders for the common purpose of identifying and addressing skills issues. As there is no longer a project budget in place to deliver activities or interventions it is crucial that the Board fulfils a more strategic role and has the ability to influence key funders and delivery bodies in order for it to continue to be effective.

⁵ It should be noted that this list of partners is in no way exhaustive.

⁶ Heart of the South West ESBs – Exeter and Heart of Devon, North Devon, Plymouth, Somerset and Torbay and South Devon.

Priorities for the future

The ESB has been established with a wide group of partners including statutory agencies, training providers, commissioners, businesses and business organisations. It is the most legitimate forum to identify skills needs for the Torbay and South Devon area. The ESB should become the main conduit for employment and skills issues for the area, coordinating and enhancing local activity to benefit local economic priorities and enhance business activity and employment opportunities for local residents.

As there is no formal budget allocated to the board it is now more important than ever that the ESB is in a position to tender for and act as an accountable body for appropriate contracts which can deliver against identified economic priorities across the employment and skills agenda.

It is also important that the ESB continues to be recognised locally as the formal channel for employment and skills expertise, ensuring that consistency in messages is translated across all levels from local authority to the wider Local Enterprise Partnership (LEP).

Background Statistics

The age distribution of the population in Torbay and South Devon is far from uniform and is very different from that seen nationally; this is likely to have some significant implications for the labour market, education and skills provision.

Age Profile

1. The population drops considerably at 18, with almost 22% fewer 22 year olds than 18 year old. This is mainly due to the number of young people leaving the area to take up university places and job opportunities in other parts of the country. The loss of what are likely to be a highly educated, skilled and motivated group of young people is likely to be a concern for some employers.
2. The number of people aged 41 is around 93% higher than the number of people aged 30 and is likely to be in part a result of inward migration, including a proportion of 'native' residents who previously left to pursue educations and careers elsewhere and are now returning potentially with young families.
3. From 45 years onwards there is a significant rise in the resident population which is above the national average.

Population Projections

Projected population growth in Torbay is predicted to be around 12% by 2021, which is slightly more than the English average but is not expected to be evenly distributed across age bands; however ONS predictions suggest that it is unlikely that the existing population structure within Torbay will alter significantly over this same period.

Forecasts suggest that over the next decade Torbay and South Devon will see:

- A significant growth in the number of people aged 65 and over
- Growth in the number of workers aged 50 to 60 and those aged 25 to 35
- A decline in the number of people aged 35 to 50 and
- Slightly fewer entrants into the labour market.

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The overall impact of this is a projected 28% growth in the population older than the current State Pension Age (SPA) and a 3% growth of (current) working age.

It should also be noted that as the government proposes to raise the State Pension Age for females to 65 by 2020 this will have a dramatic impact on the working age population profile. Once this rise is taken into account the projected working age population growth will rise to 10% while the growth in the non-working age population falls to 12%.

The impacts of the aforementioned information lead us to believe that there will be a clear need to accommodate more female workers aged 60-65 within the labour market over the next ten years and that older people will make up an even larger proportion of the Torbay and South Devon working age population than they already do.

It will also be increasingly important that local employers offer vacancies which will retain and attract older workforce members, especially women, in order to maintain or increase labour market supply.

The challenge moving forward will be to diversify the potential labour pool and create opportunities for mid and later life career changes, whilst at the same time offering a phased approach to retirement for those who want it.

Labour Market

With 36.7% of its employment in the public sector, compared to 26.4% nationally, Torbay is highly vulnerable to public sector job cuts.

The majority of jobs are in low paid, low skill roles within the tourism and leisure sector, with a below average proportion of managers and professionals.

Wages and income are significantly lower than that elsewhere and in contrast to the rest of the country have fallen since 2006.

Job creation by delivering business growth and stimulating demand from businesses for labour is considered to be the appropriate way forward in addressing the inefficient labour market in Torbay.

Worklessness

Worklessness is a less familiar term than unemployment to describe those without work. It is used to describe all those who are out of work but who would like a job. It has become more popular because common definitions of unemployment do not include important groups of people who are not working, but who would like to. It includes:

- Those that are economically active but unemployed i.e. those claiming Jobseekers Allowance; and
- Those that are economically inactive but who would want to work.

There is evidence to suggest that a significant proportion of the economically inactive population would like to work if they had the right opportunity, incentive or path back to employment. This could include lone parents and/or people claiming incapacity or other health/income related benefits.