

## Local Skills Improvement Plan for Cumbria - Actions

**Update check key:**

Green – done

Amber – actions underway

### CROSS CUTTING THEMES

Short Term (next 6 months)	Medium Term (next 2 years)	Measurements
<b>RECRUITMENT</b>		
<p>ERBs will continue to do more to encourage employers to work with the Careers Hub and other stakeholders (e.g. Inspira and Centre for Leadership Performance (C4LP)) on careers and employability skills, coordinated through the Careers Hub. Activities include, e.g. business placements for careers staff (Teacher Encounter Project); school visits; videos; works experience; working together to build work situations and opportunities into the curriculum; signing up to the Careers Hub employers’ pledge to engage with young people; communicating with their workforces (as parents/influencers); Hello Futures/Our Future Campaign; health &amp; social care secondary schools project; U-Explore platform; task &amp; finish groups on parental engagement, works experience, etc.; using CITB tools and resources (e.g. Go Construct, Talentview Construction and Go Construct STEM Ambassadors); opportunities such as C4LP’s Sense of Purpose and the Power On book created by nuclear graduates; Furness College After School Trades sessions.</p>	<p>Cumbria LEP to develop a technical education vision and plan for Cumbria as identified in the Local Skills Report 2022.</p>	<p>Number of employers actively engaged, and examples of activity.</p> <p>Future research responses.</p> <p>Examples of ERB communications.</p> <p>Evidence of supply chain resources.</p> <p>Examples of communications.</p> <p>Future research response.</p> <p>Additional Bootcamp activity.</p>
<p>ERBs to promote opportunities and examples of successful engagement with initiatives such as Inclusion @ Work project (training and employment for people with autism).</p>	<p>Work with Cumbria Careers Hub to amplify vocational and technical qualifications in Schools Year 7-Year 11 and Cumbria Careers Hub are planning to introduce a pledge that employers will sign up to, to engage with young people, e.g. offer employer talks, work experience, traineeships, apprenticeships etc. Skills and Post-16 Education Act which is now in place to promote other routes such as apprenticeships and T-levels to help economic growth.</p>	<p>Numbers of businesses signed up to Disability Confident and Employer Pledge</p> <p>Numbers of employers actively engaged;</p>

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<p>ERBs to continue and do more to promote opportunities and examples of businesses successfully employing ex-offenders. – Employment Advisory Board established and active and Chamber actively promoting and encouraging opportunities on ongoing basis</p>	<p>Nacro Education – Deliver an Employability course to 16 – 19 year olds in the local area, as well as Maths and English qualifications. They aim to support young people who may be NEET (Not in Education, Employment or Training), may have left school without any qualifications, and support young people who may face significant personal barriers. Next year they are looking to create new modules and workshops to cover the Cross-Cutting Themes from the LSIP, and would like to work with employers to build a amazing employability course that helps develop young people ready for the work-place. For example, add a module which looks in more detail at customer service and dealing with challenging customers, but design this with an employer to provide real-world experience for the learners then present the learners with a certificate after the module which could be shown at a future interviews.</p>	<p>Future research responses from employers, providers and schools;</p> <p>supply chain resources;</p> <p>referrals number;</p> <p>numbers signed up to Disability Confident;</p> <p>Confirmation of Careers Hub funding.</p> <p>numbers signed up to AFC;</p> <p>feedback from JCP on take-up of support,</p>
<p>Cumbria Business Growth Hub to include information on how best to engage with the Careers Hub, schools and colleges and request other ERBs and business support organisations to do similar.</p>	<p>Expansion/extension of Bootcamps providing initial training to get more young people/unemployed people into employment. <b>LEP procurement</b></p>	
<p>Given its key role in helping to bring forward our future workforce, Careers Hub needs continuity of funding and to be fully funded by DfE.</p>	<p>Given limited opportunities in smaller businesses, employers and providers to consider opportunities for sharing/placements in other businesses within management programmes.</p>	
<p>C4LP to seek funding for existing schemes including Dream Placement and Enterprise schemes which will encourage small business to take part and to extend working life by creating more flexible working practices and also re-engage/re-employ retired into skills/supply shortages.</p>	<p>Futures Campaigns – these have been re-launched. They fall as two strands, Our Future and Your Future. Our Future aimed at promoting more inexperienced workers, and selling the benefits of apprentices and living and working in Cumbria, and Your Future, which is aimed at attracting people to live and work in Cumbria based on case studies of successful stories about individuals who have successfully relocated.</p>	

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<p>Disability Confident organisations and JCP to continue and do more to encourage and support more employers to actively recruit more people with disabilities and long term health conditions, and sign up to Disability Confident. <b>Chamber/JCP</b></p> <p>This includes use of inclusive recruitment processes and effective support mechanisms once in work.</p>	<p>Cumbria Tourism and the University of Cumbria (UoC) building a pool of job opportunities, Trainee Manager or similar, with businesses offering their new employee a Degree Apprenticeship. These opportunities will sit under the Tourism Talent Hub and UCAS.</p>	
<p>Cumbria Careers Hub to work with FE Providers and ITPs to develop resources for a consistent approach in supporting schools to fulfill the new Provider Access Legislation (January 2023)</p>	<p>Organisations such as Inspira, Building Better Opportunities and Barrow Adult Learning to continue to work on ways to break down barriers and offer skills training for the visitor economy, working with Cumbria Tourism’s Talent Hub on 2 day training courses with guaranteed interviews.</p>	
<p>Chamber and other stakeholders signed up to the Armed Forces Covenant (AFC) to continue and do more to promote opportunities and examples of signing up to the AFC, employing service leavers and using the Career Transition Partnership recruitment service. <b>Chamber.</b></p>	<p>Cumbria Tourism and UoC building a pool of job opportunities, Trainee Manager or similar, with businesses offering their new employee a Degree Apprenticeship. These opportunities will sit under the Tourism Talent Hub and UCAS.</p>	
<p>Stakeholders will continue to actively support initiatives such as the Employment Working Group and the employer-led group in Furness.</p>		
<p>Organisations such as Inspira, Building Better Opportunities and Barrow Adult Learning to continue to work on ways to break down barriers and offer training for the visitor economy, working with Cumbria Tourism’s Talent Hub on 2 day training courses with guaranteed interviews.</p>		
<p><b>BASIC AND FUNCTIONAL SKILLS</b></p>		
<p>Seek funding and/or sponsorship to pilot potential solutions such as re-introduction of Lionheart initiative in Cumbria, Centre for Leadership &amp; Performance initiatives, etc.</p>	<p>Building on the short term actions with the Career Hub, ERBs to engage employers to work also with schools and colleges to build work situations and employability skills into the curriculum more effectively.</p>	<p>Number of employers actively engaged, and examples of activity.</p>

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<p>Cumbria Business Growth Hub to pilot Work Force Development Service (WFD, see below), which as part of its remit will help bring cohorts together and link businesses more effectively with the Adult Education offer. <b>Chamber</b></p> <p>Chamber to complete review of the WFD service pilot, working with providers, to implement a refreshed model, supported through SPF/the Growth Hub, which will work with the Skills Hub. It will include helping businesses to undertake effective workforce/skills needs planning, bringing delivery cohorts together, facilitating bespoke options and helping businesses find and access appropriate packages of support (including through existing Adult Education delivery), with the added benefit of more timely information to providers.</p>	<p>The Growth Hub will include information on engagement opportunities through the Careers Hub and more widely as part of Social Value in its supply chain resources.</p>	<p>Future research responses.</p> <p>Initiatives piloted.</p> <p>Initiatives rolled out.</p> <p>WFD service piloted and evaluated.</p> <p>Pilot and potentially roll out initiatives from the pool available.</p>
<p>Required changes in Adult Education to cover basic and functional skills and employee behaviours and emotional intelligence include:</p> <ul style="list-style-type: none"> <li>• Subsidised funding to allow viable delivery of smaller groups (possibly one-to-one). This would be specific to rural areas where it is not always possible to recruit viable sized classes.</li> <li>• Flexibility on delivering qualifications in the workplace (outside legal entitlement). At the moment we can only deliver Maths, English and some Digital (EDSQ) qualifications in the workplace.</li> <li>• Fully-funded ESOL for all learners (fitting in with other English &amp; Maths qualifications which are fully-funded). Currently only free to learners who are unemployed or low waged.</li> </ul>	<p>Providers to ensure availability of appropriate L1 and L2 provision. Stakeholders to enhance and promote provision such as Multiply and AEB, including additional promotion by ERBs. Providers to consider Multiply type provision for literacy and ICT, looking at funding options such as SPF and Bootcamps. Consider specific farming ICT support through SPF (with The Farmer Network), and care specific.</p>	

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<p>Flexibility on Level 2 full-funding – possibly a range of employability and vocational qualifications free to learners even if they already have a Level 2 and/or are employed. Currently Level 2 is only free if you do not have a prior qualification at that level, are unemployed or low-waged. These could be qualifications focused on employability skills and progression in the workplace.</p>	<p>ERBs to engage employers to work also with the Careers Hub, schools and colleges to build work situations and basic/functional skills into the curriculum more effectively.</p>	
<p>NRT has applied for funding to open a Digital Community Hub at Newton Rigg to support basic skills. This will include a physical space, designed to reduce barriers to learning, and a virtual space to support blended delivery and maximise accessibility. Our vision to support delivery of maths activities using nature-based approaches as part of the 'Multiply' initiative has been submitted to Cumbria County Council.</p>	<p>Providers to work with employers to develop appropriate basic ICT provision for care staff.</p>	
<p>NR's L1 Progression programmes (see above) include units on practical numeracy and literacy to embed these skills into vocational qualifications (these will be extended to L2 in time). Our progression quals also incorporate soft skills such as teamwork, project management, career planning and enterprise.</p>		
<p>Providers to ensure availability of appropriate L1 and L2 provision.</p>		
<p>LSIP to inform and support implementation of Multiply (e.g. suggesting and supporting appropriate work related scenarios and engaging employers). Providers to consider opportunities for similar approaches to literacy and ICT. LSIP to similarly support Bootcamps.</p>		
<p><b>EMPLOYEE BEHAVIOURS &amp; EMOTIONAL INTELLIGENCE (EMPLOYABILITY SKILLS)</b></p>		
<p>Careers Hub actions highlighted above.</p>	<p>Building on the short term actions with the Career Hub, ERBs to engage employers to work also with schools and colleges to build work situations and employability skills into the curriculum more effectively.</p>	<p>Number of employers actively engaged, and examples of activity</p> <p>Future research responses.</p>

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<p>CforLP working with Lakes College, and local employers on proof of concept for Employability Passport – to understand and address these behaviour/emotional intelligence gaps.</p>	<p>Building on actions with the Careers Hub and working with the Apprenticeship Strategy, employers to work with schools and colleges to help build these skills appropriately into the curriculum throughout. Stakeholders to seek funding/sponsorship to pilot/roll out potential solutions e.g. C4LP initiatives.</p>	<p>Initiatives piloted.</p> <p>Initiatives rolled out.</p>
<p>Cumbria Business Growth Hub to pilot Work Force Development Service, which as part of its remit will help bring cohorts together and link businesses more effectively with the Adult Education offer. <b>Chamber</b></p>	<p>LSIP to work collaboratively with Cumbria’s Apprenticeship Strategy, which also seeks to address work preparedness, employability skills and resilience.</p>	<p>WFD service piloted and evaluated.</p> <p>Pilot and potentially roll out initiatives.</p>
<p>Seek funding and/or sponsorship to pilot potential solutions such as re-introduction of Lionheart initiative in Cumbria, Centre for Leadership &amp; Performance initiatives, etc.</p>	<p>Changes to Adult Education funding as above.</p>	
<p>Hub Innovation Project: being delivered in partnership with Furness College to support 18-20 year olds in FE secure a positive outcome using a careers ambassador programme. Where young people will support the students to inspire and guide them around behavioral, employability skills and aspirations helping them become work ready. Project due to complete 31 December 2023.</p>		
<p><b>APPRENTICESHIPS</b></p>		
<p>SDF Apprenticeship Hub providing easy access to information and support on the range of apprenticeships, use of levy, etc. <b>Colleges SDF</b></p>	<p>Extend SDF Apprenticeship Hub to wider providers. <b>Colleges SDF bid</b></p>	<p>Completion of SDF, and SDF outputs.</p>
<p>Carlisle College to develop T-level routes that support skills development needs identified in the Cumbria LSIP. Specifically within construction (surveying and planning), digital and health and social care. Further routes to be developed in future years.</p>	<p>LSIP and SDF consortium to explore opportunities for including vacancy and candidate sharing in Apprenticeship Hub services, and work with the larger employers, who are generally over-subscribed, on vacancy sharing (e.g. BAE Systems, Sellafield).</p>	<p>Extension of Apprenticeship Hub to wider providers.</p> <p>Number of employers actively engaged, and examples of activity.</p>

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<p>Cumbria LEP recently carried out a deep dive review of apprenticeships in Cumbria.</p>	<p>Apprenticeship Strategy has been developed and is to be implemented</p>	<p>Future research responses.</p>
<p>The planned roll out of CITB's New Entrant Support Team.</p>	<p>Carlisle College streamline the apprenticeship offer and continue to improve the quality of provision. Focus on fewer standards that address local skills needs and can be delivered to a high standard and at scale. Quality of provision to be good by September 2024 with at least 70% of apprentices successfully completing their standards.</p>	<p>Examples of ERB communications.</p> <p>Re-cap on reviews and searches to see if data has changed from last time.</p>
<p>LSIP to undertake further research with employers and providers on how to improve completions and with employers on retention post-apprenticeship.</p>	<p>Facilitate employers to share vacancies and candidates through a hub/forum.</p>	<p>Increased levy sharing. Further research completed.</p>
<p>Cumbria Careers Hub to work with FE Providers and ITPs to develop resources for a consistent approach in supporting schools to fulfill the new Provider Access Legislation (January 2023)</p>	<p>Careers Hub is investing in an LMI Platform for young people and parents, which will be used to promote technical and vocational qualifications. The Careers Hub will review with partners how this would work best for Cumbria. Due to be launched October 22.</p>	<p>Provision amended.</p> <p>Provision introduced.</p>
<p>NRT- see above regarding potential opening of Rural Apprenticeship Hub for Sept 2023 at Newton rigg. To focus on Land-based engineering, forestry, horticulture and environment.</p>	<p>NRT have applied for funding to fund an application to become a main apprenticeship provider and open the Rural Apprenticeship Unit at Newton Rigg- outcome Sept 2022.</p>	<p>Apprenticeship completion rate.</p>
<p>C4LP: ERBs and other stakeholders can actively support Cumbria Future Leaders and YourFuture: Here. YFH provides a single focus point for all young people in Cumbria thinking about their future, incorporating a brokerage and signposting platform for opportunities, and a 'plug-in' place where every young person aged 16 to 25 can easily access information, build support networks, access activities, events and training and debate issues that matter most to them.</p>	<p>Cumbria LEP to develop a technical education vision and plan for Cumbria as identified in the Local Skills Report 2022.</p>	

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<p>ERBs and other stakeholders (including Cumbria Future Leaders) actively promote Apprenticeship Hub and information around apprenticeships, supported by providers.</p>	<p>Task and Finish Our Future Ambassador group to explore whether a Young Ambassador programme can be developed to engage with young people based on relatability. Intention is this will encompass existing Ambassador programmes such as STEM Ambassadors CfLP Future Leaders, CLEP Futures Forum and Apprenticeship Ambassadors. Ultimately schools and colleges will develop their alumni (GBM3 + Our Future Campaign).</p>	
<p>ERBs and other stakeholders more actively promote opportunities to access unspent levies, offered for sharing by larger organisations.</p>	<p>Lakes College- 16 – 18 will offer a L1/L2 full time 1 year course for General Construction, and Property Maintenance Operatives as a direct routes into apprenticeships.</p>	
<p>Cumbria Tourism to continue to work with providers to develop apprenticeship provision in hospitality profitability and middle/senior management provision at various levels.</p>	<p>Employers, providers and ERBs to continue discussions through e.g. round tables and ongoing sector focus groups, supported by ERB-led research, including exploring opportunities for shared apprenticeships and working with food &amp; drink producers and others on flexibility of content.</p>	
<p>Carlisle College to introduce chef apprenticeship L3, subject to confirmation of demand.</p>	<p>Providers to continue development of a comprehensive apprenticeship curriculum/offer for farming.</p>	
<p>LSIP to undertake further research with employers and providers on how to improve completions and with employers on retention post-apprenticeship.</p>	<p>Chamber and providers to provide case studies of good practice in care on use of apprenticeships to support recruitment and pathways e.g. Risedale.</p>	
<p>Continue to develop appropriate care provision (begun under SDF) working between providers, employers and Skills for Care and promote/provide options which do not require off the job training e.g. L2 care apprenticeships does not require foundation skills (often an issue for older workers) and does not have a 20% off the job requirement</p>	<p>Providers to ensure appropriate pre-information for learners.</p>	
<p><b>ENGAGING WITH PROVIDERS AND FINDING THE RIGHT TRAINING</b></p>		



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<p>ERBs to actively engage employers countywide in working with the Skills Hub &amp; wider providers (through Work Based Learning Provider Forum) and continue this on an ongoing basis. This includes ERBs liaising with the Skills Hub and wider providers to ensure that the language used and activities undertaken are genuinely employer friendly.</p>	<p>Extend SDF Skills Hub to wider providers. <b>Colleges SDF bid</b></p>	<p>Future research responses.</p> <p>SDF outputs.</p> <p>Evidence of additional ERB activities with SDF.</p>
<p>NRT- with the opening of the Cumbria Rural Business and Skills Centre at Newton Rigg, this should be develop as the central point for employers to access training and drive what we deliver. We have co-working spaces and office space available to promote working together.</p>	<p>ERBs working with providers and other stakeholders to implement targeted and ongoing campaigns to communicate with employers and help build awareness and understanding of the opportunities and benefits, available training and other support (such as JCP) and how to access.</p>	<p>engagement, further extension of Skills Hub to wider providers, WFD review report and service implementation,</p>
<p>In January 2023 the provider access legislation (occasionally referred to as the ‘Baker Clause’) requires all schools and academies to provide opportunities for a range of education and training providers to access all year 8 to 13 pupils to inform them about approved technical education qualifications and apprenticeships. This has changed the league board for schools being marked for universities and now there is more publicity on apprenticeships routes.</p>	<p>Begin to implement learning from investigations into good practice examples and continue to look for and learn from good practice.</p> <p>Chamber and providers to investigate examples of good practice, such as <a href="https://www.mmu.ac.uk/business-and-employers">https://www.mmu.ac.uk/business-and-employers</a></p>	<p>sign-ups to Skills for Care dataset.</p> <p>Work group (task and finish) and report.</p> <p>Future research responses.</p>
<p>LSIP to work with the CITB Employer Network Pilot on empowering construction employers to determine their local skills needs.</p>	<p>Further development of SDF Skills Hub by providers. Chamber to implement Workforce Development Service (using SPF). LANSS implementation (funding package partly agreed and other bids to be submitted). Enhanced promotion and engagement by ERBs and providers. LSIP engagement/discussion sessions quarterly run by ERBs.</p>	<p>Work group (task and finish) and report.</p> <p>Future research responses.</p> <p>WFD pilot and report, and potentially a continuing WFD service.</p>
<p>NRT- our plans for a virtual digital hub and design of blended learning programmes will support this. AS members of GTA England we have access to over 300 quality online interactive learning</p>	<p>Set up a work group, coordinated by the Chamber (LSIP) and including providers, to investigate and implement opportunities for more onsite/digital delivery and other opportunities for reducing class-based training requirements. This would include looking at accessing</p>	

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<p>resources and are part of a team designing bespoke resources for the engineering sector.</p>	<p>remotely using IT facilities at other providers (addressing IT access issues). It would also help make cohort sizes more viable.</p>	
<p>YourFuture: Here provides a single focus point for all young people in Cumbria thinking about their future, incorporating a brokerage and signposting platform for opportunities, and a ‘plug-in’ place where every young person aged 16 to 25 can easily access information, build support networks, access activities, events and training and debate issues that matter most to them.</p>	<p>Employers and providers to engage to consider potential backfill opportunities.</p>	
<p><b>Chamber</b> to continue the LSIP Insight quarterly e-newsletter (covering LSIP progress, good news stories, training/development opportunities, JCP support, etc), further widening distribution.</p>	<p>LSIP to inform and support implementation of Multiply (e.g. through suggesting and supporting appropriate work related scenarios and engaging and promoting to employers, and providers to consider opportunities for similar approaches to literacy and ICT. LSIP similarly support Bootcamps</p>	
<p>Begin to Pilot a Workforce Development (WFD) Service through the existing Cumbria Growth Hub ERDF project. This would be independent work with the providers and Skills Hub. The service would, for example, advise on what’s available, undertake TNAs and train businesses in skills needs identification, support businesses in identification of their future needs, bring together workable cohorts, and help arrange training where needed. <b>Chamber</b></p>	<p>Carlisle College develop a comprehensive adult training offer aligned to LSIP priorities that encourages employers to upskill current employees as well as retraining adults who have left the work place or who are unemployed; therefore supporting recruitment from a wider pool.</p>	
<p>ERBs to actively engage employers countywide in working with the Skills Hub &amp; wider providers (through Work Based Learning Provider Forum) and continue this on an ongoing basis. This includes ERBs liaising with the Skills Hub and wider providers to ensure that the language used and activities undertaken are genuinely employer friendly.</p> <p>ERBs and business support providers promote Skills Hub initiative to businesses. This will include promotion and linkage between the Skills Hub and Cumbria Business Growth Hub websites.</p>	<p>Building on pilot activity, Chamber (LSIP) to seek funding for and establish an impartial Workforce Development Service for Cumbria, which is expected to include a distributed resource in relevant ERBs such as Cumbria Tourism. This would work in alignment with the extended Skills Hub.</p>	

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Extend Skills Hub to wider providers. <b>Colleges SDF bid</b>	LSIP to continue to engage referrals through research activities.	
<b>CURRICULUM DEVELOPMENT &amp; FITNESS FOR PURPOSE &amp; TIME OUT OF THE BUSINESS AND OPPORTUNITIES TO REDUCE TIME AND MAXIMISE VALUE</b>		
Coordinated through the Chamber (LSIP), ERBs to establish groups of employers to work with providers to design and implement appropriate training and review/develop others on an ongoing basis. As part of this providers will need to start to identify how/which modules could be used and what needs to be developed in line with the needs of businesses.	Ongoing employer group activities.	Employer groups established and operating.  Evidence of new provision/delivery packages.  Evidence of shared provision/digital delivery.
CITB, Housebuilders Federation and providers to continue to review construction provision and build on what has already been achieved through SPF, including consideration of modular/flexible options.	Providers to continue to develop modular provision, including exploring opportunities for using the BAE/University of Cumbria modular supply chain model for other topics, working with awarding bodies. Including e.g. Maintenance and operation engineering technician. Building on modular model of BAE supply chain with UoC. Core and optional elements for F&D, construction, manufacturing.	Funding flexibility from DfE.  Future research responses.
Providers continuing development and implementation of modular offers and courses which mix/enable transfer between mechanical and electronic engineering, and will consider other translation/mixed courses as needed. E.g. mixed qualification combining mechanical and electronic is now becoming available (Maintenance & Operations Engineering Technician, L3). LSIP to check current provision of Six Sigma/Lean/productivity, including discussion with the Lean Forum and then work with providers to look at opportunities for provision if/where there are gaps.	Providers to explore opportunities for shared provision, including enhanced use of digital delivery, to address anticipated volume issues and specialised requirements. The option of use of each other's premises to access digital delivery would enable groups to work together in-person while accessing digital and address IT access issues.	
NRT- we have recognised the need for modular provision and our L1 progression courses will offer this option- the idea is to fill the gaps in people's knowledge so they can pick and choose the areas they need development in. We will be looking at how to extend this in other areas.	See Apprenticeships above. Add a wider range of chef skills to provision where appropriate. Consider options such as moving trainers to students, using employer facilities and larger employers sharing access to their programmes Introduce housekeeping 2 day course with guaranteed interview at the end.	

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Ask to Department for Education for devolved/flexible funding.	Building on what has been achieved through SDF, providers to consider further L2 & L3 plus CPD beyond L5, and expand Routeway to Social Care. Consider opportunities for a Bootcamp approach including manual handling, first aid etc and a T level in social care.	
ERBs to continue with the employer/provider groups established and establish others as appropriate, supported by ongoing pre and post research and engagement with wider employers, to design and implement appropriate training and review/develop provision on an ongoing basis. In development we will look to build on the power of provider/employer joint initiatives e.g. Simon Rogan/Kendal College in hospitality and Morgan Sindall/Lakes College Civics Training Centre.	Through the above, identify how/which modules could be used for short and modular provision and what needs to be developed. Providers to continue to develop modular provision. This includes exploring opportunities for using the BAE/UoC modular supply chain model for other topics, working with awarding bodies and translation/mixed courses to support re/upskilling similar to the mixed qualification combining mechanical and electronic (Maintenance & Operations Engineering Technician).	
	Employers and providers to engage to consider potential backfill opportunities.	
<b>ICT/DIGITAL/DATA</b>		
Stakeholders to promote and engage people to understand the increasing digital opportunities in sectors such as care, construction and landbased, and more obvious ones such as manufacturing.	Include promotion of wider paid for options within the Skills Hub, from broader providers.	Future research responses. New/adapted provision.
NRT- see comments about Digital Hub	Providers to explore opportunities for shared provision, including enhanced use of digital delivery, to address anticipated volume issues and specialised requirements. Promote and encourage people to understand the increasing digital content of and opportunities in the range of sectors.	Promotion of paid for options within the Skills Hub. new/adapted provision, Digital Accelerator launched.
See Employer group and 1-2-1 employer engagement above and joint modular provisions.	Discussion of potential ways forward with Guild of Coders, and others as appropriate.	

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<p>Cumberland Council as part of the Workington Town Deal project. It aims to meet a need in Cumbria for enhanced digital skills, particularly higher-level qualifications, and will feature industry-standard equipment and software in an accessible location.</p>	<p>Stakeholders to increase awareness of available provision and to promote and engage people to understand the increasing digital opportunities in sectors such as care, construction and landbased, and more obvious ones such as manufacturing.</p>	
<p>Lakes College launching £1 million Digital Accelerator Hub opened July 2023</p>	<p>LSIP to draw together an appropriate group of employers, specialists and providers to further review requirements and opportunities, following which further actions will be agreed. Providers to consider how the care sector can best be supported around use of AI, VR and other digital opportunities.</p>	
<p><b>LEADERSHIP &amp; MANAGEMENT &amp; BUSINESS</b></p>		
<p>Employers and providers to review in detail, through LSIP groups, what is needed and what is available and adapt/develop appropriate provision, as part of this exploring pathways to management, across the range of sectors. This includes ensuring courses at all levels and across sectors include sufficient focus on flexibility and ability to manage/lead change.</p>	<p>Given limited opportunities for development in smaller businesses consider potential opportunity for sharing/placements in other businesses as part of management development programmes. The growth of a business school/business provision focused on new start ups and business growth might fill an important gap in the skills of our current and potential business people. This theme might flow from schools through the education system.</p>	<p>Review and analysis of provision.</p> <p>Future research responses.</p> <p>Feedback on review of opportunities around placements, groups, etc.</p>
<p>Skills Hub and ERB actions above regarding promotion of what's available.</p>	<p>LSIP to work with business support delivery, including on development of Shared Prosperity Fund delivery, including considering opportunities for peer/networking groups to support development.</p>	
<p>WFD and other actions above around cohort sizes.</p>	<p>WFD and online delivery actions above to help address cohort sizes. Stakeholders to further review what is available and address gaps, including working together to ensure courses at all levels and across sectors include sufficient focus on flexibility and ability to manage/lead change. LSIP to work with business support delivery on support through SPF. ERBs to promote Lancaster/UoC Senior Leadership Apprenticeship and cohort options.</p>	
<p><b>COST OF TRAINING</b></p>		

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<p>Promotional activity by ERBs/providers explaining value for money and providers and employers to explore potential cost reductions.</p>	<p>Providers to explore and implement increased use of online options to reduce travel costs/time out of business (see above).</p>	<p>Future survey responses.</p>
<p>Request flexibility from DfE in use of apprenticeship levy. Request devolved training funding/flexibility from DfE to enable more flexibility on what training can be funded.</p>	<p>WFD service actions above helping to bring groups of employers together to reduce costs to individual employers.</p>	<p>Evidence of implementation of more online delivery.</p>
<p>LSIP to encourage and facilitate Skills for Care Dataset completions to enable access to funding.</p>	<p>BAE have opened up an external training portal to supply chain and are hoping to engage more local businesses. Explore and encourage scope for similar moves by other employers.</p>	<p>Evidence of groups coming together for training.</p>
<p>Providers and employers to explore and implement ways to reduce costs to employers, e.g. reducing travel time and costs (including through online options/elements), apprenticeship levy sharing, bringing cohorts together, increasing take-up of funded options and larger organisations opening up opportunities to others.</p>	<p>Further and ongoing promotion by ERBs and providers of apprenticeship levy sharing.</p>	
<p><b>LOW CARBON, NET ZERO AND ENERGY TRANSITION</b></p>		
<p>ERBs to encourage and facilitate businesses to engage with relevant business support initiatives (such as Eco-I, CafS and Future Fixers) which can help them to start developing some of the relevant skills and understanding. Chamber (Business Support newsletter, joint events, web info, adviser briefings, etc</p>	<p>Employer, ERB and provider engagement as above to review, agree and introduce or develop relevant provision, including some awareness/introductory activity in general business support.</p>	<p>Evidence of promotion.</p> <p>Future research report.</p>
<p>Employers, ERBs and providers to continue to work together to review, agree and develop/introduce relevant provision.</p>	<p>CLEP to deliver with stakeholders the Business Decarbonisation 10 point plan</p>	<p>Evidence of review and implementation.</p>
<p>Retrofit skills provision to continue to be reviewed and developed, by CITB, Cumbria Action for Sustainability (CafS) and providers, building on the Lakes College Retrofit Academy.</p>	<p>Providers, ERBs, employers and LANSS to work together to fill gaps by adopting training programmes already developed and accredited elsewhere (e.g. SRUC's Peatland Restoration course) and, where needed, develop bespoke training programmes to cover areas such as tackling climate change, supporting delivery of the England Tree</p>	

## Local Skills Improvement Plan for Cumbria - Actions

	Action Plan, addressing Natural Capital/the Lawton Review/nature recovery and microrenewables.	
<b>FUTURE SKILLS/WHAT THE FUTURE LOOKS LIKE</b>		
Stakeholders to arrange initial event(s) and comms campaign to highlight and start exploring future developments/opportunities, supported by those employers with a clearer view of the future and covering the range of sectors.	Chamber to draw together a group of employers, providers and specialists to review requirements and opportunities around provision of data and analysis skills, and agree further actions/recommendations.	
ERBs to improve engagement between Catapults and businesses and link more businesses with universities, KTPs, etc. Stakeholders to work with InnovateUK to establish innovation centres and potentially a Catapult.	Stakeholders to work with Innovate UK/RTC to establish innovation centres around the county, and potentially a Catapult	
<b>UNDERPINNING ACTIONS -</b>		
<b>TRAINERS &amp; EDUCATORS</b>		
Greater focus on train the trainer programmes.	Engaging employers in releasing part-time or seconding staff.	Through feedback from providers on staffing.
Exploring and exploiting where appropriate sharing of trainers between providers.	Utilising opportunities such as service leavers.	
Implementing flexible options including part time and targeted input.	Actively and widely promoting opportunities to become a trainer.	
Providers exploring opportunities for shared provision, including enhanced use of digital delivery, to address volume issues and specialised requirements.	Encouraging recent (particularly early) retirees back into the workforce, this time as trainers.	
Lakes College Staff – retain and develop a staffing establishment with the necessary capability and capacity to deliver objective of meeting regional skills needs with outstanding quality.  Lakes College - Estate – fully utilise the various capital investment projects undertaken during the past two years to significant	Lakes College - Capital development programme: Plan to fully deploy extensive investment in first class resources and facilities during 2023/24. This includes the specific developments within their STEM Apprenticeship Academy; Towns’ Deal supported Digital Accelerator Hub, Civil Engineering Training Complex, and the SDF-led Employer Skills Hub, with the widespread investment in repurposing and adapting across Lakes College estate. We also anticipate developing	

## Local Skills Improvement Plan for Cumbria - Actions

<p>positive effect and impact with regional employers and West Cumbrian communities</p> <p>Lakes College - Building upon our developing national interests, we will also expand our work in Advanced and HE Technical Skills within the Nuclear sectors and emergent Green Skills and Low Carbon Energy developments. Headline skills priorities for 2023/23 will include:</p> <ul style="list-style-type: none"> <li>-Housebuilding construction skills and retrofit – Commercial and short training courses</li> <li>-All aspects of Manufacturing and Engineering – All Types of Provision</li> <li>-Advanced and Higher Technical Skills for Nuclear: Decommissioning, Subs, and SMR programmes – HE, HTQs, and Degree Apprenticeships</li> <li>-Green and low carbon technologies qualifications and skills – Commercial and short training courses; HE, HTQs, and Degree Apprenticeships</li> <li>-Health and Adult Social Care: Adult Skills Budget (ASB), NVQs, apprenticeships</li> <li>-Digital Skills at all levels – all Types of Provision</li> <li>-Business, Leadership and Management, and Commercial skills – T Levels, Professional Courses in ASB and short/ commercially courses</li> <li>-Supporting the Visitor Economy in partnership with FE4 and Cumbria Tourism - Commercial and short training courses, ASB</li> </ul>	<p>a retrofit training and stakeholder support hub, collaborating with industry, relevant stakeholders and FE4/ UoC.</p> <p>Lakes College - Continue investment in the T Level offer, further establishing it as a valuable route for young people in our region whilst working with employers to secure Industrial Placements and progression opportunities.</p>	
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## Local Skills Improvement Plan for Cumbria - Actions

<p>-Developing employability skills and passports to employment, including maths, English and digital skills – 16 – 18, ASB and routes to work</p>		
<p><b>WORK BASED LEARNING PROVIDER FORUM (WBLPF)</b></p>		
<p>Seek funding to pump prime further development of the WBLPF, including resourcing of a paid post. <b>Colleges SDF bid</b></p>	<p>Develop WBLPF further develop the WBLPF, expanding its membership and capacity to undertake research and policy activity and support joint bidding, etc.</p>	<p>Funding accessed. Number of new members.</p>
<p>Continue to enhance and develop the WBLPF as an effective vehicle for collaborative working, ensuring a strong provider infrastructure undertaking collaborative research and representation activities and an enhanced vehicle for collaborative bidding and delivery to respond to identified skills needs. This includes reviewing resourcing requirements and funding models/sources.</p>	<p>WBLPF to progress joint working, peer support, focus-on sessions, etc.</p>	<p>Dedicated resource appointed. Evidence of WBLPF activities. Initial proposal.</p>
<p>Key stakeholders to meet to scope out the proposal in more detail, with a view to requesting funding to support development of the Model. <b>Chamber/LEP/PESSG – initial meeting held</b></p>	<p>Support LSIP implementation with e.g. a series of “focus on” sessions, coordinated/collaborative provision and working to enhance promotion and engagement with employers.</p>	<p>Development and implementation of the Model.</p>
<p>Stakeholders form an integral part of our strategic development and during 2022/23, Kendal and Lakes colleges invited employers, CLEP, Cumbria Chamber of Commerce, other ERBs to support governors training and strategic planning events.</p>	<p>Subject to funding and the outcome of discussions on the proposed way forward, development and implementation of a holistic and place-based Education &amp; Skills Model for the county.</p>	
<p>Senior leaders and managers work closely with Job Centre Plus and DWP colleagues to develop programmes that will meet the needs of their clients and help them to become economically active.</p>	<p>The Careers Hub continues to deliver its programme of activity supporting schools to achieve the Gatsby Benchmarks. Gatsby Benchmarks 2, 4,5 and 6 all focus on bringing learning to life through Local Labour Market Information, Teacher Placements, Employer Encounters and Experiences of the Workplace.</p>	

## Local Skills Improvement Plan for Cumbria - Actions

<p>Task &amp; Finish Group has been set up to review Experiences of the Workplace (GBM6) and explore potential solutions that make it more cost effective for schools, meaningful and impactful for students and easier for businesses to offer. The agreed focus is on supporting employers to offer meaningful work experience, working with schools to better prepare students for work experience and ensuring Experiences of the workplace is inclusive to all young people.</p> <p>Task &amp; Finish Group has been set up to explore Parental Engagement (GBM1). The focus will be on supporting parents and guardians who are engaged to better understand the career pathways and changing education. Developing a strategy to engage non engaged parents both through school and outside of school.</p>	<p>Development of a holistic and place-based Education &amp; Skills Model for Cumbria building on initial discussions underway between stakeholders. This would bring the education and skills agenda together more effectively for Cumbria, working with DfE and DLUHC and drawing on our extant asset base. It would cover strategy, commissioning, and delivery aspects across the whole agenda, more widely than the remit of the LSIP, and, e.g. involve the Chamber, LEP, local government and education &amp; skills providers with governance, accountabilities, and accountable body to be determined against intended scope, role and responsibilities.</p>	
<p>The Careers Hub secured funding to deliver a Teacher Encounter Project in partnership with National Highways and the A66 Employers. This is a pilot programme that will support teacher placements in industry culminating in development of teaching resources for year 9 students across Cumbria. The aim of this programme is to pilot teacher encounters, but to bring about systemic change. The Careers Hub is also working with UoC to develop teacher training to include careers education as a role of new teachers.</p>	<p>The FE4 have met specifically to consult on each providers' accountability plans during the drafting process, and with Chamber and LEP.</p>	
	<p>The Careers Hub launched the U-Explore Platform in March to Careers Leaders. This platform is aimed at young people and their parents to help them gain a greater awareness of the career opportunities in Cumbria. The site can be used independently or there are teaching</p>	

## Local Skills Improvement Plan for Cumbria - Actions

	resources so that schools can deliver lessons in class (Gatsby Benchmark 2).	
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### BUILT ECONOMY

Short Term (next 6 months)	Medium Term (next 2 years)	Measurements
<b>AVAILABILITY OF APPROPRIATE TRAINING IN CUMBRIA</b>		
<p>As highlighted in cross cutting themes above, and specifically collaborate with the Construction Industry Training Board (CITB) to facilitate the engagement required. CITB has supported all 8 LSIPs so will have a good England-wide perspective on the skills gaps and access to solutions being adopted elsewhere. It would also be useful to include representatives from the Home Builders Federation (HBF) as they are active in promoting best practice and have a vested interest in addressing the employment and skills gaps in the industry.</p> <p>Develop terms of reference to address revisions to the existing syllabus, development of extended and new training modules, training techniques and delivery models.</p>	<p style="color: orange;">Create revised training and skills delivery to meet employer needs and future-proof in terms of syllabus.</p>	<p>Future research responses.</p> <p>Employer engagement activity.</p> <p>Terms of reference developed.</p> <p>New or revised provision available.</p>
<p>CITB and House Builders Federation to continue to engage with providers to review and further develop construction provision, building on what has already been achieved through SDF and drawing on HBF resources (free materials, masterclasses, etc).</p>	<p style="color: orange;">SDF consortium to continue to develop and enhance the Skills and Apprenticeship Hubs, introduced in SDF1 and further developed through SDF2, including widening to further providers and linking with CITB, Skills for Care and the Visitor Economy Talent Hub. LANSS team to continue implementation of LANSS and link this with the Skills Hub above.</p>	
<b>NEW AREAS OF TECHNICAL AND PROFESSIONAL DEVELOPMENT &amp; SYLLABUS DEVELOPMENT</b>		

## Local Skills Improvement Plan for Cumbria - Actions

<p>Development of an expanded syllabus to encompass these missing elements in technical training would allow an enhanced offer to the industry and drive participation.</p>	<p>This review needs to take place at the same time as that above and to create an overall solution for Cumbria based on the FE and private sector provision already active in the county.</p>	<p>Review completed.</p> <p>Future research responses.</p>
<p>Between 23-24 over the coming year CITB will be investing over £253m to support British construction. Three key priority areas:</p> <ul style="list-style-type: none"> <li>-Improving construction’s people pipeline.</li> <li>- Creating defined training pathways</li> <li>- Delivering an efficient training supply.</li> </ul>	<p>Ensure Employers are aware of opportunities through Skills Bootcamps</p>	<p>New or revised provision available.</p>
<p><b>CURRENCY OF CONTENT AND DEVELOPMENT</b></p>		
<p>The HBF have a range of resources to support the development of syllabus including partnering housebuilders with training providers, collaboration with lecturers visiting site, free issue of modern materials and masterclasses, both face to face and video.</p>	<p>CITB have identified a need to support employers with the Apprenticeship End Point Assessment process as we understand they need clarity about the process and what they need to do to ensure their apprentices achieve. We are planning to deliver a workshop in conjunction with training providers and End Point Assessment providers.</p>	<p>Future research responses.</p> <p>Evidence of engagement activity as above.</p>
<p>Engagement between employers and providers, facilitated and supported by CITB as above.</p> <p>In addition to recruitment actions above, civil engineers L6 (full time HE and apprenticeships available already at Lakes College); civil engineering technician L3 (via apprenticeships or T levels, available at Gen2), construction site supervisors L4 (apprenticeships and short courses – local provision to be developed), construction site managers L6 (apprenticeships, local provision to be developed), quantity surveyors (L6 (fulltime HE or apprenticeship, local provision to be developed), engineering and construction riggers and erectors L3 (apprenticeships, local provision to be developed), installation electrician and maintenance electrician L3 (apprenticeship, available at Gen2, JTL and the 4 FE colleges), scaffolders L2 (apprenticeship and full time FE, available at Lakes College)</p>	<p>Employer Network Pilot – all about empowering employers to determine their local skills needs using localised funding – putting employers in the driving seat. An initial £800,000 investment last August to improve the way industry receives funding for training. A further £3m allocated for 2023-24 and £6m per year after that. There is the potential for this work to be strategically aligned with emerging LSIPs.</p>	<p>Evidence of use of HBF resources.</p> <p>It was highlighted that Cumbria do not provide any Scaffolding provision.</p>

## Local Skills Improvement Plan for Cumbria - Actions

<b>APPRENTICES HAVE INSUFFICIENT PRACTICAL EXPERIENCE</b>		
<p>New Entrant Support Team (NEST) in England – takes the hassle out of hiring an apprentice. Piloted last year and rolled out in March 2023, the team’s work in 2023-24 will see them provide the support companies in England need, sourcing an applicant, funding their training, finding a suitable training provider, and accessing grants.</p>	<p>Engagement and collaboration between employers and providers, facilitated and supported by CITB as above.</p>	<p>Future research responses.  Evidence of engagement.</p>
<b>EMERGING DEMAND FOR RETROFIT – DEVELOPMENT AND IMPLEMENT APPROPRIATE PROVISION</b>		
<p>Engagement as a starting point between providers, housing associations, CITB, Retrofit Academy and CAFS as housing associations is where most of the initial demand is expected to come from.</p>	<p>It has been identified a lack of Groundwork provision in the north of the county, particularly in Carlisle. BTP Carlisle has been delivering the groundwork bootcamp and with the support of CITB has successfully secured work experience placements and has managed to secure full-time employment for some of the candidates. BTP has applied to become an apprenticeship training provider and they are awaiting a response.</p>	<p>Evidence of engagement.  Implementation of further agreed actions.</p>
<p>Construction skills bootcamps address skills gaps with free Level 2 and above construction training courses for adults (19 and over) for 16 weeks.</p>	<p>Industry Impact Fund - invites CITB-registered employers to apply for up to £500,000 fund and first of its kind in April 2023. It provides the opportunity for a greater say on the best solutions for tackling some of the biggest skills challenges.</p>	
<p>Lakes College retrofit development already underway. In the process of developing an action plan with the support of CITB after finding missing provisions in Cumbria such as scaffoldings through research.</p>	<p>Lakes College - Will develop Green Technical Skills training in Cumbria, to include construction and Civil Engineering. This will include plans to develop a Hub and Spoke Carbon Reduction Retrofit Training Hub developing training across the range of low carbon construction skills and heat pump installation, and continued collaboration within National Low Carbon Energy Skills group.</p>	

## Local Skills Improvement Plan for Cumbria - Actions

<p>Collaboration of employers and training providers to provide necessary training and qualifications around retrofitting which will provide the missing green carbon skills in the county. City &amp; Guild and CITB have created qualifications based on retrofitters roles and maybe other training can follow suite.</p>	<p>Providers to promote and highlight the kind of roles involves green and carbon skills to create better awareness on the roles available and inspire a drive of future retrofitters.</p>	
<b>COMMUNICATION</b>		
<p>Providers to consider how they can most effectively feedback to employers on learners.</p> <p>CITB are supporting the Festival of Work on the 13<sup>th</sup> of July with All Together Cumbria. Our role is to support and promote construction careers.</p>	<p>Engagement activities as highlighted above and in cross cutting themes.</p>	<p>Future research responses.</p> <p>Engagement evidence as above.</p>

## CARE

Short Term (next 6 months)	Medium Term (next 2 years)	Measurements
<b>RECRUITMENT</b>		
<p>See cross cutting themes recruitment actions above, including more consideration of wider recruitment pools.</p>	<p>See cross cutting themes above.</p>	<p>Promotion of the sector as a positive career choice.</p>
<p>Cumbria Careers Hub has a health and social care careers project for secondary schools planned for June and July 2022. <b>Careers Hub</b></p> <p>Cumbria Careers Hub to recruit an employer to join the Cornerstone Employer group to ensure the Health &amp; Social Care sector inputs into the Careers Strategy for Cumbria</p>	<p>See cross cutting themes Apprenticeship actions above.</p>	
<p>CforLP can support through Career insight events through Cumbria Future Leaders and Dream Placement.</p>	<p>University of Cumbria and One Cumbria have a health and education careers festival planned for October 2022. <b>UoC/One Cumbria.</b></p>	

## Local Skills Improvement Plan for Cumbria - Actions

Hello Futures, Cumbria Careers Hub and the four FE Colleges, are producing videos etc., to promote apprenticeships, T Levels to support Our Future Campaign.		
Explore and start to exploit platforms such as Instagram, TikTok and Twitter for promotion.		
<b>TIME OUT OF THE BUSINESS &amp; ENCHANCED ENGAGEMENT</b>		
Chamber and Skills for Care to work together to promote the opportunities and support available through Skills for Care.	Seek resources to support engaging employers and completing the Dataset.	Numbers signed up to dataset.  Future research responses.
Stakeholders also to promote options which do not require an off-the-job element.	Employers, providers, ERBs and other relevant stakeholders to consider and explore potential backfill opportunities.	
Increase engagement between employers and Skills for Care, and get more employers signed up and completing the Dataset.	Providers to engage with Skills for Care and employers around provision of support locally and reducing the time out of the business (e.g. through reduced travel, digital options, etc.).	
<b>TAKE UP OF FUNDED TRAINING</b>		
Actions to increase engagement with Skills for Care as above	Actions to increase engagement with Skills for Care and completion of the Dataset as above.	Future research responses.
Promote examples of good practice in the use of apprenticeships (including in supporting recruitment and offering career pathways), such as by Risedale.	Skills Hub actions as set out in cross cutting themes.	Increased take up reported by Skills for Care.
<b>PROVISION MORE FITTED TO EMPLOYER NEEDS AND IN THE COUNTY</b>		
Improved engagement between providers and employers (see cross cutting themes) including reviewing the feasibility of and options for establishing employer group(s) to work with providers, with regular reach back into wider sector community.	Subject to outcome of exploratory work, develop a care sector group for Cumbria to facilitate these discussions and represent the interests of the care sector.	Future survey responses.  Establishment of a care sector group.

## Local Skills Improvement Plan for Cumbria - Actions

<p>Work based Learning Provider Forum to engage with Skills for Care to explore opportunities for more delivery in the county.</p>	<p>Workforce Development Service (see cross cutting themes), assisting with cohort development so that cohorts are of a more viable size.</p>	<p>Engagement between WBLPF and Skills for Care.</p>
	<p>Employers would value provision more bespoke to their needs, such as management focused on smaller care providers would be valued including short courses for middle management (1/2, 1 and 2 days). This includes a mix of online and face-to-face as applicable to the topic and audience. Consideration of short and modular options (see cross cutting themes).</p>	<p>Evidence of improved engagement between providers and employers.</p>
<p><b>LEVEL 2 CARE CERTIFICATE – RAISE ISSUE WITH AWARDING BODY</b></p>		
<p>As this is a national requirement, this is an issue that needs to be raised and discussed nationally. Consider opportunities for a Bootcamp approach in care (including Care Certificate plus e.g. manual handling and first aid); extending Lakes College’s Routeway to Care; social care T level.</p>	<p>Continue to develop appropriate care provision in the county (begun under SDF) working between providers, employers and Skills for Care and promote/provide options which do not require off the job training e.g. L2 care apprenticeships does not require foundation skills (often an issue for older workers) and does not have a 20% off the job requirement).  Consider opportunities for a Bootcamp approach in care (including Care Certificate plus e.g. manual handling and first aid); extending Lakes College’s Routeway to Care; social care T level.</p>	<p>National level discussions .  Amendment of delivery/ Requirement.</p>
<p><b>LEADERSHIP &amp; MANAGEMENT – ENGAGEMENT BETWEEN PROVIDERS AND EMPLOYERS</b></p>		
<p>Engagement between employers, providers and Skills for Care as above.</p>	<p>Depending on outcome of engagement, potential development of new/revised options.</p>	<p>Future research responses.</p>
<p>Providers to look at opportunities for CPD beyond L5. Stakeholders to develop appropriate options e.g. specific cohorts of Lancaster/UoC Senior Leaders Apprenticeship.  Providers, employers and Skills for Care to work together to offer appropriate leadership and management development for the care sector, which may include specific cohorts of the Lancaster /UoC</p>	<p>Engagement between employers, providers and Skills for Care to promote and facilitate access to available options, and where appropriate develop new options such as basic ICT provision for care staff.</p>	<p>Evidence of enhanced engagement.  Take up of L&amp;M qualifications beyond Level 5. ERB communications, extension of Apprenticeship Hub services.</p>



## Local Skills Improvement Plan for Cumbria - Actions

<p>Senior Leaders Apprenticeship. More widely, ERBs to highlight to businesses the Lancaster University/UoC Senior Leadership Apprenticeship, which can be paid for through the Apprenticeship Levy, with the opportunity for sector specific cohorts.</p>		<p>Further research completed.</p> <p>Provision amended, provision introduced, apprenticeship completion rate.</p> <p>Examples of activity, initiatives piloted, initiatives rolled out.</p>
<p><b>WHAT THE FUTURE LOOKS LIKE – IMPROVED UNDERSTANDING OF DIGITAL DEVELOPMENTS</b></p>		
<p>Explore initial potential activities.</p> <p>Providers to consider how the care sector can best be supported around use of AI, VR and other digital opportunities.</p>	<p>Cumbria Business Growth Hub to facilitate a range of employer activities and communications with Innovate UK, Lancaster University, University of Cumbria, colleges, work based providers and Skills for Care.</p> <p>Chamber and providers to provide case studies of good practice in care on use of apprenticeships to support recruitment and pathways e.g. Risedale.</p> <p>Providers to explore opportunities for shared provision. LSIP to draw together a group of employers, specialists and providers to further review requirements. Providers to consider how the care sector can best be supported.</p>	<p>Future research responses.</p> <p>Evidence of awareness and understanding activity.</p>
<p><b>“NHS” SKILLS</b></p>		
<p>Flag this as an additional training opportunity to the NHS.</p>		<p>Care staff enabled to undertake these activities.</p>

## Local Skills Improvement Plan for Cumbria - Actions

### FARMING

Short Term (next 6 months)	Medium Term (next 2 years)	Measurements
<b>BREADTH OF SKILLS</b>		
Consider the development of a Land and Nature Skills Service for Cumbria, which is currently being scoped (completed in July 2022).	Secure funding for and develop a Land and Nature Skills Service for Cumbria.	Future research responses.
Explore and begin to develop what can be delivered through the University of Cumbria, Cumbrian Colleges and other providers, such as NR Training and seek additional resource to enable this	<p>Immediate ask is for funding and resource to support development of a joined-up approach across the sector as Farming, Forestry, Nature Conservation and other land-based delivery needs to move away from a siloed approach. This links to the strategic priorities of Protected Landscapes and the delivery of public goods as is central in the 25 Year Environment Plan, Environmental Land Management schemes and the Cumbria Local Nature Recovery Strategy.</p> <p>Ask is for consistent and appropriate funding for training, skills and knowledge delivery/provision for lifelong learning opportunities.</p>	Development of a Land & Nature Skills Service for Cumbria.
<p>NRT- we have several bids in to supply seed funding to grow provision. Actively working to become approved apprenticeship provider and open Rural Apprenticeship Unit.</p> <p>NRT are working with The Farmer Network to take over the delivery of 'ticket' qualifications and will be offering these 2022-23.</p> <p>NRT are also developing a 'Family Farm Toolkit' of courses to include H&amp;S, 'tickets', farming, business qualifications etc as a one-stop shop for farms.</p> <p>NRT are now offering AMTRA quals to support businesses with the SQP needs.</p>	Design & run promotional campaign for the land-based sector	

## Local Skills Improvement Plan for Cumbria - Actions

<p>NRT have applied to OCN London to become a provider for accredited courses and will be offering Progression into employment courses in a range of land-based vocations in 2022-23.</p> <p>NRT are also incorporating health and wellbeing outcomes into all our programmes, and offer specific nature-based courses to support positive mental health developments.</p> <p>NRT are exploring options to offer Farm Secretary programmes with the Institute of Agricultural Secretaries and how this can be linked to an apprenticeship standard.</p>		
<p>Cumbria Careers Hub to recruit an employer to join the Cornerstone Employer group to ensure the Rural sector inputs into the Careers Strategy for Cumbria</p> <p>Ensure Employers are aware of opportunities through Skills Bootcamps I.e. Upland Management.</p>	<p>Focus on micro-businesses with an appetite for growth and consequent need for new employee and readiness to invest in training. CforLP leader to leader programmes offer bursaries – developing programmes for first line leaders.</p>	
<p><b>APPRENTICESHIPS</b></p>		
<p>Develop a comprehensive Apprenticeship programme alongside FE and HE provision. Alongside this support delivery of the Countryside Worker Apprenticeship amongst other relevant apprenticeship standards. Bring back the Hill Farm Apprenticeship which was delivered by the Farmer Network in Cumbria.</p> <p>Develop appropriate short programmes for land management advice and public/community engagement (L5-7).</p> <p>Providers will look to adopt, where feasible, appropriate programmes for landbased already developed and accredited elsewhere (e.g. LANTRA Level 5 Leadership &amp; Management) and consider in all provision the need for specific leadership, management and business</p>	<p>Providers to continue development a comprehensive apprenticeship curriculum/offer for farming.</p> <p>Providers, ERBs and employers to work together to fill the training gaps identified in landbased through adopting training programmes already developed and accredited elsewhere and where needed developing bespoke training programmes to cover the detailed requirements within developing generic skills for landbased, tackling climate change, improving productivity and efficiency in farming, supporting delivery of the England Tree Action Plan, addressing natural capital/Lawton Review/nature recovery, addressing subsector training needs gaps and enhancing the experience of SEND/ECHP students.</p>	<p>Development of comprehensive apprenticeship programme, FE &amp; HE provision.</p> <p><i>Delivery of Countryside Worker Apprenticeship and Hill Farm Apprenticeship.</i></p> <p>Courses being delivered.</p> <p><a href="#">UoC consultation.</a></p>

## Local Skills Improvement Plan for Cumbria - Actions

skills relevant to landbased, not least in a changing and challenging environment.		Courses being delivered
University of Cumbria consultation around courses in upland environmental land management.  <i>Add Myerscough</i>	Subject to results of consultation, University of Cumbria development of courses in upland environmental land management. 3 courses developed and materials now being produced, delivery date tbc: Mapping Environmental Assets, Farm Business Opportunities, Upland Farming for Net Zero.	
CPD through networking/groups e.g. Farmer Network. Providers to look to adopt available models e.g. LANTRA L5 Leadership & Management.		
NRT have applied for funding to fund an application to become a main apprenticeship provider and open the Rural Apprenticeship Unit at Newton Rigg- outcome Sept 2022.		
<b>LOSS OF NEWTON RIGG PLUS TRAVEL ISSUES</b>		
Retirees engaging in leading and mentoring,	See delivery development above.	Future research responses.  Delivery sites developed. Collaborative opportunities explored and implemented.
NRT- see comments above. We have also identified the lack of a bus route to Newton Rigg and have raised this with EDC.  NRT Hoping to open engineering provision at Appleby Heritage Centre in 2022-23 (to include motor vehicle and joinery too).	Develop new delivery sites to address gaps.  Example is SRUC for the whole of Scotland, The coming of 'T' levels in this sector has also received critical attentions, with providers and employers suggesting current programmes will need retaining – a further diluting of resource and students between too many programmes.	
Review the network of training delivery sites e.g. Low Becks Hill Farm, NGO-owned properties and identify the gaps.	Develop Bootcamp style intensive reskilling/upskilling programmes for landbased operatives L2-3	
Consider opportunities for hybrid delivery, incorporating online, on-farm and at provider locations.	Improve transport network to accommodate 'not spots' Areas of particular concern are the north-west, around Aspatria, and between Alston and Bewcastle for oper.	

## Local Skills Improvement Plan for Cumbria - Actions

<p>Providers to explore further opportunities for collaborative working, including with specialist provision outside the county.</p>	<p>Develop Life Long learning framework for the land-based industries. Select appropriate delivery modes for different client groups</p>	
<p>Blended learning delivery can mean training is accessible at more convenient locations and at more convenient times, IT (provision of broadband and skill to operate) permitting.</p>	<p>Even roles in the technical end of the industry are expanding, whether in micro-generation / installation or at recycling end of the workforce. There is a need for new degree programme and degree apprentices for the very near future if Cumbria is to achieve it 2037 Zero Carbon Agenda. There needs to be more skill and knowhow at audit, project planning, sustainable management and indeed leadership levels.</p>	
<p><b>PROFESSIONALISATION</b></p>		
<p>Needs to increase in all land-based sectors. E.g. training linked to TIAH standards, ICF standards and CMA standards. Even in the most mature and developed professional sectors of land management, Land Agency, there is a developing skills gap / demand overload. RICS (Royal Institute of Chartered Surveyors – who importantly are not just a rural organisation) are instigating change to new entrant programmes.</p>	<p>Alternative accreditation routes are emerging in certain sectors, with ‘chartered’ status (e.g. RICS, ICF, TIAH in land-based) and prior or ongoing learning portfolios seen as a method of demonstrating competence rather than ‘training attended’ and ‘assignments completed’.</p>	
<p><b>DEVELOPMENT ON THE CURRICULUM AND CPD OPPORTUNITIES</b></p>		
<p>Increase in the demand for IT &amp; digitally competent agricultural technologists/engineers. This requires more training and apprenticeship and further development of the curriculum and of CPD opportunities. Electronic, Electrical skills are being rapidly added to the traditional Mechanical engineering requirement.</p>	<p>Increase provision for Level 3 and above supervisors, managers and professionals Areas of focus include: soft skills; supervisory and managerial skills; business skills; communications, chartered status.</p>	
<p>Develop short courses in e.g. on-farm non-farm diversification L4-5, data gathering handling &amp; interpretation L4-5, environmental chemistry/analysis L4-5, climate change adaptation L4-5, , heritage industry L3-5, water supply industry L3-5. And modular in sustainability L5-7. Develop apprenticeship L4-5 in advanced agricultural engineering (robotics etc). Increase promotion of</p>	<p>Create in-county Level 0 and 1 provision(primarily) for SEND/ECHP students Accredited programme development would benefit learners and progression. Previous level of offer at Newton Rigg needs re-establishing to at least the same level, bearing in mind the need to keep travel times to a minimum. To consider developing focused short term accommodation facility for short or several week training courses.</p>	

## Local Skills Improvement Plan for Cumbria - Actions

apprenticeships in game and equine L2-5. Establish better continuation continuity and CPD routes in outdoor recreation L4.	Develop landbased L0 programme with hand tools only.	
	Develop an equivalent programme to Forest Futures Training for LSI.	
<b>CURRENCY OF CONTENT</b>		
For providers to look into other suitable options and training qualifications to support an appropriate programme. We are also very concerned about the content of the agriculture T level that forces students to choose a livestock or crops route, when 80% of UK agriculture is mixed farming. The T Level is therefore not fit for purpose in meeting employer needs.	Develop L4-7 smarter farming (modular), and short courses in climate adapted farm management L4-7, nature friendly production L5-7, sustainable growing L4-7, diversification, L4-5 and carbon L5-7. Bootcamp/network approach covering a fundamentals across topics for hard to reach famers L2.	Future research responses.
See cross cutting themes above.	See cross cutting themes above.	
<b>RETENTION AND RECRUITMENT</b>		
Create and launch 'One Stop Shop' Entrants, reskillers and upskillers will be able to find up to date course and programme information in one location. Providers will be able to promote their 'best' practice. Connect 'One Stop Shop' to other Cumbria hubs in an appropriate way A One Stop Shop will be able to connect directly into the Cumbria Careers Hub, Apprenticeship Hub and other training services to help to identify the best options for each client. – this will be LANSS.	Encourage and support employees to achieve Chartered Status.	
Providers, ERBs, employers and LANSS to work together to fill gaps by adopting training programmes already developed/accredited elsewhere (e.g. SRUC's Peatland Restoration course) and, where there is no current provision, develop bespoke training programmes	C4LP: Showcase careers in agriculture using the established ProjX model	
Employ 'Lifelong Learning Entitlement' In 2025 the Government plans to launch its Lifelong Loan Entitlement which reforms part of its post18 education and training strategy. From that date people between the ages of 18 and 60 will be able to draw on a loan of up to £37,000 to be used flexibly throughout their working life to pay for short courses, modules or full courses studied full or part time towards a fully	Design modules and other training packages available for this financial support. Providers will need to develop a more flexible modular degree system to accommodate changing training needs over long time periods; for example, a set of core modules with a suite of changing options and provide information and promotion of the LLE.	

## Local Skills Improvement Plan for Cumbria - Actions

<p>accredited course. Modules will need to be at least at Level 4 or Level 5 in 2025 with Level 6 available from 2027.</p>		
<p>Need to support people to access farming, bringing in new experience/skills from other sectors. This includes overcoming the urban/rural divide with a need education about the realities of farming and the breadth of skills which people could bring into the sector (from marketing and accountancy to shepherding and ecological skills).</p>		
<p><b>CLIMATE CHANGE</b></p>		
	<p>Develop modular courses L4-7 on adaptation/mitigation, short courses on carbon offsetting etc L5-7, green financing short courses L6, Level 1 forestry programme and L3 provision, L3-4 short courses on peat restoration, plus experts and providers to collaborate on integration into all programmes Ls 1-7.</p>	
<p><b>MARKETING AND DIGITAL MARKETING</b></p>		
	<p>Stakeholders to increase awareness of available provision at all levels e.g. through NESMA, Bootcamps, short courses. Providers/LSIP to review for any gaps/emerging gaps.</p>	

## Local Skills Improvement Plan for Cumbria - Actions

### FORESTRY

Short Term (next 6 months)	Medium Term (next 2 years)	Measurements
<b>LACK OF TIME AND SCOPE TO INVEST IN TRAINING</b>		
NRT- 'Ticket' qualifications to be offered in 2022-23.	Expand SDF Skills Hub to wider provision (see cross cutting). <b>Colleges SDF bid</b>	Future research responses. Skills Hub expanded.
NRT - Forestry included in our plans for apprenticeship provision subject to gaining approval on RoATP.	C4LP: Focus on micro-businesses with an appetite for growth and consequent need for new employee and readiness to invest in training. CforLP leader to leader programmes offer bursaries – developing programmes for first line leaders.	WFD service.
	Seek funding for and establish a WFD service (see cross cutting).	
<b>LACK OF APPRENTICESHIP PROVISION</b>		
Chamber (LSIP) to engage with Forestry England to track progress encourage provision within Cumbria.	Expand SDF Apprenticeship Hub to wider provision, supporting micro-businesses to participate in formal apprenticeship provision. <b>Colleges SDF bid</b>	Future research responses. Forestry England provision in Cumbria.
Increase needs for fully rounded technical operative in forest industry (not just chainsaw ticket holders) from level 1 to fulfil planting contracts to the operation of heavy complex machinery. The training and apprentice routes are being modified and upgraded at present, but the pace of change needs increasing.	UoC looking to expand their activity to lower levels beyond that of Degree Level Programme in co-operation with Forestry England (FE). FE are already an accredited training provider for forestry craft skills for their own staff and will now expand to include other candidates.  If successful with TCAP proposal, work with Confor and Ernest Cook Trust to support provision of apprenticeships at Low Becks Farm and use as opportunity to promote apprenticeships to employers and 'lessons learnt'.	Extended University of Cumbria activity Expanded Apprenticeship Hub.
<b>LACK OF FE PROVISION OF FORESTRY COURSES</b>		
Cumbrian stakeholders work with others, within Cumbria and regionally to explore opportunities for FE provision (or equivalent) for forestry in Cumbria and in the wider region.	Work with Borderlands to scope potential for proposed regional forestry innovation centre to address FE/technical training needs.	Future research responses. Evidence of opportunities explored.



## Local Skills Improvement Plan for Cumbria - Actions

	Develop L1 forest/woodland operative modular & short courses (agroforestry, farm woodland, wood pasture), short courses in disease management L4-7, multifunctional forestry L5-7, awareness to other land managers L5-7, woodland creation for non foresters L1, use/maintenance of large forest equipment L3-4, encouraging adoption of Forest Training Fund L2-4, better management of current resource L2-3. Deliver existing L3 forest operative & L6 professional forester apprenticeships.	
<b>LACK OF SUITABLE APPLICANTS</b>		
	Promote forestry as a potential career to school leavers, career changers etc.	See recruitment actions in cross cutting skills table.
<b>REAL WORLD EXPERIENCE</b>		
As part of Careers Hub activities (see cross cutting table), encourage and facilitate larger employers to offer work placements in order to provide additional work experience for FE/HE students.	Engage with users of contractors to encourage procurement and contracts which favour commitment to genuine skills development.	See recruitment actions in cross cutting skills table.
Identify actions which will support SMEs with growth aspirations that require longer term and more rounded workforce development.	The agricultural jobs (managerial or technical) that are promoted feature more technical, automated and IT based skills than has been the case, been in the recent past; providers recognise this and are working hard to ensure their students get the necessary experiences of an ever-widening array of process and equipment.	Future research responses. Evidence of work placement opportunities. Use of FMO simulators.
Identify actions which will support SMEs with growth aspirations that require longer term and more rounded workforce development.	Work with harvesting companies and machinery suppliers (such as John Deere Forestry at Carlisle) to retain machines at the end of their first lease for use by trainees.	
	Explore opportunities for Forest Machine Operator training programme as offered by Barony College.	
	Facilitate provision of and encourage use of FMO simulators.	
<b>QUALITY OF TRAINING &amp; SHORTAGE OF TRAINERS</b>		
Ensure availability of train the trainer courses for the industry and promote this as an opportunity, including engaging specifically with those interviewees who expressed an interest.	Engage with providers and awarding bodies Work with trainers to advance skill levels. Co-operate with training award providers (Lantra/NPTC) to upskill trainers and increase standards..	Future research responses.

## Local Skills Improvement Plan for Cumbria - Actions

Work with existing trainers to encourage uptake of new employees/associates themselves to expand training pool.	Work with FISA and other partners (e.g. Cumbria Woodlands, Confor and ICF) to promote concept of specific roles. Facilitate course provision within Cumbria.	Evidence of engagement.
Work with FISA to promote concept of specific roles to both employers and clients (woodland owners, forest managers etc.). Facilitate course provision within Cumbria.	Promote inclusion of appropriate specifications in forest management and harvesting contracts.	Train the trainer courses available.  Additional trainers trained.  Future research responses. Evidence of work with FISA.  Course provision.
<b>ASSESSMENT OF COMPETENCY</b>		
Engage with FE providers around including assessment within courses and/or collaborations which allow discounted rates for students.	Support 'assessment clinics' and associated refresher training to catch up with unassessed trainees and provide greater pool of potential labour for businesses	Inclusion of assessment within courses.  Future research responses.
<b>FOCUS ON CERTIFICATES RATHER THAN LONG TERM DEVELOPMENT</b>		
Focus within the industry is on individuals having the necessary certificates to meet contractual/H&S requirements, rather than any long-term developmental approach.		CPD

## Local Skills Improvement Plan for Cumbria - Actions

### MANUFACTURING/ENGINEERING

Short Term (next 6 months)	Medium Term (next 2 years)	Measurements
<b>LOSS OF STAFF TO LARGER EMPLOYERS</b>		
See recruitment activities in cross cutting themes, but taking into account specifically these challenges, so, for example, including a range of smaller employers, within Sellafield and BAE supply chains, and highlighting the range of options within manufacturing. E.g. Furness group.	Explore with the largest employers how they could potentially support smaller employers.	Future research responses.  Evidence of exploration with larger employers.
<b>YOUNG PEOPLE &amp; PROVISION THAT SUPPORTS UPSKILLING, RESKILLING AND FLEXIBILITY</b>		
ERBs to establish groups of employers to work with providers to design and implement appropriate training and review/develop others on an ongoing basis. These groups to have reach back into the wider manufacturing sector (through ERBs), with needs checked with the wider manufacturing community by ERBs at regular intervals. Enhanced one-to-one engagement through SDF Skills Hub with colleges.	Careers Hub to deliver project with Furness College Year 13 students to highlight alternative employment opportunities to BAE (with intention of reducing Youth unemployment (Sept 22-Aug 23).	See cross cutting themes above.  Skills Hub extended.  Future research responses.  Evidence of engagement.
Ensure Employers are aware of opportunities through Skills Bootcamps	Extension of Skills Hub to wider providers. <b>Colleges SDF bid</b>	Evidence of promotion.
ERBs and business support providers promote Skills Hub initiative to businesses. This will include promotion and linkage between the Skills Hub and Cumbria Business Growth Hub websites.		
<b>CONTENT PROVISION AND DEVELOPMENT OF APPROPRIATE COURSES AND ROLES</b>		
Mixed qualification combining mechanical and electronic engineering is now becoming available, which providers will look to offer (Maintenance and Operations Engineering Technician). <b>Providers</b>	Providers to look at translation courses and modular options support. Train more people in these roles countywide through existing provision. LSIP to undertake further work to check levels and specialisms in welding.	Future research responses.  Translation and modular options introduced.

## Local Skills Improvement Plan for Cumbria - Actions

<p>In addition to recruitment actions above, electrical engineer L6 (T levels available at Kendal and Lakes Colleges, then full time HE, available at Furness and Lakes Colleges), mechanical engineers L6 (full time HE and apprenticeships, BEng available at Furness College), maintenance and operations engineering L3 (apprenticeship, available at Gen2 and Furness and Carlisle Colleges), engineering technicians L3/4 (apprenticeship, available at BAE, Gen2 and Lakes College, and 16-19 fulltime FE and HNC, available at Carlisle and Kendal Colleges for the HNC), pipe and plate welders L3 (upgrading via short courses, possibly also apprenticeships, AEB available via Furness College, apprenticeship available via Furness, Lakes and Gen2), engineering fitters L3 (apprenticeship, available at Gen2 Furness and Lakes), engineering design and draughtspersons L3 (apprenticeships, available at BAE and Gen2), project controls technician L3 (apprenticeship, available at Lakes), project controls professional L6 (apprenticeship and short courses, requires development). The Offshore Wind report also details additional opportunities, primarily for transferable skills/common to other clean energy.</p>	<p>Providers to explore opportunities for shared provision, including enhanced use of digital delivery, to address anticipated volume issues and specialised requirements.</p>	<p>See cross cutting themes. Future research responses. Evidence of shared provision.</p>
<p>Employer group and 1-2-1 activity highlighted above and in cross cutting themes.</p>	<p>Kendal College have developed an estates and capital plan to ensure that we are able to resource the new courses and projects which include the purchase of a new 5 axis water jet cutter, 3D and resin printers as well as the latest drone technology to support a range of provision including sustainable manufacture, engineering, construction, and land-based programmes.</p>	
<p>Modules and courses could be tailored with core mandatory modules and with modules that are optional and can pick that is best suited for the individual and the company they are working in.</p>		
<p><b>APPRENTICESHIPS &amp; USE OF APPRENTICESHIP LEVY AND INCENTIVE PAYMENTS</b></p>		
<p>SDF Apprenticeship Hub providing easy access to information and support on the range of apprenticeships, use of levy, etc more easily accessible by employers. <b>Colleges SDF</b></p>	<p>Extend Apprenticeship Hub to wider providers. <b>Colleges SDF bid</b></p>	<p>Future research responses. Evidence of promotion.</p>

## Local Skills Improvement Plan for Cumbria - Actions

ERBs and other stakeholders actively promote Apprenticeship Hub and to share vacancies and candidates and information around through the hub/forum, supported by providers. ERBs and providers to promote levy sharing opportunities.	Include vacancy and candidate sharing in Apprenticeship Hub services.	Extended Apprenticeship Hub.  Vacancy & candidate sharing.  Flexibility enabled.  Evidence of consideration of other opportunities.
Promote relevant provision which is available and explore other opportunities.	Consideration by employers and providers of other opportunities for delivery within apprenticeship levy remit.	
Ask of Department for Education around flexibility in use of the Apprenticeship Levy. The Lancaster University and University of Cumbria Senior Leadership Apprenticeship can be paid for through the Apprenticeship Levy, and this opportunity is to be promoted to businesses by ERBs.		
<b>MARKETING</b>		
Employer group and 1-2-1 activity highlighted above and in cross cutting themes.	Extension of Skills Hub to wider providers. Colleges SDF bid. Include promotion of wider paid for options within the Skills Hub.	See cross cutting.  Inclusion in Skills Hub.  Engagement with CIM.
Enhanced promotion of what is available on a paid for basis.	Engage with CIM re potential in county delivery/digital options. NESMA/Kendal College delivering	
<b>SIX SIGMA/LEAN/PRODUCTIVITY</b>		
LSIP to check for current provision, including discussion with the Lean Forum. CforLP project manage the Lean/CI Forum on behalf of the 25+ members from local businesses (75% from manufacturing) organizing peer learning/best practice visits etc	Providers to consider opportunities for provision.	Future research responses.  See cross cutting themes.  Evidence of checking provision.  Evidence of consideration of opportunities.
Employer group and 1-2-1 engagement with providers as above and in cross cutting themes.	Ensure Employers are aware of opportunities through Skills Bootcamps i.e. certificate in project management, green skills and technical and digital.	
<b>LEADERSHIP &amp; MANAGEMENT</b>		

## Local Skills Improvement Plan for Cumbria - Actions

Review what is available and whether there is indeed a gap or cohort size issues or whether it is an information/funding issue.	Given limited opportunities for development in smaller businesses consider potential opportunity for sharing/placements in other businesses as part of management development programmes and peer/networking group to support development.	Future research responses. Evidence of consideration of opportunities.
Employer group and 1-2-1 engagement activities as above and highlighted in cross cutting themes.	For example this is happening, is facilitated by the Lean/CI Forum, managed by CforLP	Evidence of review. See cross cutting themes.
<b>WHAT THE FUTURE LOOKS LIKE &amp; LATEST TECHNOLOGIES AND UP-TO-DATE INDUSTRY KNOWLEDGE</b>		
Chamber and Innovate UK/RTC arranging initial event(s) for businesses with partners to highlight and begin to explore future developments and opportunities. This will include the universities, colleges and relevant business support initiatives, as well as businesses with more awareness and understanding.	Implement ongoing programme of events and activities. Engagement with Electech Innovation Cluster.	Future research responses. Events and activities. Evidence of engagement.
Begin other actions to improve engagement between Catapults and businesses around the county and link more businesses with universities, KTPs, etc.	Stakeholders to work with Innovate UK/RTC to establish innovation centres around the county, and potentially a Catapult.	Establishment of innovation centres. Research activity in national roll out.
Ensuring latest technologies and up-to-date knowledge for stakeholders to engage to explore and implement the most effective ways of supporting this.	Continue discussions with large employers such as BAE about potentially making staff available to providers part-time, and involve providers in these discussions and implement any positive outcomes.	Explore other potential actions.

## Local Skills Improvement Plan for Cumbria - Actions

### MANUFACTURING – FOOD & DRINKS

Short Term Actions (6months)	Medium Term Actions (over 2years)	Measurements
<b>PROMOTING THE SECTOR</b>		
Encourage and support more businesses to be involved in supporting the future young generation into the workforce.	Businesses to go into schools and colleges doing talks and fairs.	Evidence of engagement.
	Bring back Food Tech as a curriculum. Promoting food and hospitality into schools.	Evidence of promotion
<b>FLEXY APPRENTICESHIPS AND STAFF RECRUITMENT POOL</b>		
Flexi apprenticeships - Involves rotation in different workplaces and choose the content in the course that would be more relevant for the individual.	Have an open recruitment pool that other food and drinks businesses can share staff to fill out absences.	
<b>CONTENT PROVISION AND TRAINING PROVIDERS PROVIDING SUITABLE COURSES</b>		
There are not enough providers giving the content that most businesses needs. Except for Level 2 Food handling Hygiene certificate that can be sourced online. In the county providers only have Level 2 and 3 Catering & Hospitality Courses. No further options, for degree or diploma in Hospitality & Catering in Cumbria meaning students having to go nationally to courses to continue to a culinary arts school.		
<b>EMPLOYERS, PROVIDERS AND ERBS TO CONTINUE DISCUSSIONS THROUGH E.G ROUND TABLES.</b>		
	Employers, providers and ERBs to continue discussions through e.g. round tables and ongoing sector focus groups, supported by ERB-led research, including exploring opportunities for shared apprenticeships and working with food & drink producers and others on flexibility of content.	

## Local Skills Improvement Plan for Cumbria - Actions

### ENERGY

Short term actions (6months)	Medium Term Actions (over 2 years)	Measurements
<b>SKILLS TO SUPPORT NEW NUCLEAR GENERATION</b>		
Expansion and further development Regional supply chain and skills hub for SZC, maximising the value of the £2.5bn MoU signed recently	There will be an demand for a range of skilled people; Project Management, Project Controls, Construction Management, specific Construction Trades, Civils and Engineering, Manufacturing and Operations and Maintenance. These are skills areas defined as ‘fragile’ by the Nuclear Skills Strategy Board.	Development of Skills Hub Funding options Consultation and proposals
Consult on updated proposal with key employers (and supply chains), networks and training provider. Chamber	Explore funding options, draft budget and confirm deliverables. Summer 2024. Chamber	
<b>ENCHANCE CAREERS INFORMATION ADVICE AND GUIDANCE ACTIVITY</b>		
Chamber to work with clean energy employers to develop a programme of activity to stimulate demand for energy careers in primary, secondary and post-16 settings. Cumbria LEP (skills hub), LEP Clean Energy Sector Panel	To increase the number of local people seeking careers in the clean energy sector via the Careers Hub	Number of referrals
<b>GROWTH SECTOR</b>		
Promote the opportunity as a high tech career to encourage young people to pursue careers in the region.	Collaboration. Cumbria is also already working proactively with the Nuclear sector, for example, through the SZC Northern Region Supply Chain and Skills Hub initiative involving Cumbria Chamber, Cumbria LEP, Britain’s Energy Coast Business Cluster and All Together Cumbria, and through the creation of the Solway Community Power Company. This initiative has the potential to grow and expands its focus.	Evidence of promotion Collaboration Further research responses



## Local Skills Improvement Plan for Cumbria - Actions

<p>Develop an infrastructure whereby information on employer needs can be fed into providers as it emerges, through a clean energy group including both employers and providers.</p>	<p>Focus at this stage on ensuring the core engineering skills required by energy employers, which can then be adapted to each clean energy technology as required (usually via short course provision). Priority occupations are: electrical engineering (L6), mechanical engineering (L6), engineering maintenance (L3), engineering technicians (L3), pipe and plate welders (L3), engineering fitters (L3), engineering design and draughtspersons (L3), project controls technician (L3) / professional (L6). There will be a need to prepare for modular courses to support upskilling/transfer when requirements are clear.</p> <p>For the construction phases, focus on occupations such as: civil engineers (L6) and technicians (L3), construction site supervisors (L4) and managers (L6), quantity surveyors (L6), engineering construction riggers and erectors (L3), electrical trades and installation (L3) and scaffolders (L2).</p>	<p>Evidence of engagement</p>
<p>A collective response to clean energy from providers. Clean energy will introduce new employers and new technologies to the county, which may require review and re-articulation of a visible curriculum offer to employers in Cumbria that spans all the major clean energy technologies now becoming available. This could operate under the banner of a Cumbria Clean Energy Academy, pulling together all the curriculum and qualifications into a branded offer, focused initially on development and installation activities, latterly on operational requirements. This could be undertaken with the sponsorship of major employers planning to invest in Cumbria.</p>	<p>Making Cumbrian providers a central part of the supply chain for a fleet of new SMRs, playing the leading role in developing the skills the UK requires for new nuclear developments. The same may apply to other aspects of clean energy, where the experience and expertise of Cumbrian providers (long used to serving mainly local employers) can be developed in partnership with other employers, particularly in locations where clean energy developments are set to come on stream earlier and at greater scale than in Cumbria.</p> <p>Establishing relationships between Cumbria providers and the key players in the clean energy industry that go beyond transactional arrangements (whereby providers respond once employers have known volumes of skills demand) into a more engaged model of employer engagement – co-designing programmes, sharing innovations, participating in applied research, spinouts, etc.</p>	
<p><b>WIND</b></p>		
<p>Develop curriculum for HS and trade schools that might foster interest in OSW certs/careers</p>	<p>The University of Cumbria already delivers Project Management Higher Apprenticeships, and its new Furness Campus is in advanced plans of delivering courses for Siemens.</p>	

## Local Skills Improvement Plan for Cumbria - Actions

Create an after-school club or team (robotics club model) Low-Hanging Fruit	Create summer programs for HS students for hands-on experience	
Create a teacher training program to design OSW related curriculum linked to Maine's learning standards	Input OSW material into K - 8 STEM programs. The idea is to use OSW as a reason to do STEM.	
Engage with Community-Based Organizations (CBOs) and immigrant leaders to diversify the workforce	Coordinate high school, college student, and educator teams visit OSW facilities in other states and share stories at Maine outreach events	
<b>ESTABLISH A PROVIDER WORKING GROUP TO SET OUT A VISION AND STRATEGY FOR THE DELIVERY OF EDUCATION AND TRAINING IN SUPPORT OF CLEAN ENERGY</b>		
Draft a discussion document for consideration by colleges, Gen2, University and gather feedback. Summer 2023. Providers, Chamber, employers	Draft vision and strategy, in consultation with employers, reflecting on clean energy strategy for Cumbria. Winter 2023/24.	Implementation and monitoring
Hold first meeting of clean energy provider network. Autumn 2023. Providers, Chamber, employers		
<b>WORK WITH THE TWO NEW UNITARY AUTHORITIES</b>		
Programme of regular senior and middle management briefings for both authorities on key developments, opportunities and challenges.	Develop and deliver a programme of briefings.	Development and delivery of programmes.  Briefings

## Local Skills Improvement Plan for Cumbria - Actions

### VISITOR ECONOMY

Short Term (next 6 months)	Medium Term (next 2 years)	Measurements
<b>CHEFS</b>		
Employer/provider engagement activities as set out in cross cutting themes with creation of one or more employer group(s) based on geography and/or business type alongside FE colleges and private sector training providers.	Development of training and qualifications to suit industry including introduction of gastro pub, street food, etc. Increase modularity so employers can select the right mixture of subjects and lobby for funding to meet the needs of the employer while being cost effective for providers.	Future research responses.  Employer/provider engagement.
More interaction between employers and providers, with students offered extended work experience and lecturers embedded in industry to gain up to date knowledge of kitchen operations.	Think out of the box in terms of blended learning, utilisation of facilities, moving trainers to students, using employer facilities, operating during quiet periods.	New/adapted provision (topics).  Evidence of amended delivery models.
Continuous development of syllabus, training techniques, up to date tastes and trends, technology and management techniques.	Opportunity for more experience sharing with access to small venues by large employers to their programmes; potential for mentoring and work experience among established chefs and retired, semi-retired professionals able to share their expertise.	Evidence of extended work experience.
Carlisle College to introduce chef apprenticeship L3, subject to confirmation of demand.	CT have fed in depth findings back to all four college senior teams. Next phase is to hold round tables with each college and key businesses to explore requirements in more detail. Need commitment from businesses to be able to tweak courses and there is more flexibility with the college courses than the businesses were aware of.	
<b>PROMOTION AND DEVELOPMENT OF APPRENTICESHIP PROVISION</b>		
There needs to be improved 2-way communication between the apprentice supply side and employers to meet up with the demands.	As above.	Future research responses.

## Local Skills Improvement Plan for Cumbria - Actions

<p>The employer/provider groups proposed above would be a suitable forum to consider the implementation and growth of apprenticeships in the industry.</p>	<p>Cumbria Tourism are discussing the Talent Growth Hub with Manchester Tourism and there is broad agreement from FE providers that there is the opportunity to create a similar resource for Cumbria.</p>	<p>Establishment of Talent Growth Hub.</p> <p>Employer/provider groups.</p>
<p>Intermediate/advanced use of IT for analysis is also required.</p>	<p>There was also interest in delivery of a qualification in terms of practical housekeeping (already in existence of the framework) as a means of acknowledging the work and its contribution to the visitor experience. There is an example of this at the talent growth hub.</p>	
<p>Promotion and development of apprenticeship provision – In the process of creating a pool of available Apprenticeships to sit under the Talent Hub and be promoted in schools. Working particularly with UoC to create Trainee Manager roles within the sector where the business commits to put them through a Degree apprenticeship.</p>	<p>Older employees are now entering the industry via apprenticeships; organisations such as Inspira, Building Better Opportunities and Barrow Adult Learning looking at ways to break down barriers and offering skills training. CT looking at working with through the Talent Hub to create 2 day training courses that lead to a guaranteed interview at the end.</p>	
	<p>Promote and increase use of apprenticeships in the visitor economy. Introduce chef apprenticeship at Carlisle College L3, subject to confirmation of demand. Cumbria Tourism and providers to conclude review and agree Welcome Host customer service now suitable or develop bespoke provision. Cumbria Tourism and UoC to promote the new Tourism Degree Apprenticeship through the Tourism Talent Hub and UCAS.</p>	
<p><b>RECRUITMENT</b></p>		
<p>Incorporate this in recruitment activities highlighted in cross cutting themes above.</p>	<p>See cross cutting themes.</p>	<p>See cross cutting themes.</p>

## Local Skills Improvement Plan for Cumbria - Actions

<p>Cumbria Tourism is working on focus groups with young people in schools about what would encourage them into industry and will use this in campaigns etc.</p>	<p>Work with Careers Hub to review work experience opportunities in the visitor economy and agree a strategy to increase work experience opportunities in the industry.</p>	<p>Future research responses. Evidence of engagement activities and campaigns.</p>
<p>The industry needs to do better in terms of work experience availability and needs to sell itself as a career choice. There are opportunities for great case studies such as those on the University of Cumbria Degree Level Apprenticeship and others who have risen through the ranks. Taster/Experience days are required and clear explanation of the pathways such as apprenticeships.</p>	<p>In the visitor economy, Cumbria Tourism to work with providers and employers on:</p> <ul style="list-style-type: none"> <li>○ Development of training and qualifications to suit industry including, for chefs, introduction of gastro pub, street food, coping with multiple orders, portion control and costings.</li> <li>○ Development and implementation of a 2 day housekeeping course, with guaranteed interview.</li> <li>○ Increasing modularity so employers can select the right mixture of subjects.</li> <li>○ Blended learning, moving trainers to students, using employer facilities, etc.</li> <li>○ Opportunities for more experience through large employers sharing access to their programmes with smaller ones.</li> <li>○ Determining whether there is a need to develop new front of house/customer service provision bespoke to Cumbria or whether the latest Welcome Host offer is now appropriate.</li> <li>○ Training on conferences/events and for technical people in venues (lighting, sound etc).</li> </ul>	
<p>Work placements from colleges great way to build student confidence. Kendal College confirmed, high number of those on placement get offered a position as a result. Visitor Economy talks in Colleges would be really helpful and to look at marrying up subjects with jobs for when students finish e.g. Business could lead to Finance, Marketing, PR within Tourism businesses.</p>	<p>Promotion of the industry – Continuing with our ‘#theperfectplacetowork’ campaign and promoting job opportunities on our website <a href="http://www.visitlakedistrict.com/jobs">www.visitlakedistrict.com/jobs</a> where we currently have over 140 roles advertised, we are attending Jobs/Careers Fairs, promoting the jobs through Job Centres and Inspira. This work is ongoing.</p>	
<p><b>FRONT OF HOUSE/CUSTOMER SERVICE</b></p>		

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<p>The employer/provider above (and see cross cutting themes) would be a suitable forum to consider the implementation and growth of apprenticeships in the industry and modular/short course options.</p>	<p>Explore the best practice and programmes from across the UK that might be available in terms of customer service and specific skills that can be adopted/adapted for the industry. The Welcome tousuite, with adaptation and updating may form the foundation for basic customer service skills. This type of course can appear costly and there may be more cost effective methods of delivery with less materials. There are no Welcome Host providers in Cumbria at present.</p>	<p>Future research responses.</p> <p>See cross cutting themes.</p> <p>Implementation of delivery.</p> <p>Evidence of exploration of options.</p>
<p>In terms of Customer service the businesses would like the courses to be held at different businesses and it to be an opportunity to share with peers. This seems like a great idea to get buy in from the businesses.</p>	<p>Explore and implement provision – We are in the process of using the LSIP rollout to work out exactly what is required. We think probably a bespoke course for Cumbria. Looking at two day courses within tourism businesses with an interview at the end for anyone who completes the course. There is however a big requirement for courses for those already in positions so this is one of the main priorities.</p>	
<p>Cumbria Tourism and providers considering specific initiatives through SPF and Bootcamps. See also Curriculum Development and Apprenticeships.</p>	<p>Solutions could be coordinated via a new Cumbria Tourism Talent Hub (see above).</p>	
<p><b>DIGITAL SKILLS/SOCIAL MEDIA/PR/MARKETING</b></p>		
<p>There may be existing apprentice routes that can adopted/adapted to suit. Explore existing routes and potential options, including pathways to develop existing staff.</p>	<p><b>Extension of Skills Hub to wider providers. Colleges SDF bid.</b> Enhanced promotion of what is available on a paid for basis. Include promotion of wider paid for options within the Skills Hub.</p> <p>Carlisle College develop a broad curriculum that responds to the needs identified by visitor economy sector employers, Cumbria Tourism and the Cumbria LSIP. To include adult training and 16-18 programmes to develop chefs, customer services colleagues, marketing, digital and management.</p>	<p>Evidence of engagement.</p> <p>Extension of Skills Hub and promotion of paid for options.</p> <p>Future research responses.</p>

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<p>Employer group and 1-2-1 activity highlighted above and in cross cutting themes.</p>	<p>Develop the implementation of new/adapted develop provision subject to the exploration of existing and potential options. Building links with the Business departments at each of the colleges and getting Tourism on the radar of those studying these subjects in the hope of persuading them to stay in Cumbria.</p>	<p>Implementation of new/adapted provision. Engagement with CIM.</p>
<p>There will be existing qualifications and non-accredited skills training available in all these areas that can be utilised to help encourage new entrants to the industry and upskill those already in post.</p>	<p>Engage with CIM re potential in county delivery/digital options. NESMA/Kendal College delivering</p>	
<p><b>HOSPITALITY PROFITABILITY</b></p>		
<p>Employer group and 1-2-1 activity highlighted above and in cross cutting themes to agree the need and establish appropriate provision. Providers report that there are existing qualifications which could incorporate these issues within existing or new modules, and unaccredited options can also be considered.</p>	<p>Explore potential for a specialist hotel school in Cumbria, and progress if appropriate. This could be part of address this issue and other needs. It can potentially be a programme where delegates share experiences and could utilise mentors, that can work with them individually in the workplace.</p>	<p>Future research responses.</p> <p>Employer/provider engagement.</p> <p>Appropriate provision on offer.</p> <p>Business case/ proposal for hotel school.</p>
<p><b>MIDDLE/SENIOR MANAGEMENT DEVELOPMENT</b></p>		
<p>Employer group and 1-2-1 engagement activities as above and highlighted in cross cutting themes. This includes reviewing the University of Cumbria qualification, which may not suit all candidates, opportunities for blended programmes designed to suit employers' specific requirements and lower level qualifications that provide progression towards the degree course.</p>	<p>Management development programmes, designed for industry, are common and there is similar for hospitality; for example, the Institute of Hospitality Management Programme and the Degree Level Apprenticeship through UoC. Partners to explore if and how these types of programmes can be made available in Cumbria at the right levels to suit candidates.</p>	<p>Future research responses.</p> <p>Engagement evidence.</p>

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<p>The Lancaster University and University of Cumbria Senior Leadership Apprenticeship is available, which can be paid for through the Apprenticeship Levy, with the opportunity for sector specific cohorts. This opportunity is to be promoted to businesses by ERBs.</p> <p>Encourage Employers to take advantage of the Certificate in Tourism and Visitor Economy Management through the skills boot camp</p>	<p>C4LP: Opportunity to showcase hospitality careers using the established ProjX model</p>	<p>New/revised provision. Evidence of promotion.</p>
<p>Cumbria Tourism and providers to complete development of a visitor economy middle/senior management development programme, including hospitality profitability at various levels.</p>	<p>Some larger employers have developed their own bespoke programmes, either delivered in-house or supported by an external provider.</p>	
	<p>Promotion and development of provision. Looking at hospitality profitability and middle/senior management development focusing our energy on the Skills Bootcamp and also the Chartered Manager degree apprenticeship.</p>	