

DRAFT

# Peterborough Skills Strategy

---

A strategy for post 16 and Adult skills

Pat Carrington, Head of Post 16

February 2012

The document gives the strategic intent and actions for skills required locally to support the sustainable growth of the local economy, to build stronger communities and to promote social mobility

# Content

1.	Background	3
	The Challenge	
	The Peterborough Work Force	
2.	The Vision	4
3.	Strategic Intent	4
4.	Goal	4
5.	Aims	4
6.	Objectives	5
7.	Partnership Working	5
8.	Controls	6
9.	Supporting Strategies and Documents	6
	The Plan	8
	Appendix 2	13

## 1. BACK GROUND

### 1.1 The Challenge

Peterborough is the UK's second fastest growing city with a relatively young, ethnically diverse population. Our population is predicted to increase by 20%, to 220,700, between 2011 and 2021.

1.1.1 Skills are vital for our future both in terms of economic growth and wellbeing but also for us to grow our social capital. UKCES analysis of projected growth for the proportion of the workforce in the Eastern region shows a significant change in the need for higher-level qualifications: table 1 below shows there will be a strong increase in demand for people with higher-level qualifications, including those with post-graduate qualifications; and, correspondingly, those with no or low-level qualifications will find it increasingly difficult to find employment.

Qualification level	Percentage share		Forecast % change
	2012 actual	2022 projection	
QCF 7-8 (post-grad) <b>Masters and Doctorial level</b>	9.1	14.6	+ 73.6%
QCF 4-6 <b>University degree level</b>	27.6	33.1	+ 29.1%
QCF 3 <b>A Level</b>	19.9	17.6.	- 5.0%
QCF 2 <b>A-C GCSE level</b>	22.1	19.9	- 3.3%
QCF 1 <b>D-F GCSE level</b>	15.2	11.3	- 20.3%
<b>No qualification</b>	6.1	3.5	- 38.4%

Table 1

1.1.2 In addition to this, there is a need to bring in new opportunities and to help and support individuals to make life improvements, whatever people's circumstances by promoting social renewal impacting on the social and economic well-being of individuals, families and communities, especially for people who are disadvantaged and least likely to participate, often people on low incomes with low skills. These opportunities should widen participation and transform people's destinies by supporting progression relevant to personal circumstances.

### 1.2 The Peterborough workforce

1.2.1 Peterborough had seen an increase of more than 15% in the number of economically active members of the labour market in just three years (source: NOMIS) with around 65% of the local population actually of working age (16 to 64). In 2011, Opportunity Peterborough's analysis of local demographics and economic opportunity in the *Local Economic Assessment* indicated that the working age population was set to increase by 43% between 2008 and 2031, using central government statistics, census data and NOMIS data.

1.2.2 The city has an unemployment rate that is broadly comparable to that across the UK, but compared with the UK as a whole, employment in Peterborough is more concentrated in lower level occupations in process plant and machinery; elementary occupations; care; and in sales and customer service.

1.2.3 The city also has lower comparable concentrations of skilled, professional and technical people than in the UK as a whole. The highest proportion of businesses in the city is in the banking,

finance and insurance sector.

- 1.2.4 Around 55% of the local workforce is qualified at level 2, with a further 20% qualified at level 4. Some 14% of the local workforce, however, has no formal qualifications. (NOMIS 2011, referenced by Roxhill Development Gateway Peterborough).

## 2 THE VISION

- 2.1 To improve the City's skills base to support economic growth and social well-being to help deliver the City's vision of "A bigger and better Peterborough that is grown the right way and through truly sustainable development and growth:

- *improves the quality of life of all its people and communities and ensures that all communities benefit from growth and the opportunities it brings*
- *creates a truly sustainable Peterborough that is:*
  - o *the urban centre of a thriving sub-regional community of villages and market towns;*
  - o *a healthy, safe and exciting place to live, work and visit*
  - o *famous as the environment capital of the UK.*

The priorities to achieving this being:

- a) Drive growth, regeneration and economic development
- b) Improve educational attainment and skills
- c) Safeguard vulnerable children and adults
- d) Implement the Environment Capital agenda
- e) Support Peterborough's culture and leisure trust Vivacity
- f) Keep all our communities safe, cohesive and healthy
- g) Achieve the best health and wellbeing for the city"

## 3. STRATEGIC INTENT

To develop a cross City post-16 targeted approach to skills development to help address the identified local need, reduce the skills gap, grow the economy, improve well-being and create strong, supportive and inclusive communities.

The targeted approach to consist of three strands:

- a) Employment and Supporting Labour Mobility
- b) Social Inclusion and Help Combat Poverty
- c) Education, Skills and Lifelong Learning

## 4. GOAL

To develop a cohesive, City wide approach to the wider skills agenda to meet the long term plans for the City and local residents and support career pathways from within schools on to sustainable long term employment with progression.

## 5. AIMS:

To

- a) support partnership and collaborate on the collective vision and shared purpose
- b) strengthen and build capacity
- c) align skills development to local need
- d) address business skills gaps
- e) improve the social and economic well-being of local residents
- f) improve health and well-being
- g) reduce poverty

h) nurture aspirations

## 6. OBJECTIVES

### 6.1 Governance and Strategy (GS)

1. To set up appropriate governance and controls.
2. Through the already established Peterborough Skills Strategic Partnership Board (PSSPB), engage strategic partners across the City to develop strategic direction for skills in the City, working within and beyond their individual organisations to sharing and harnessing the best resources to bring about improvements, influencing thinking, policy and practice to have a positive impact.
3. To align and develop sub strategies and plans to support the strategy
4. To develop a comprehensive data set to inform the group and set meaningful KPI's.

### 6.2 Employment and Supporting Labour Mobility (ESLM)

1. To take a sectorial approach to skills areas considered to be significant to Peterborough (See table 2 below).
2. To engage with local employers to develop programmes to help fulfil current and future skills demands.
3. To provide support to local residents to enable them to meet labour market demands

Areas for the sectorial approach	
1	Advanced Engineering and Manufacturing
2	Agri-tech food and drink
3	Digital and Creative
4	Energy and Environment
5	Financial Services
6	Health and Care Sector

Table 1, as identified in the Old Hall report June 2015

### 6.3 Social Inclusion and Help Combat Poverty (SIHCP) and support lifelong learning.

1. To identify need and appropriate skills interventions, including the upskilling of local residents
2. To identify and deliver cross city targeted interventions
3. To respond to local need as and when needed
4. To develop further high quality ESOL provision
5. To improve the English and Maths skills of local resident

### 6.4 Education, Skills and Lifelong Learning (ESLL)

1. To embed skills and learning across all City Strategy's and initiatives.
2. To promote and increase apprenticeships, supported internships and traineeships across the City
3. To develop a local Higher Education offer.
4. To develop a PCC 16-19 Education Plan
5. To give support, advice and guidance to Area reviews and the devolution of the skills budgets and the wider travel to work area.

## 7 PARTNERSHIP WORKING

In order to deliver the strategy multi agency, including health and partnership working will be imperative. The Peterborough Skills Partnership Board will be the driving force behind the strong partnership work that is needed to achieve the vision. The Peterborough Skills Partnership Board will be the driving force behind the strong partnership work that is needed to achieve the vision. The board already reflects the commitment of a wide range of strategic partners as evidenced by the membership below, which will be continually reviewed:

- Peterborough City Councils, Head of Service - Adult Skills (Chair)
- Peterborough Chamber of Commerce
- Disability Forum, the Chair of
- Cambridgeshire Skills Strategic Partnership, Cambridgeshire County Council, the Chair of
- City College Peterborough, Senior Manager
- Peterborough City Council, Post 16 Advisor
- Peterborough Homes Board, the Chair of
- Peterborough Local Commissioning Group (Health), Business Manager
- Peterborough Regional College, Principal
- University Centre Peterborough, Senior Manager
- JCP, Relationship Manager
- The LEP, Skills Lead
- NACRO, Senior Manager
- Opportunity Peterborough, Chief Executive
- Princes Trust, Senior Manager
- Professional Bodies, a member of
- Tackling Wordlessness in Peterborough (TWIP) Group, the Chair of
- The Voluntary Sector
- The Workbased Learning provider Network, the Chair of
- Unions, a senior member of
- YMCA, Senior manager
- Secondary Schools, Chair of the Principals forum
- The Peterborough and Cambridge Learning Partnership (Chair)

## **8. CONTROLS**

This strategy and delivery plan will be approved and monitored as described below:

### *a. Cabinet*

The strategy to be approved by Cabinet.

### *b. Creating Opportunities & Tackling Inequalities Scrutiny Committee.*

The Strategy to be approved and monitored annually by the committee

### *c. Health and Wellbeing Board*

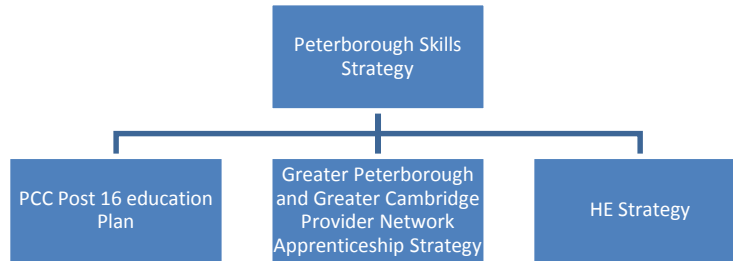
The action plan to be reported on at each health and Well-being Programme Board

### *d. The Peterborough Skills Partnership Strategic Group*

To review and update, at each meeting, the action plan.

## **9. SUPPORTING STRATEGIES AND DOCUMENTS**

This Skills strategy will be the overarching post 16 and Adult skills plan. It will be further support by the following local plans.



9.1 The production of this strategy has also been informed and based on the OHA Ltd report commissioned by Peterborough City Council and The Peterborough Skills Partnership Strategy Group (appendix A).

9.2 Other strategies supported or cross referenced by this document include (but not limited to):

- The Peterborough Local Plan 2016-2036, Draft currently out for consultation
- The Joint Strategic Needs Analysis (JSNA)
- Peterborough Sustainable Communities Strategy
- Peterborough Poverty Strategy
- Peterborough Visitor Economy Strategy
- The post 16 Education and Skills Plan and associated action plan.

---

## Peterborough Skills Strategy Plan

Draft

The document gives the strategic intent and actions for skills required locally to support the sustainable growth of the local economy, to build stronger communities and to promote social mobility

To support sustainable growth of the local economy, building stronger communities and promoting social mobility



# THE PLAN

Objective	Action	Timescale	Impact
<b>The Board and Strategy</b> To set up appropriate governance and controls.	To be approved by Corporate Management Team.	February 2016	
	To be approved by scrutiny and monitored annually	March 2016	
	To be approved by cabinet.	March 2016	
	Chair to report into Health and Well-Being Programme Board.	March 2016 and ongoing	
	Action plan to go to Health and Well-being Board	March 2016 and ongoing	
To align and develop sub strategies and plans to support the strategy	Review current groups and plans and identify any new plans, partner and sub groups as appropriate.	Ongoing	
Through the already established Peterborough Skills Strategic Partnership Board (PSSPB), engage strategic partners across the City develop strategic direction for skills in the City, working within and beyond their individual organisations to sharing and harness the best resources to bring about improvements, influencing thinking, policy and practice to have a positive impact.	Board to own, review and update strategy annually or as required.  Board to update and monitor action plan at each meeting	March and ongoing  March and ongoing	
To develop a comprehensive data set to inform the group and set meaningful KPI's.	To develop a data sub group.	September 2015  April 2016	

	Sub group to identify available data.	June 2016
	Data suite to be developed.	June 2016
	KPI's to be identified and agreed.	June 2016
<b>Employment and Supporting Labour Mobility</b>	To take a sectorial approach to skills areas considered to be significant to Peterborough (See table 2 below).	December 2016
	To engage with local employers to develop programmes to help fulfil current and future skills demands.	June 2016
	Set up and develop a sub group for better employer development and engagement.  Set up an apprenticeship sub group to monitor and develop a local apprenticeship offer.	March 2016
	To provide support to local residents to enable them to meet labour market demands	September 2016
<b>Social Inclusion and Help Combat Poverty to support lifelong learning</b>	To identify need and appropriate skills interventions to include the upskilling of local residents.	April 2016 ongoing
	To identify and deliver cross city targeted interventions	As above
	To respond to local need as and when needed	As above
	To develop further high quality ESOL provision	May 2016 and Ongoing
	To work with the appropriate boards and communities to: <ul style="list-style-type: none"> <li>Identify provision and gaps</li> </ul>	

<ul style="list-style-type: none"> <li>• To develop an appropriate pathway for delivery and access</li> <li>• To build capacity and resource across the City</li> </ul> <p>To improve the English and Maths skills of local resident</p> <p>To embed skills and learning across all City Strategy's and initiatives.</p>	<p>March 2016 ongoing</p> <p>March 2016 and ongoing</p>
<p><b>Education, Skills and Lifelong Learning</b></p> <p>To promote and increase apprenticeships, supported internships and traineeships across the City</p> <p>To develop a local Higher Education offer.</p> <p>To implement the vision articulated in the PCC 16-19 Education Plan</p>	<p>March 2016 onwards</p> <p>March 2016</p> <p>April 2016</p>

<ul style="list-style-type: none"> <li>o Education plan.</li> </ul> <p>To support the career pathways from within schools on to sustainable employment</p>	<p>To support and undertake the mapping of post 16 College provision and area reviews by:</p> <p>Setting up a shadow board for Area reviews and localism, LA led.</p>	<p>November 2016</p> <p>March 2016</p>
<p>To give support, advice and guidance to Area Reviews the devolution of the skills budgets and the wider travel to work area</p>	<p>To support schools in ensuring that young people leave statutory education with the employability skills needed for the labour market.</p>	<p>December 2016</p> <p>February 2017</p>
<p>Develop an employability curriculum for Peterborough which reflects the changing economic demands for Peterborough</p>	<p>Develop a clear understanding of what employers mean by employability and communicate this to schools and employers.</p>	<p>December 2016</p> <p>February 2017</p>

## OHA Ltd Report to Peterborough Skills Partnership Strategy Group

**1 INTRODUCTORY**

Old Hall Associates Limited (OHA), an independent consultancy, was commissioned to research and provide recommendations for a Peterborough City Post-16 Skills Strategy for the short, medium and longer term. This report is based on the findings from fieldwork during summer term 2015 and relevant background research, including interviews with members of the Peterborough Skills Partnership Strategic Group (PSPSG), their stakeholders, partners and nominees.

Research has taken account of the current situation in Peterborough's demography and economy, and projections for the medium and longer term, where available. Research enquiries were focused by the 'three tiers of skills' set out by PSPSG, namely:

- higher level and work-based training;
- mainstream education and skills, including Apprenticeships and retraining; and
- social inclusion and combating poverty, for those furthest away from the workplace.

**Purpose**

The research sought to present a picture of Peterborough, its opportunities and strengths, as well as a view of current provision. The research identified gaps in provision, some of which it has been possible to indicate at course, programme, qualification and/or sector level skill, and some of which are more indicative of areas to explore further.

The findings are summarised as outline recommendations to indicate where Peterborough City could target its planning for the coming period from school to HE; adult learning; adult skills and upskilling for the working population. Where feasible, the recommendations suggest who might be best placed to undertake or to oversee a planning, leadership or training activity.

The research brief did not expect us to explore the funding or financial implications of the map of provision and what might be needed in future, nor have we presented estimated costs for any recommendation, should the Group agree it should be pursued.

**Methodology**

39 individuals were approached to participate in the research, and sent an outline interview prompt sheet and/or briefing note. These included members of the Strategy Group and those with relevant roles in employment, education and/ or training in Peterborough, including a selection of employer contacts. One organisation from outside Peterborough was included to offer an external perspective, from the point of view of an adult skills and learning provider. A list of those approached for interview is set out at ~~Annex A~~.

32 interviews were conducted as part of the research; one respondent declined the chance to be interviewed on the grounds of being about to change employment. All those interviewed brought an individual perspective, and most commented on their observation of local employment/training activity from the viewpoint of their own employment sector. Several interviewees felt unable to offer more than a global view, based on anecdote rather than data or any analysis of factual intelligence.

Desk-based research for this report covered recent relevant reports and available data; web searches for information on demographics, employment prospects and on the local context; and national policy. Our reference sources, with web-links, are listed in ~~Annex D~~.

We additionally looked at the OFSTED inspection report database to identify FE and Skills providers in the Peterborough area currently in receipt of public funding (see ~~Annex B~~): given the specialist or targeted nature of the provision so identified, we have focused our more detailed local enquiries on the provision offered by City College Peterborough and on the Peterborough Regional College (including University College Peterborough); we have ~~not~~ sought to make detailed examination of post-16 provision offered through schools and

academies, believing this to be well covered by parallel work being undertaken by the City Council in response to an OFSTED inspection of city-wide 16-18 arrangements.

**Timing**

Interviews, desk research and additional research took place between late April and late June 2015.

## 2 THE LOCAL CONTEXT

A post-16 skills strategy for Peterborough needs to be grounded in local demographic and economic data. It will be important for the PSPSG to update and maintain the data over the period of the strategy as it is likely that the picture will change rapidly and significantly each year, not least because of the already noticeable upswing in population numbers over a relatively short time. There may well be changes to immigration and migration patterns that would have an impact on local demography.

### 2.1 Demography

Peterborough is a city of 188,400 people (NOMIS data, 2013 figure), reputed to be England's fastest growing city by 2025 (McKinsey Report 2011). Note that the population of Peterborough increased by 2.1% in a period of just two years between mid-2011 and mid-2013. This exceeds growth experienced in the East of England (0.8%) and England (0.7%) as a whole. The increase is attributed to natural change, more births than deaths, and migration as a further factor (source: Peterborough City Council).

Demographic forecasts for the period to 2031 indicate that Peterborough's population will grow by almost 30% to 242,600. All age groups are forecast to show an absolute increase, although some age groups are predicted to grow more than others: of particular note is the projected level of growth in the school-aged population, and in all groups aged 65+. A recent Home Office report referenced during discussion highlights population churn as an additional factor: between 2001 and 2011, it is reported, for every one White resident who left the city, eight non-White people came to live in Peterborough. This increase in ethnic diversity is expected to continue, and may even be being exacerbated by various current global migration patterns.

City Council officers draw attention to deep-set historic cultural tensions in the Peterborough area with communities needing to gel more through a sense of place, reflecting pride in Peterborough and taking responsibility for making the city a better place to live and work. There are some very stark differences between parts of Greater Peterborough: for example, an average 25% of children living in poverty rises to 33% in parts of the city, while central wards have a markedly higher incidence of people with a life-limiting illness. Other discussions also emphasised, for example, concentrated areas of need for ESOL provision; "pockets" of culture-specific communities; a high incidence of homelessness/rough sleeping; and significant recent increase in the use of foodbanks. These observations all imply a need for **targeted action to address various aspects of disadvantage**.

Assumptions have been made that there will be a substantial increase in housing to accommodate the population upswing. The number of dwellings in Peterborough is predicted to grow by just over 31% by 2031: City Council officers cited a 25,000 growth target for new properties by 2026. This assumes that capital backing, town planning and construction skills are in place to begin immediately to try to accommodate population change.

By 2031, the East of England region is estimated to grow by 200,000 people (source: LEP).

### 2.2 Economic and workforce analysis

#### The East of England workforce

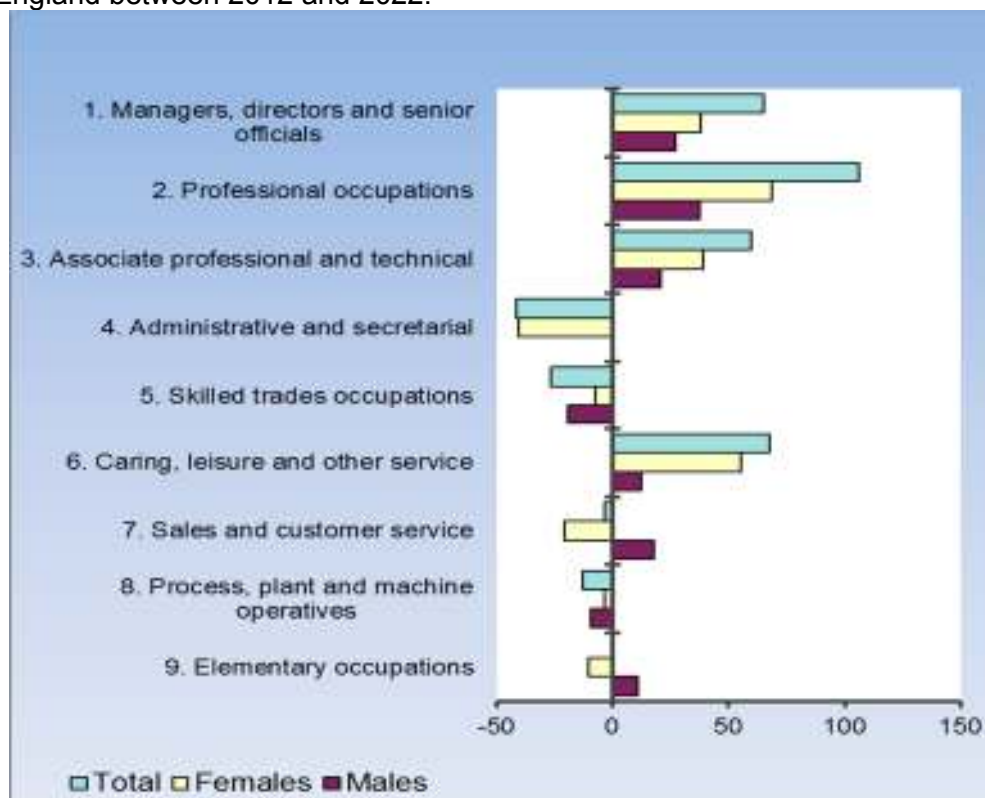
Databooks from the UKCES Working Futures programme published in February 2015 (see <https://www.gov.uk/government/statistics/labour-market-projections-for-the-east-of-england>) give detailed assessment of the workforce for the East of England from which it is possible to derive projections for the period 2012-2022. In summary, this shows percentage growth in six high-level occupational sectors as follows:

	% growth per annum
Primary sector and utilities (inc agriculture)	- 0.6%

Manufacturing (inc food production)	- 0.9%
Construction	+ 1.9%
Trade, accommodation and transport	+ 0.7%
Business and other services (inc digital and financial services)	+ 1.2%
Non-market services (inc public sector, health and social work)	+ 0.6%

Throughout this period, employment status in the region will remain fairly static: UKCES forecast a slight (1%) increase in the proportion of the workforce engaged on a part-time basis, and very slight (0.2%) drop in self-employment.

The chart below summarises data on forecast changes in occupational status in the East of England between 2012 and 2022:



This shows a strong increase in demand for those in professional occupations, those working in an associate professional and technical role, and employees with a caring, leisure or other service role. There will also be strong demand for additional managers, directors and senior officials. The region will however need fewer people working in administrative and secretarial roles, fewer skilled tradespeople, and fewer working as process, plant and machine operatives. Some of the gender-based projections are telling, and reflect traditional conceptions of the female workforce.

Given this analysis of projected growth in what may be considered higher-level occupational roles, UKCES projections for the proportion of the workforce in the region with higher-level qualifications show significant change: the table below very much supports the view of those contacted in Peterborough during our fieldwork – there will be a strong increase in demand for people with higher-level qualifications, including those with post-graduate qualifications; and, correspondingly, those with no or low-level qualifications will find it increasingly difficult to find employment.

Qualification level	Percentage share		Forecast percentage change
	2012 actual	2022 projection	
QCF 7-8 (post-grad)	9.1	14.6	+ 73.6%
QCF 4-6	27.6	33.1	+ 29.1%
QCF 3 (A levels)	19.9	17.6	- 5.0%



QCF 2 (GCSEs)	22.1	19.9	- 3.3%
QCF 1	15.2	11.3	- 20.3%
No qualification	6.1	3.5	- 38.4%

In 2014, Cambridge Policy Consultants (CPC) were commissioned by the LEP to survey local companies in order to find out their current skill requirements; potential skills gaps; and any barriers that might exist to prevent the use of training to meet future skills needs. Their survey covered all the key employment sectors in the Peterborough/Cambridge area. There are estimated to be almost 14,000 companies in this area (source: the MANTA business listing website). CPC contacted some 7% of that total number (1,015 companies surveyed), of which a third declined to contribute. Of those who did respond, some two-thirds reported they undertook training: these companies were more likely to be larger organisations, and based in the financial, construction and professional sectors. Lack of funding was often cited by those who did not train their staff, although some commented that they had a competent workforce that did not require training.

Skills areas where respondents to the CPC survey were most likely to identify gaps were construction, engineering and ICT. Within these sectors, specific needs were identified:

- construction – difficult to fill vacancies in areas such as digger driving and ground works
- engineering – design, mechanical, electrical control, process engineering, wood product technicians
- ICT – use of new technologies, development of responses to engage new customers.

Many of these vacancies were short-term or for immediate employment; and we also heard reference to seasonal variations in employment patterns, e.g. Amazon and DHL currently recruiting (during the summer) in preparation for “the Christmas rush”.

#### The Peterborough workforce

Peterborough had 97,500 economically active members of the labour market in 2014, reflecting an increase of more than 15% (from 82,900) in just three years (source: NOMIS). Note that around 65% of the local population is actually of working age (16 to 64). In 2011, Opportunity Peterborough's analysis of local demographics and economic opportunity in the *Local Economic Assessment* indicated that the working age population was set to increase by 43% between 2008 and 2031, using central government statistics, census data and NOMIS data.

The city has an unemployment rate that is broadly comparable to that across the UK, namely, just under 7%. Compared with the UK as a whole, employment in Peterborough is more concentrated in lower level occupations in process plant and machine; elementary occupations; care; and in sales and customer service. The city also has lower comparable concentrations of skilled, professional and technical people than in the UK as a whole. The highest proportion of businesses in the city is in the banking, finance and insurance sector. Around 55% of the local workforce is qualified at level 2, with a further 20% qualified at level 4. Some 14% of the local workforce, however, has no formal qualifications. (NOMIS 2011, referenced by Roxhill Development Gateway Peterborough)

In terms of the supply and demand for labour in Peterborough, a 2014 analysis undertaken by Kevin Taylor, a member of the PSPSG, is helpful in illustrating the broad picture (see Annex C for data tables on which this analysis is based). Taylor found that, for example:

- there are more 'jobs' per person for the 16-64 age population in Peterborough than in the Eastern region or in Great Britain
- the unemployment rate is higher in Peterborough than in the Eastern region or Great Britain.
- there are a greater percentage of people in full time employment in Peterborough than in the Eastern region or in Great Britain.
- Peterborough has a slightly lower rate of people who are self-employed than is the case for the East of England or for the UK as a whole

Taylor's analysis of the current position in Peterborough by sector shows some marked characteristics:

- Peterborough employs 5900 more people in the financial and other business services sector compared to the Eastern region or Great Britain.
- there are a higher percentage of people employed in the manufacturing sector than in the Eastern region or Great Britain. If Peterborough employed the same percentage of people in the manufacturing sector as Great Britain does, then there would be 876 fewer manufacturing jobs in Peterborough.
- Peterborough has a lower percentage of people employed in the construction sector compared to the Eastern region or Great Britain. If Peterborough employed the same percentage of people in the construction sector as Great Britain, then there would be a further 2,000 jobs in this sector.
- Peterborough has a lower percentage of people employed in the accommodation and food services sector compared to the Eastern region or Great Britain. If Peterborough employed the same percentage of people in this sector as Great Britain, then there would be a further 1,360 jobs in the sector.
- Peterborough has lower percentage of people employed in the public administration, education and health sectors compared to the Eastern region or Great Britain. If Peterborough employed the same percentage of people in this sector as Great Britain, then there would be a further 5240 jobs in the sector.

#### Peterborough job vacancies

As well as developing the potential of young people to enter the labour force and contribute to local communities and to the local economy, an examination of the local pattern of job advertisements provides, albeit in a limited way, a perspective on labour demand. Some sectors are less likely to openly advertise jobs, and there is the widely-cited anecdote saying that between a third and a half of jobs are never openly advertised but recruit by word of mouth, using existing networks to identify specific talent (see, for example, research by TheLadders online job match network, US, 2014). In the UK, the construction industry is cited as a sector where recruitment is often word of mouth, with jobs being allocated to those with a high reputation gleaned through experience, rather than evidenced in a written application form.

Notwithstanding these caveats, the LEP undertakes regular analysis of jobs advertised in local media and online, on the premise that advertised vacancies provide a snapshot of employer demand. Recent analysis by the LEP for the calendar year 2014 for the Peterborough area shows that highest numbers of advertisements were in:

- business and public service associate professionals
- science, technical, engineering and research professionals
- administration
- corporate managers and directors
- business, media and public service professionals
- health professionals
- sales
- skilled electrical and electronic trades
- teaching.

#### Attitudes to and information about work

Employers responding to the LEP-commissioned Cambridge Policy Consultants survey said that waiting for college courses to catch up with what they want, in terms of trained job entrants, takes too long. They also found that some recruits lacked a willingness to work, with both poor attitude and lack of mobility being cited. 27% of respondents to the CPC

survey said that young people were poorly or very poorly prepared for work, lacking preparation for the world of work during their school careers; immaturity and inadequate social skills were also highlighted as shortcomings in young job applicants. For Peterborough, it was often suggested that Cambridge and London have a greater pull for job candidates, due to higher wages being available and more opportunities for advancement or change. An ageing working population was also cited on several occasions, particularly in engineering.

CPC found those responding to their survey were suspicious of Apprenticeships, and reported fairly limited school-employer partnership working (up to 40% of employers responding to the survey had links with schools, this usually being limited to the provision of work experience). Our own fieldwork would support these findings to an extent, in that understanding of Apprenticeships is not universal; employers think the curriculum offer does not match their needs exactly enough; and school-employer partnerships appear to be fostered by individual energetic school or employer staff who take the initiative in setting up relationships but who are not necessarily possessed of current vocational training information. In Peterborough, there appears for example to be no consistent information on numbers of Apprenticeship vacancies, and associated skills shortage areas, shared routinely with schools. Schools lack awareness of these opportunities, so they tend to stick to the 'safer options' of advising students to go to university or follow traditional paths pursued by their recent peers. Interviews suggest the School Heads Association would be happy to include PSPSG items on their agenda for discussion (they meet twice termly); they would like to see a more consultative approach, for example being asked their views on what development needs there are in the city etc.

There are however some positive indicators in this regard. The Chamber of Commerce, for example, suggests schools are "increasingly likely to look outside the box", thereby prompting businesses to be more positively engaged in education links. The Chamber has, in association with Opportunity Peterborough, reportedly facilitated over 9,000 interactions between local businesses and schools over the past 12 months, and has plentiful anecdotal evidence of the positive outcomes from such activity. It is clear that Peterborough-based businesses – like those elsewhere – need to see a clear reason for their involvement; this is especially the case with SMEs, which form the significant majority of local enterprises, and who have difficulty in releasing staff time to give to activities that may not have an immediate impact on the bottom line.

Opportunity Peterborough also understands that young people need to be work-ready and often need help in preparing to join the workforce. For these young people, there are opportunities to familiarise themselves with business needs and the infrastructure of employers through the brokerage of the Skills Service (<http://www.theskillsservice.co.uk>) which helps connect education and training providers and business in the city. The brokerage delivered by [Opportunity Peterborough is currently](#) funded by the LEP to increase young people's knowledge of the local labour market, the opportunities available and the skills local businesses are looking for. It puts pre-16s into business settings and allows them chance to develop an understanding of the needs of that business, its functions and development opportunities. Employers including Barclays Bank, Caterpillar UK, Anglian Water, the NHS and the RAF have supported aspects of this venture by such means as providing professional input to school careers events, masterclasses, demonstrations, mock interview sessions and finance workshops. More than 1,100 named business volunteers have made themselves available to the Skills Service.

Nonetheless, the funding for this service is not secured for the medium or longer term so it is feasible that this opportunity may be lost unless it is valued by its users, sponsors and supporters. There should be scope for **employer sponsorship of aspects of the Skills Service** that could be explored if there is enough evidence that employers value the service and the opportunities it offers to enable them to develop the business understanding of young people. Engaging and utilising sponsorship is a time-consuming process, so in the

meantime (probably 12 to 24 months), it would in our view be helpful to have **staged reductions in the funding and current levels of support for the Skills Service from public funds**, rather than introduce a “cliff edge”. It also seems to us that there is opportunity for **closer co-ordination between – and systematic, consistent recording of – employer/school interactions** that are offered/brokered/facilitated by the varying business networks in the city.

### **2.3 Economic growth opportunities in Peterborough**

The 2015 report *A Century of Cities* cites Peterborough as having more than doubled its employment over the last century, ranking it second for economic growth amongst the 64 largest cities in the UK. It is deemed to have a 'replicator economy', that is, an economy where there has typically been a historical concentration in lower-knowledge industries and one which has struggled to create jobs in knowledge-based industries. Other cities in this category are mainly coastal resorts and ports, such as Hastings, Liverpool and Portsmouth. Notably, however, Oxford and York also fall into this 'replicator' category.

The city is well-placed in terms of geography, with easy access to London and major motorways and traffic routes. The new distribution centre at Gateway Peterborough (J17, A1(M)) – “a prime distribution and manufacturing park in an established industrial location” according to developers Roxhill - can maximise this, as could the potential development of the site surrounding the LEP, at Alconbury. Gateway Peterborough opened in February 2014, and could have capacity for 8,000 jobs. A residential development adjacent to the distribution park is currently the subject of consultation (May 2015). If successful, it could house more than 600 residential properties and a small primary school. Our enquiries also pointed to significant planned development of new retail centres in Peterborough (Westgate Quarter, South Bank development, city centre foodcourt) which were identified as generating a range of additional employment opportunities, both during their development phase and once open for business – we were not however able to quantify projected job vacancies that may arise from these developments in the short- or medium-term.

The most recent Greater Peterborough Business Survey (findings published March 2015) indicates that almost 60% of respondents reported increased turnover over the previous year, up 12%; confidence would appear high, with 65% expecting growth in productivity and profitability in the 2015/16 period. 42% of companies responding are looking to take on more staff (up from 33% a year ago). The one area of apparent concern is the availability of skilled staff in the locality: 57% of manufacturing sector respondents, and 76% of those companies employing between 51 and 100 workers, reported worries about this, with some respondents linking the issue to the lack of mature university provision in the city, citing that as one of the reasons it was hard to attract the right calibre of staff.

Greater Cambridge Greater Peterborough Enterprise Partnership (the LEP) is supporting sub-regional initiatives to encourage improvements in the labour market through European funding. This includes encouraging those further from the labour market to regain confidence through projects supported by the European Social Fund (ESF) programme (2014-2020). The LEP is managing E35m working with, for example, DWP and the voluntary sector to promote mentoring and signposting for unemployed people. There is also support for upskilling those already in the labour market, for example funding for medium-sized enterprises to help with business planning and training staff up to level 4 qualifications. European Regional Development Fund (ERDF) and European Structural and Investment Funds (ESIF) monies are also being secured to improve specific targeted sectors such as ICT, research and innovation, and the low carbon economy.

There is also a social dimension to ESF funding, with tranches of activity targeted at those furthest away from the labour market. Discussion with the LEP – now managing European funding – indicated for example that in Peterborough, ESF monies have been used effectively to support programmes for troubled young people by equipping them with the qualifications, skills and confidence they need to get back into learning or training. Those

joining the Steps2Success programme offered by NACRO want to develop new skills, gain qualifications and progress into work, or Apprenticeships in sectors including mechanics, business administration and sport. Employers like Reed Recruitment have also had access to ESF, and in Peterborough have worked successfully with Cross Keys Homes on their ESF Families Programme to transform family lives. Support includes debt advice, help finding training and help finding work.

### 3 **TAKING A SECTORAL APPROACH**

Those interviewed for this research were asked, without prompting, to suggest the skill areas they considered to be of key significance to Peterborough. Despite these suggestions being based simply on perception, local knowledge and anecdotal evidence, there is some alignment of views: the following chart summarises responses which gave sufficient specificity, and is offered for illustrative purposes.

Skill area	Interviewees				
	A	B	C	D	E
IT/digital/creative					
Distribution/logistics					
Retail					
Health & social care					
Finance					
Construction					
Manufacturing/engineering					
Food processing					
Environment /bioform					

These assessments, coupled with information on how the City Council is planning to respond to OFSTED findings on 16-19 provision in Peterborough, lead us to suggest **the Strategy Group is likely to benefit from adopting a sector-based approach to a strand of its work going forward**. The rest of this section of our report highlights factors which would, we feel, merit further enquiry and should be linked into by the Strategy Group, perhaps working through a series of task-and-finish groups.

#### 3.1 **Five business sectors: an analysis of recent investment/developments**

Opportunity Peterborough has assessed the local economy as having “five high performing business sectors” where there are particular employment opportunities:

- a) advanced engineering and manufacturing
- b) agri-tech, food and drink;
- c) digital and creative;
- d) energy and environment;
- e) financial services.

We have used these five occupational sectors as a focus for our desk-based research, and to extend our interviews beyond the listing originally suggested (though it has to be said we have experienced significant difficulty in sourcing direct employer comment). The following sub-sections summarise key observations: we also direct PSPSG members to the set of Opportunity Peterborough background sheets referenced (with hyperlinks) in Annex D.

#### Advanced Engineering and Manufacturing

Manufacturing in Peterborough employs around 11,000 employees in organisations that include well-known companies such as Perkins Engines (a subsidiary of Caterpillar), WS Atkins, Hotpoint and Wolseley UK. Perkins Engines has invested in a Learning Centre that provides training in robotics, and also provide apprenticeships and advanced apprenticeships in mechanical and electrical engineering. Peterborough is only the third site in the Perkins global grouping that has been selected to produce the new 1106A-70TAG ElectropaK engine, a cutting-edge development in diesel engines with higher power density than formerly available.

Arthur Mellows Village College recently opened its state-of-the-art design, technology and engineering facility providing CAD/CAM, electronics and associated technical and ICT skills and qualifications for young people up to age 18.

RPC is a leading plastic products design and engineering company for packaging and non-packaging markets. The Group has 91 manufacturing sites in 24 countries and employs more than 15,000 people. The Group develops and manufactures a diverse range of consumer products for a wide variety of customers, including many household names.

In Oakham, the site nearest Peterborough, there are around 3000 employees primarily engaged in producing paint tins, food product packaging and larger plastic packaging. Since 2013, there has been an Apprenticeships Academy on-site, housing 8 Apprentices a year. Other on-site training has included local providers such as Rutland Adult Learning, although recent funding changes have meant that the Rutland provision will cease. This was primarily the provision of basic skills for factory workers. English, maths and ESOL still have reasonably buoyant demand due to a recent influx of Eastern European workers, as well as local people who are unable to read and/or write. Ms Daughy commented that applicants for factory jobs often sign the application form but have had another family member complete the form for them.

At higher levels, the polymer engineering qualifications are lacking so RPC is working in collaboration with PRC and the British Plastics Federation to create a new level 4 qualification for use from September 2016. A small UK Graduate programme also operates managed by the Oakham HR team.

STEM subjects knowledge/experience are difficult to find at all levels and recruitment from abroad is often the resolution for this.

RPC use the Skills Service and value their links with schools but are sceptical of the quality of careers advice given to local pupils: 'locally driven not strategic enough'.

In 2012, Opportunity Peterborough created a manufacturing 'cluster' to help connect businesses and their direct supply chains in order to share best practice. This initiative has been absorbed into the Peterborough Bondholder Network to foster useful networking events and business contacts for organisations taking part. Across all occupational areas, the Bondholder Network (serviced by Opportunity Peterborough) currently has 1400 businesses and all schools in the city in membership, and attracts an average 160 people to its events. Companies sign up to the local 'Skills Vision' to underline their commitment to training and the development of their workforces.

Agri-Tech, Food and Drink

In 2013, the government responded to bids for funding for the development of the agri-tech industry in Peterborough, Cambridgeshire and Norfolk by offering £3.2m to support agriculture, food and life sciences in the sub-regional area. The bid, led by Greater Cambridge Greater Peterborough Enterprise Partnership, was backed by significant local agri-tech, food and drink companies and also attracted support from Cambridgeshire County Council, New Anglia LEP, Opportunity Peterborough, Norfolk County Council, District Authorities and business consultants WLP, with additional input from universities and specialised research centres. The funding is being disbursed as grants, with around two-thirds of the money now being committed to 24 projects. The projects include work in other parts of the sub-region, but in Peterborough itself one of the most recent grants was for £50,000 to local company Masteroast, which is one of the top five coffee roasting and packing companies in the country. Masteroast intends to use the funding to buy and install two important pieces of equipment. Part of the impact of this investment is the creation of 10 new jobs in the company, in both technical and administrative roles.

### Digital and Creative

In spring 2015, Peterborough became the UK's first Gigabit City, enabling businesses to access 1000 megabits (1 gigabit) of pure fibre bandwidth, the fastest broadband connection in the UK. This gives Peterborough one of the best digital communication infrastructures available. The private investment company CityFibre has installed 90km of pure fibre network around Peterborough, linking businesses and public sector sites, including schools and Peterborough City Hospital. In terms of UK comparability, Coventry, York, Aberdeen and Edinburgh will soon have Gigabit City status, but in world-wide comparability, the recent advance is deemed to put Peterborough on a par with cities like Stockholm and Seoul for digital connectivity.

Discussion at City College Peterborough focused in part on trends in demand for ICT programmes, and the College's own contact with the digital industry. Key elements which are informing that provider's curriculum planning include the following observations:

- employers are finding it very difficult to source staff who can use social media
- there are specific shortages in app development, web design and programming (coders)
- cyber security is another area where employers are reporting acute recruitment difficulties
- even where industry recruits – eg ITM Systems – find prospective employees with appropriate training in software/system skills, they are often not current: this suggests there may well be need for adoption of approaches being promoted via the ETF “Two Way Street” initiative whereby industry-based staff are released to work with the FE system, and FE sector staff are given opportunity to work in industry to upskill
- with something like 82% of local businesses being small or micro, they are often unable to release staff
- ICT sector employers are not seeing job-readiness amongst the school-leaver cohort: the College has worked with 250 lower-level and multiply-disadvantaged 16-18 year-olds this year, but only 10 have progressed to sustainable employment
- as a provider of ICT courses, the College is itself experiencing difficulty in recruiting Assessors, in part because of its inability to offer competitive salary

The benefits of gigabit connectivity are estimated as a 2% improvement in GDP and the opportunity to create thousands of jobs. The costs of using the network are borne by businesses, typically around £450 a month, who can now interact with customers on the

internet for around 15p per transaction. This appears to compare favourably with an estimated cost of £8.62 per person where customer service is delivered face to face in a local authority setting, for example.

In Peterborough, the City Council has recently (March 2015) connected its 107 public sites into a gigabit network that includes including administrative offices, data centres, schools and hospitals. Beyond this, some 1000 businesses in the locality have registered interest in using gigabit connectivity.

### Environment

Peterborough is home to the UK's largest cluster of environmental businesses, almost 400, and with partners like IBM has developed the Peterborough Model, an internationally recognised system for visualising city-wide environmental performance." (LEP website 2015).

Peterborough is an environment city that attaches great pride to its sustainable credentials. It has developed an Environment Capital Action Plan that aims to provide a clear vision for how Peterborough will become UK Environment Capital and thematic headings under which this can be realised by 2050.

Many initiatives have been developed as a result of Peterborough's environmental status. These include 'Peterborough DNA', formed as a result of a successful bid to the former government Technology Strategy Board (now Innovate UK) under the Future Cities competition to demonstrate how cities could take a new approach to how they run. Glasgow won first place in the competition (£24m) and three other cities were awarded smaller prizes of £3m. Each bid had to focus on growth, innovation and sustainability aiming to develop and promote a 'smarter city'. Peterborough DNA was set up in 2012 to implement ideas and new systems to help transform Peterborough through economic and environmental sustainability. One strand of the Peterborough DNA strategy aims to ensure there is the right mix of skills to meet local business demand. The offer at University Centre Peterborough is seen as an essential part of this, with bursaries and graduate opportunities being available. In addition, there is emphasis on working to grow and retain local expertise to tackle sustainability challenges. Opportunity Peterborough is a sponsor of the DNA initiative.

Further initiatives include the new Future Business Centre which will focus on a particular environmental sector within the science, technology, engineering and mathematics (STEM) fields. The Centre is being set up to draw together experts, practitioners and businesses capable of bringing to market products and services, rooted in new technologies, that will have a positive impact on environmental sustainability in the city. The Centre will form the locus for knowledge exchange across partners, facilitated through the co-location of business, research and academic innovation. A key purpose of the Centre is to generate opportunities for young people aged 16 -19 to improve their skills and knowledge within the sustainable environment sector through co-located organisations offering apprenticeships, mentoring, work experience and master classes. The launch of the new centre was announced on 3 June 2015: see <http://investinpeterborough.co.uk/allia-announces-will-opening-new-future-business-centre-peterborough-encourage-businesses-environmental-social-mission/>

Peterborough has also seen digital infrastructure investment with CityFibre who has completed the construction of its 90km Gigabit City network in Peterborough, less than 11 months from starting construction. Known as the Peterborough CORE the network connects 107 public sector sites, including administrative offices, data centres, schools and hospitals, providing a future-proofed network for Peterborough Council and its IT services provider, Serco.

Another way in which Peterborough might work further to achieve its goal to become *the* cutting-edge city of environmental performance and bioform development might be to establish an Apprenticeship Trailblazer in developing the environment and environmental management. There are around 500 Apprenticeships in the sub-region and the Skills



Funding Agency consider that there is growth potential: they indicate they would in particular welcome some innovative thinking on what might best serve the local economy in terms of Apprenticeships from level 2 to higher education (HE). Such work would need to be progressed in close liaison with relevant local businesses, and be presented as an employer-led initiative.

### Financial Services

Peterborough has a thriving financial services cluster made up of head offices and contact centres of insurance companies, multi-national banks and mortgage and insurance brokers. Together, these companies employ more than 27,000 people, which is 28% of the city's workforce. The sector has continued to grow in spite of the difficult economic climate (source: Opportunity Peterborough, 2015 financial sector sheet).

BGL is one of the largest insurance brokers in the UK and also one of the biggest employers in the region. It is familiar to people through the 'Compare the Meerkat' campaign. Its Peterborough offices employ around 2,400 employees. Their HR Director of Strategy would be willing to contribute thoughts and ideas to PSPSG on an occasional basis. At interview, BGL felt that there were 3 key strategic skills priorities that would improve post-16 provision in Peterborough/problem areas for recruitment:

- consumer digital – an emerging market for people who have a marketing/creative understanding and can forward-think what consumers will need; 'search engine optimisation'; and then have the technical skills to put this into practice – end up recruiting from London; do work with their Fusion Centre staff to try to build on raw talent identified; BGL tend to recruit and train from within. Lack of HE or similar courses that embrace this skill set
- data science – BGL had to recruit a Turk from the USA to fill their latest vacancy for a person who can mine data and analyse the results in ways that might benefit and expand the business. High salaries, very small pool of talent
- leadership capacity – this can be easier to deal with and can often be solved by bespoke training courses eg through Cranfield. Internal CPD programme also available.

Other substantial local finance and finance processing sector employers include Diligenta, Handelsbanken, Travelex, Norwich and Peterborough Building Society and Aldermore Bank.

### **3.2 Other observations**

Much of the commentary we have recorded – prompted by standard interview questions – focused on how Peterborough might benefit from greater investment in higher level technical and professional qualifications, especially in the sectoral areas identified above. Various interviewees however pointed to the need to balance any attempt to attract “high-end business” with a continued focus on maintaining a breadth and diversity in the post-16 offer. One of our contacts spoke of “a big need at the lower end of the skills gap”. Another referenced the need for programmes which “address the whole package: qualifications, literacy and numeracy support, work experience, confidence building, job search skills, digital skills, and short courses needed for job entry such as forklift driving, or the CSCS card required to access most construction sites”.

Within this context, and more generally, various interviewees also spoke to us about volunteering being seen as an important adjunct to, or outcome of, learning. The Community Rangers Scheme co-ordinated by Cross Keys Homes is a case in point. Voluntary opportunities in befriending, mentoring, counselling and care roles with local organisations including the Alzheimer's Society, Age UK, the Salvation Army and the local prison and mental health hospital are sought by people of all ages, from as young as 14

years old. There is particularly high demand from these organisations for people with digital technology skills, especially those able to manipulate social media.

Enquiries have pointed us to the Do It website ([www.do-it.org](http://www.do-it.org)) which encourages people who wish to get involved in volunteering to register for local opportunities. In Peterborough, volunteer opportunities in befriending, mentoring, counselling and care roles with local organisations including the Alzheimer's Society, Age UK, the Salvation Army and the local prison and mental health hospital are sought by people of all ages, from as young as 14 years old. The Council for Voluntary Services (PCVS) receives between 50 and 100 enquiries a week from those registering on Do It: an adviser at PCVS typically deals with around 15 to 20 prospective volunteers each week, around 75% of whom are successfully placed and take up a volunteering opportunity. Of those who are unsuccessful in being placed, the reasons that prevent placement are most likely to include lack of reading skills; inadequate spoken English skills; and some mental health issues, such as anxiety and depression. For example, reference was made to a 40 year old Englishwoman sought voluntary work to help overcome anxiety and mix with people but she could not read. Various stakeholders highlighted specific groups as a priority target for more provision, but views on which groups were varied. Lone parents and carers on income support were identified as DWP priority groups, who also showed interest in supporting those out of work and aged 50+, including people in this age group with health conditions. Others referenced migrants living in poor conditions, while one commentator saw greatest need amongst "families who have never contributed economically". A provider representative interviewed also highlighted a need for "more people able to support low-skilled workers". We sense from these and other similar comments that there is no shortage of need to maintain and, where possible, expand an offer for those with no or low level qualifications, as suggested by the "second chance" concept discussed in the recent BIS *Dual Mandate* consultation paper. Rather, we consider a key task for the Strategy Group will be to **arrive at an agreed prioritisation of such programmes – rather than seek to sustain a "something for everyone" offer** – as public funding for such provision gets ever tighter. This is a task that could usefully be delegated to a working group comprising a subset of PSPSG members with a particular interest in this area.

There were conflicting views on the supply and demand for language skills, for example. English for speakers of other languages (ESOL) was considered to be in 'ample supply' by several interviewees, whilst City College's website states that '*Due to the popularity of our ESOL courses, we operate a waiting list and will contact you as soon as a place becomes available.*' Three representatives of the voluntary sector considered poor English language skills as one of the key reasons why local residents cannot find paid employment or voluntary work. Note that a lack of language skills was usually cited as one of multiple reasons for inhibiting successful employment. These barriers were common across the age range and for different genders, although there was a slightly higher likelihood of poor English language skills for migrants seeking voluntary work. For this group, being able to 'practice my English' was a predominant reason for undertaking volunteering. Examples of highly qualified people from other European countries were cited: a physics teacher from Lithuania, for example, who took English classes in the evenings and had part-time work in a packing factory also wanted to volunteer to work with English people to learn to speak English colloquially - he found voluntary work in a charity shop.

Here again, we detect no shortage of agencies active in Peterborough – including the Prince's Trust and YMCA – keen to expand skills and experience through volunteering. The Duke of Edinburgh Award Scheme was also mentioned in this context. Of particular note is a set of "Get into..." programmes offered by the Prince's Trust which include CV writing skills, basic English and maths, job-search skills, teamwork and motivation. These programmes – delivered to a national model – focus on occupational sectors (Get into retail, Get into construction, Get into health work etc) and, in cases, on a particular business (eg Get into Marks & Spencer). Given some of the new developments planned in Peterborough, **there may be scope here for greater co-ordination of volunteering under the aegis of**

**the Strategy Group.** One interview stressed that, if low-level programmes are to be more limited in future because of funding constraint – the ‘day opportunities’ at City College were specifically cited – the city is likely to see an increase in the number of people seeking volunteering opportunities.

Both stakeholders and providers made specific reference to the growing importance of the care and health sectors within Peterborough, both as areas of economic growth and as necessary support services for aspects of the resident population. Service providers reported difficulties in recruiting enough care workers, and expressed concerns about the quality of candidates for job opportunities: care homes were perceived as suffering from a poor public image, and the sector portrayed as one with relatively poor pay and terms and conditions of employment. We were told that a key criterion for appointment was “a caring attitude”, but childcare training providers also drew attention to the requirement of new Apprenticeship Trailblazer standards (the achievement of A\*-C English and maths GCSEs) acting as a barrier to employment entry. Given that part of the Government’s wider policy is to expand free-of-charge childcare for working parents, it was suggested that concentrated action may need to be taken to meet future job opportunities.

Peterborough Hospital has in the past four or five months appointed a Widening Participation Officer, a post supported by funding from Health Education England which is mirrored by similar appointments in hospitals across the Peterborough/Cambridgeshire area. This role is primarily tasked with linking with the schools and colleges in Peterborough, going in to give careers advice and brokering work experience: the current postholder has spent much of the last fortnight out of the office doing just that, visiting a school a day. She works closely with the Skills Service, and highly values her links with their local staff. A specific target is to recruit young Apprentices to work in the Hospital.

That there are some 350 job roles within the Hospital: “it’s not just about nurses and doctors”, but a host of other work opportunities including medically-related jobs (eg medical photographers) and those which are needed in any large organisation (admin, IT, customer/client reception, porters and cleaners, catering staff etc). One of the main roles of the Widening Participation Officer is to make school- and college-leavers aware of this range of opportunities, and to regard the Hospital as a potential future place of work.

The Recruitment Manager in the HR section of the Hospital indicates that the primary skills shortage, and the area for a current proactive recruitment drive, is in fact nursing: “a national shortage”. We were told that it is not only difficult to recruit suitably qualified and experienced nursing staff; the Hospital has also seen a tailing off in the number of people coming through nurse training. This situation of skills shortage for nursing staff is seen as being not only current but “likely to be with us for years to come, certainly into the medium-term”.

We were also alerted to current difficulties in recruiting both health and care staff in social housing settings, and difficulties in recruitment to nurse training programmes. Although not at present as high a priority to the future Peterborough economy as the five sectors outlined above, we suggest a need for the Strategy Group to **keep an eye on health and care sector activity and maybe review its relative prioritisation in twelve months’ time**. This is underlined by Peterborough having been identified as one of eleven Challenged Health Economies nationally: the City Council are seeking to address this through service integration (“a shared front door”), which may give rise to increased demand for a multi-skilled workforce focused on both health and well-being.

#### **4 WIDER OBSERVATIONS FROM RESEARCH**

#### **4.1 Vision for Peterborough**

The economic pictures of Peterborough presented, and our research-based assessment of medium-term sectoral employment opportunities, complement the 'vision' for Peterborough as set out by the Peterborough Skills Partnership Strategy Group. The group's 'one vision for Peterborough' (August 2014) is to achieve:

*A bigger and better Peterborough that grows the right way and through truly sustainable development and growth:*

- *improves the quality of life for all its people and communities and ensures that all communities benefit from growth and the opportunities it brings*
- *creates a truly sustainable Peterborough, the urban centre of a thriving sub-regional community of villages and market towns; a healthy, safe and exciting place to live, work and visit; famous as the environment capital of the UK.*

One Vision for Peterborough prioritises four areas in order to achieve the vision:

1. Creating opportunities – tackling inequalities
2. Creating strong and supportive communities
3. Creating the UK's environment capital
4. Delivering substantial and truly sustainable growth.

We see no need, at this stage, for the Strategy Group to revisit this vision statement.

## **5 PRIORITIES AND RECOMMENDATIONS**

### **5.1 National policy context**

In summary:

- public funding for provision for 18 year-olds has already been cut by 17.5%
- EFA has announced that in-year savings will not impact on already announced funding rates for 2015/16, but there is no commitment to protection of the 16-18 budget going forward
- there is clear and strong Government commitment to expanding Apprenticeship provision, and to enhancing employer control of both content (eg Trailblazer standards, specification of final assessment) and funding.
- English and maths provision is also currently prioritised: because of policy changes introduced in 2014, post-16 providers are already experiencing a high volume increase in the number of students required to continue study in these areas, and this is expected to accelerate when further policy changes come into force in September 2015

Level 3+ provision for those aged 24+ is subject to a loans, with no direct public subsidy to providers.

The Conservative manifesto gave a clear set of commitments to devolution of responsibilities and spending powers, as evidenced by the recent “Devo Manc” agreement which gives the Greater Manchester Combined Authority “the power to reshape and re-structure the Further Education provision within Greater Manchester”. This localist approach raises the possibility of flexing what available resources for further education and skills are spent on, and looks set to roll out at some pace. Primary focus, however, is on the “core cities”, where there are combined authorities, and where local residents agree to mayoral elections (a condition of the Manchester agreement). We do not consider it likely that Peterborough will benefit from any devolution in the short- to medium-term.

In terms of quality, OFSTED will be introducing a new Common Inspection Framework from September 2015: a final version and sector-specific inspection handbooks were issued in June. The new CIF will focus on four headline judgements, and will be applied to all providers, including sixth forms in schools and academies. It contains enhanced emphasis

on safeguarding, including adherence to the new Prevent duty. Even before introduction of what might reasonably be expected to be a more rigorous inspection regime, and more robust graded judgments, the current year has seen FE sector inspection grades drop nationally:

<b>INSPECTION OUTCOMES (all England) – overall effectiveness grade</b>				
	<b>FE Colleges</b> (Sept 2014 to 1 May 2015)		<b>Community Learning and Skills</b> (Sept 2014 to 17 June 2015)	
	<i>number</i>	<i>percentage</i>	<i>number</i>	<i>percentage</i>
Grade 1	<b>1</b>	<b>2%</b>	<b>2</b>	<b>4%</b>
Grade 2	<b>17</b>	<b>35%</b>	<b>28</b>	<b>53%</b>
Grade 3	<b>23</b>	<b>48%</b>	<b>16</b>	<b>30%</b>
Grade 4	<b>7</b>	<b>15%</b>	<b>7</b>	<b>13%</b>
Total inspected	<b>48</b>		<b>53</b>	

For Peterborough providers (City College Peterborough, and Peterborough Regional College), perhaps the most significant feature of the new inspection regime is the introduction of “short inspection” every three years for those with a Grade 2 (“good”) to ensure no drop in standards.

Discussion within and between PSPSG members has also highlighted pressures resulting from qualification reform. In the post-19 skills world the SFA is already well underway with a rationalisation of what qualifications should in future attract public funding. For those working with the 16-18 age-group, current revisions to the specification for A levels, and impending grading changes to GCSEs, would appear to be placing substantial short-term demands on provider capacity; such changes – all designed to add “rigour” to public qualifications – also seem likely to add to the difficulty of students achieving a level of attainment that qualifies them for job-entry and/or progression in their learning. This will in turn place additional pressure on the system.

Finally, in this brief review of the national policy context for post-16 skills, it is perhaps worth drawing attention to continuing BIS work (now being mirrored by DfE) to move towards a “wider basket of outcome-based success measures”, including matched data from HMRC to assess the impact of participation on earnings, together with progression into sustainable employment, and continuation with learning, in addition to qualification success rates. These wider measures are already being picked up by OFSTED, and suggest that providers will need to pay ever closer attention to the impact of participation in learning: not just a question of what is offered, and who comes, but what happens as a result.

## **5.2 Consultant’s assessment**

This research has found strong commitment to working together, in an inclusive way, on the skills agenda in Peterborough. All agencies, providers, stakeholders and individuals interviewed speak positively of the work to date of the Peterborough Skills Partnership Strategy Group.

This should provide confidence that there is whole-hearted support for development of a single city-wide strategy, posited at a level which takes account of and underpins the planning of local agencies, providers and consortia/working groups. We however advise there may be a need to develop underpinning protocols for ways of working together, written and agreed, that can be enforced.

Various voices are as yet under-represented on the Strategy Group: we suggest consideration be given to extending membership to enable schools, independent training providers, HE and business interests to more readily involve themselves in Group activity.

The Group should feel comfortable in adopting a clear leadership role, but should guide and co-ordinate – rather than manage – the work already being undertaken by various partnership groupings within the city. It will also be important to recognise and respect the autonomy of individual organisations involved.

We detect strong interest in the 16-19 agenda, with many interviewees seeing (probably rightly) business/school links as a critical ingredient in raising expectations and fuelling continuing economic growth in the city. We caution, however, that there is a risk of underplaying adult skills; and in this context, we note we experienced considerable difficulty in accessing information about training in work, including that paid for (and delivered) in-company.

Greater synchronisation of available data and information is needed, and means should be found of sharing this so that common understandings of skills demand and supply can be developed, and thus facilitate agreement on priorities across the city. There is a particular concern about the lack of robust *forecasting* information: much planning is currently based on anecdote, and/or is guided by available funding, which is often short-term in nature. Analysis of occupational sectors, their composition and growth, locally and regionally (much of this work is already being done by the LEP) needs to be shared widely in the City through a common data hub, and updated regularly. This work should create an overview of occupations within sectors; anticipated growth locally and regionally; assess local wages/salary levels and opportunities for economic security and self-sufficiency; and look at workforce retention. Such analyses, informed by regular consultation with employers on their current and future workforce needs, is needed in order to plan training and upskilling to close existing or potential skills gaps.

We additionally envisage generation of an annual map of the local education and training landscape, from schools to colleges, adult learning and HE, and believe it desirable for partner organisations on the group to provide a summary overview of provision in their sector. Such work would be facilitated by access to the SFA Data Cube, and any corresponding database on school-based provision: failure to secure such data has meant that this research has been unable to undertake anything like full analysis of what is currently offered, and has therefore compromised our ability to identify gaps in provision in Peterborough.

There is clear support that learning for all ages should be linked with practical application via work experience and volunteering. Such arrangements require greater co-ordination than exists at present, and should be monitored and reported to the Group in terms of their outcome/impact rather than simply on throughput.

Given the national funding context, the Group should avoid over-reliance on public funds to drive forward its work. There is a need to consider how to pay for needed provision in the context of austerity, and close consideration should be given to sourcing alternative funding, including sponsorship and commercialisation. Aspirations should be tempered by a realistic assessment of what resources are available.

Group planning should be couched in terms of outcomes, with targets set and timescales applied in a rigorous manner. We envisage a standard agenda item on each PPSG meeting where progress against planned objectives and targets is reported.

## **ANNEX A**

### **Interviewees**

Caroline Adams, DWP

Christina Alexander, Community Investment Manager, Cross Keys Homes

Steve Bowyer, Acting CEO, Opportunity Peterborough

Janet Bristow, City College Peterborough

Pat Carrington, PSPSG Chair

Andrew Cawthorpe, Prince's Trust

Adrian Chapman, Assistant Director for Communities and Targeted Services, Peterborough City Council

Gaynor Cooper, CPL Trust

Mark Cooper, Greater Cambridge Greater Peterborough Enterprise Partnership (the LEP)

Iain Crichton, Chamber of Commerce and Industry

Gillian Daughy, RPC Plastics

Nicky Davis, Widening Participation Officer, Peterborough Hospital

Michael Gardner, Skills Funding Agency

Lynsi Hayward-Smith, Head of Adult Learning & Skills, Cambridgeshire County Council

Claire Higgins, CEO, Cross Keys Homes

Cllr John Holdich, Peterborough City Council - Deputy Leader & Cabinet Member for Education, Skills, and University [now Leader of the Council]

Steve Howard, Secondary Heads Association

Karen Kelly, Skills Funding Agency

Liz Knight, University College Peterborough

Alan McMurdo, University Technical College

Tanya Meadows, City College Peterborough

Jo Moxon, BGL Group

Wendi Ogle-Welbourn, Peterborough City Council

Helen Price, Secondary Heads Association

Karen Prince, Axiom Housing

Alan Sadler, Business Manager, NHS

Ed Saunders, BGL Group

Allison Sunley, Peterborough City Council

Kevin Taylor CMI, freelance

Liz Telford, Peterborough Council for Voluntary Services

Bryan Tyler, Project Manager, Inspire Peterborough Disability Forum

Nikki Witham, Peterborough Regional College

## **ANNEX B**

### **Other publicly funded 16+ providers in Peterborough**

#### Sense College

Sense College is an independent specialist college (ISC) and is part of the national 'Sense' parent organisation, a registered charity and company limited by guarantee, for deafblind people. The college operates from eight resource centre sites across the east Midlands and the east of England. Five of these centres currently have learners funded by the Education Funding Agency (EFA), these are Dereham, Spalding, Kettering, Luton and Peterborough. All the learners are deafblind, hearing impaired or visually impaired. A high and increasing proportion of learners have profound learning difficulties and/or disabilities affecting their communication, emotional and behavioural development. Most learners also have physical disabilities and require mobility support. Two thirds of learners are male and a small number of learners are of minority ethnic heritage.

Last inspected June 2014 – Grade 2

18 learners, all at level 1 or below

#### Chapman Bennett Associates Ltd (trading as easytraining)

CBA, whose training provision is called easytraining, was set up in 2009, and was given its own contract to deliver apprenticeships in business in 2013. The company offers apprenticeships throughout the east and south east of England, including London. A few more learners are enrolled on intermediate apprenticeships than advanced. All apprentices are employed, and most are over 18 years old. The apprenticeships CBA offer reflect the employment needs for intermediate and advanced level customer service, administration and management in areas they serve.

Last inspected May 2015 – Grade 2

965 learners, all Apprenticeships

#### Thomas Cook Group UK Limited

Thomas Cook Group UK Limited (Thomas Cook) is one of the world's largest leisure travel groups, employing around 22,000 employees. Thomas Cook offers the travel services apprenticeship to learners who work in one of its 840 Thomas Cook or Co-operative stores. Since the last inspection, Thomas Cook has brought the assessment, off-the-job training, progress reviews, internal quality assurance and certification in-house and no longer subcontracts this. The programme is managed by the contracts and funding manager. The contracts and funding manager is supported by the assessor manager, who is responsible for a team of 11 assessors.

Last inspected March 2015 – Grade 1

336 learners, all Apprenticeships

#### National Farriery Training Agency

The NFTA is based in Peterborough where it has an operations manager and some 30 support staff, including three college administrators. The NFTA is a division of the FRC. The FRC receives funding from the Skills Funding Agency for apprentices training throughout England, Wales, Scotland and Northern Ireland. The NFTA manages the provision of the advanced apprenticeship in farriery and is the sole provider of this qualification. By law, all practising farriers must be registered with the FRC and the apprenticeship qualification is a requirement of this registration. All apprentices are employed by ATFs who provide the on-the-job training. No assessment takes place in the workplace. Off-the-job training and assessment is carried out by three specialist colleges during block release periods of between two and four weeks, every six months throughout the apprenticeship. A field officer visits the apprentice in the workplace between college blocks.

Last inspected February 2013 – Grade 4

537 learners, all Apprenticeships



Monitoring visit (October 2013) – “At the time of the visit the NFTA was in the process of handing the provision over to three land-based colleges; Herefordshire and Ludlow College, Myerscough College and Warwickshire College, who currently act as sub-contractors for the off-the-job training. The handover is due to be formally completed on 1 November 2013.”

#### Vogal Industrial Training

Vogal Training (Vogal) is part of the Vogal Group Limited, a privately owned electrical and mechanical engineering installation and maintenance company. Vogal Group was established 25 years ago and Vogal was started in 1997. The training centre is in a small village on the outskirts of Peterborough. Vogal provides training in electrical and mechanical engineering. The organisation has a contract to provide advanced apprenticeships in engineering. They also provide engineering training for programme led apprentices as part of a sub-contract with West Anglia Training Association, and for Train to Gain learners as part of a sub-contract with Boston college. Additionally Vogal provide commercial training and training for excluded schoolchildren through a local partnership. This work accounts for about 25% of their provision. Neither of these programmes were inspected.

Last inspected January 2010 – Grade 2

95 learners: includes 46 on Train to Gain and 25 on Apprenticeships

*All other Peterborough-based providers listed on the OFSTED FE & Skills inspection database were last inspected before 2010, and are assumed to have ceased publicly-funded provision.*

## ANNEX C

### **Supply and Demand of Labour in Peterborough 2014**

The data below, used in Kevin Taylor's 2014 analysis, was been taken directly from the NOMIS data and compares Peterborough with the Eastern region and Great Britain. See <http://www.nomisweb.co.uk/reports/lmp/la/1946157202/report.aspx>

#### **Employment and unemployment (July 2013 to June 2014)**

	<b>Peterboro'</b> <b>(numbers)</b>	<b>Peterboro'</b> <b>(%)</b>	<b>East</b> <b>(%)</b>	<b>Great Britain</b> <b>(%)</b>
<b>All people</b>				
Economically active	91,300	79.6	80.3	77.5
In employment	85,100	74.1	75.8	72.1
Employees	76,900	67.3	64.2	61.6
Self employed	7,700	6.5	11.3	9.9
Unemployed	6,800	7.4	5.4	6.8

#### **Employment by occupation (July 2013 to June 2014)**

	<b>Peterboro'</b> <b>(number)</b>	<b>Peterboro'</b> <b>(%)</b>	<b>East</b> <b>(%)</b>	<b>Great Britain</b> <b>(%)</b>
<b>Soc 2010 major group 1-3</b>	<b>31,900</b>	<b>37.6</b>	<b>45.2</b>	<b>44.5</b>
1 Managers, directors and senior officials	6,400	7.5	10.6	10.2
2 Professional occupations	13,700	16.2	19.3	19.9
3 Associate professional & technical	11,700	13.8	15.2	14.2
<b>Soc 2010 major group 4-5</b>	<b>17,100</b>	<b>20.2</b>	<b>22.3</b>	<b>21.4</b>
4 Administrative & secretarial	9,500	11.2	11.5	10.6
5 Skilled trades occupations	7,600	9.0	10.7	10.6
<b>Soc 2010 major group 6-7</b>	<b>15,900</b>	<b>18.7</b>	<b>16.0</b>	<b>17.0</b>
6 Caring, leisure and other service occupations	8,200	9.6	9.1	9.1
7 Sales and customer service occupations	7,700	9.1	6.8	7.8
<b>Soc 2010 major group 8-9</b>	<b>19,900</b>	<b>23.4</b>	<b>16.5</b>	<b>17.1</b>
8 Process plant & machine operatives	5,800	6.8	6.5	6.3
9 Elementary occupations	14,100	16.6	10.0	10.7

#### **Job density (2012)**

	<b>Peterboro'</b> <b>(jobs)</b>	<b>Peterboro'</b> <b>(density)</b>	<b>East</b> <b>(density)</b>	<b>Great Britain</b> <b>(density)</b>
Jobs density	107,000	0.89	0.77	0.78

Source: ONS jobs density

The density figures represent the ratio of total jobs to population aged 16-64.

Total jobs includes employees, self-employed, government-supported trainees and HM Forces.

#### **Qualifications (Jan 2013 to Dec 2013)**

	<b>Peterboro'</b> <b>(numbers)</b>	<b>Peterboro'</b> <b>(%)</b>	<b>East</b> <b>(%)</b>	<b>Great Britain</b> <b>(%)</b>
<b>Individual levels</b>				
NVQ4 and above	32,900	29.0	33.2	35.2

NVQ3 and above	55,500	48.9	53.6	55.8
NVQ2 and above	76,200	67.1	72.7	72.5
NVQ1 and above	89,900	79.2	85.8	84.4
Other qualifications	10,000	8.8	5.8	6.3
No qualifications	13,700	12.0	8.4	9.3

### Employee jobs (2013)

	Peterboro' (employee jobs)	Peterboro' (%)	East (%)	Great Britain (%)
Total employee jobs	98,000	-	-	-
Full-time	69,200	70.6	65.3	67.7
Part-time	28,800	29.4	34.7	32.3
<b>Employee jobs by industry</b>				
Primary Services (A-B: agriculture and mining)	100	0.1	0.3	0.3
Energy and Water (D-E)	800	0.8	0.9	1.1
Manufacturing (C)	9,500	9.7	8.8	8.5
Construction (F)	2,300	2.4	4.8	4.4
Services (G-S)	85,300	87.0	85.2	85.7
Wholesale and retail, inc motor trades (G)	18,400	18.8	17.7	15.9
Transport storage (H)	4,100	4.2	4.7	4.5
Accommodation and food services(I)	5,500	5.6	6.3	7.0
Information and communication (J)	4,300	4.4	3.5	4.0
Financial and other business services(K-N)	27,300	27.9	22.2	21.8
Public admin, education and health (O-Q)	22,200	22.7	26.6	28.0
Other Services (R-S)	3,500	3.5	4.2	4.6

Source: ONS business register and employment survey

*% is a proportion of total employee jobs.*

*Employee jobs excludes self-employed, government-supported trainees and HM Forces.*

*Data excludes farm-based agriculture.*

## ANNEX D

### Reference materials

Peterborough demographics:

<https://www.peterborough.gov.uk/council/about-peterborough/population/>

Peterborough City Council Environment Capital Action Plan 2014:

<https://www.peterborough.gov.uk/upload/www.peterborough.gov.uk/council/campaigns/EnvironmentCapital-ActionPlan.pdf>

Peterborough Economic Assessment 2011:

<http://www.opportunitypeterborough.co.uk/wp-content/uploads/2015/03/Peterborough-Local-Economic-Assessment-April-2011.pdf>

NOMIS labour market profile published data, Dec 2014: <https://Nomisweb.co.uk/reports/Imp>

*Note: NOMIS data published May 2015 was made available to us late in the research: we have not had opportunity to update figures in the current report with this latest information*

*A Century of Cities*, Swinney & Thomas, Centre for Cities (March 2015)

*Business Skills Needs: a report by Cambridge Policy Consultants* (June 2014)

*City & County of San Francisco 2015 Citywide Workforce Strategic Development Plan*,

Office of Economic and Workforce Development: Workforce Strategic Plan 2013-2017

<http://www.oewd.org/modules/showdocument.aspx?documentid=83>

Peterborough DNA: [http://www.brainwaveinnovations.co.uk/upload/cmspage/peterborough-dna/10-09-14\\_11-58-35\\_peterborough\\_dna\\_online.pdf](http://www.brainwaveinnovations.co.uk/upload/cmspage/peterborough-dna/10-09-14_11-58-35_peterborough_dna_online.pdf) and

<http://www.peterboroughdna.com/skills-for-our-future/>

Peterborough Gigabit City (March 2015): <http://investinpeterborough.co.uk/peterborough-transformed-gigabit-city-core-build-complete/> and <http://www.cityfibre.com/gigabit-cities/>

Peterborough LEP and European Funding: <http://www.reedinpartnership.co.uk/latest-news/cross-keys-homes-video?isarchivenews=true> and

<http://www.gcgp.co.uk/?s=masteroast>

<http://www.gcgp.co.uk/?s=masteroast>

Opportunity Peterborough background sheets:

- Advanced Engineering and Manufacturing: [http://www.opportunitypeterborough.co.uk/wp-content/uploads/2015/03/Opportunity-Peterborough-Engineering-Sheet\\_Online.pdf](http://www.opportunitypeterborough.co.uk/wp-content/uploads/2015/03/Opportunity-Peterborough-Engineering-Sheet_Online.pdf)
- Agri-Tech, Food and Drink: [http://www.opportunitypeterborough.co.uk/wp-content/uploads/2015/03/Opportunity-Peterborough-Agri-Tech-Sheet\\_Online.pdf](http://www.opportunitypeterborough.co.uk/wp-content/uploads/2015/03/Opportunity-Peterborough-Agri-Tech-Sheet_Online.pdf)
- Digital and Creative: [http://www.opportunitypeterborough.co.uk/wp-content/uploads/2015/03/Opportunity-Peterborough-Digital-Sheet\\_Online.pdf](http://www.opportunitypeterborough.co.uk/wp-content/uploads/2015/03/Opportunity-Peterborough-Digital-Sheet_Online.pdf)
- Energy and Environment: [http://www.opportunitypeterborough.co.uk/wp-content/uploads/2015/03/Opportunity-Peterborough-Energy-Sheet\\_Online.pdf](http://www.opportunitypeterborough.co.uk/wp-content/uploads/2015/03/Opportunity-Peterborough-Energy-Sheet_Online.pdf)
- Financial sector : [http://www.opportunitypeterborough.co.uk/wp-content/uploads/2015/05/Opportunity-Peterborough-Financial-Sheet\\_Online.pdf](http://www.opportunitypeterborough.co.uk/wp-content/uploads/2015/05/Opportunity-Peterborough-Financial-Sheet_Online.pdf)

OFSTED letter to Peterborough City Council (dated 1 September 2014) following a (pilot) review of the effectiveness of education and training provision for 16- to 19-year-olds in the city conducted May 2014: see

[https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/379230/Review\\_20\\_28pilot\\_29\\_20of\\_20the\\_20effectiveness\\_20of\\_20education\\_20and\\_20training\\_20provision\\_20for\\_2016-20to\\_2019-year-olds\\_20in\\_20Peterborough\\_20-20May\\_202014.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/379230/Review_20_28pilot_29_20of_20the_20effectiveness_20of_20education_20and_20training_20provision_20for_2016-20to_2019-year-olds_20in_20Peterborough_20-20May_202014.pdf)

UKCES Working Futures programme: databooks on the East of England workforce, published February 2015: <https://www.gov.uk/government/statistics/labour-market-projections-for-the-east-of-england>

*Survey of councils on supporting 16-18 year old participation*, LGA (June 2015): see <http://www.lgcplus.com/Journals/2015/06/04/n/s/e/Survey-of-councils-on-supporting16-18-year-old-participation---LGA-June-2015.pdf>

*Heading for the precipice: can further and higher education funding policies be sustained?* by Professor Alison Wolf, published by Kings College London (June 2015) as part of its Issues and Ideas series of occasional papers: see <http://www.kcl.ac.uk/sspp/policy-institute/publications/Issuesandideas-alison-wolf-digital.pdf>

This page is intentionally left blank