

CONTENTS

Talent Attraction and Retention: Unlocking, Attracting and Retaining Talent 4 6 Leadership and Management Workforce Excellence 7 Skills to Meet Demand: Inspiring Young Generations into Meaningful Careers 9 Retraining or Retaining Older People into Meaningful Careers 11 Replacement Labour Demand in Skill Sets 12 Innovative Resourcing 13 Skills for Future Growth: **Growth Cluster Collaboration** 14 **Business Education Links** 16 17 **Supply Chain Development** 18 **Growth Accelerator Capability**



The Dorset Skills Action Plan, coordinated by Dorset LEP and developed by the Dorset Skills Advisory Panel & Board in collaboration with partners, provides a useful evidence base for use by any institution or organisation developing skills strategies in Dorset and can be found online at dorsetlep.co.uk

Activities 2020–2022

Dorset Skills Action Plan



Talent Attraction and Retention

Providing an exciting 'opportunity to work' and 'opportunity to live' that will increase the attraction, retention and progression of new-growth talent within and into the region.

Unlocking, Attracting and Retaining Talent

Creating an infrastructure that ensures all communities in Dorset can play an active part in the economy, unlocking talent and inspiring all people regardless of age, into meaningful careers. Showcasing the region outside of Dorset as the natural place to excel within our educational and business communities.

RELEVANT ACTIVITIES TO BE UNDERTAKEN ACROSS DORSET

We will develop innovative recruitment, attraction, employability and retention solutions, enhance industry collaborations as well as improve facilities, curricular and virtual access to study by:

Providing leadership to encourage highly collaborative partnerships that increase experimentation in skills investments which raise productivity and develop solutions to growing challenges in recruitment and with graduate retention more widely.

Lobbying government to increase investment in our higher and further education assets and training provider networks to address challenges, especially in Weymouth and Portland, and in our small rural and coastal communities in order to raise social mobility and productivity.

Gaining outcomes from the £5m of Growth Deal funding and match-funding secured for Dorset to upgrade facilities in education institutions for key sector areas such as engineering and manufacturing, provide essential network infrastructure upgrades as well as critical equipment and training facilities.

Producing and sharing labour market information for key industries in Dorset.

Offering support through the Dorset Ambassadors programme which is a community of local business volunteers to support young people, seek opportunities with government for regional investment and advocate business opportunities in Dorset.

Expansion of the Dorset Careers Hub and regional Enterprise Advisor Network where local schools are linked with colleges, universities and employers to lead excellence in careers support for young people by aligning careers education with local economy needs and opportunities.

Expansion of the Cornerstone Employers initiative via Dorset Careers Hub where key employers, networks and supply chains are utilised to accelerate the work of Dorset Careers Hub and championing the all-important connections to the world of work in Dorset.

Creation of two Digital and Enterprise Innovation Hubs at Bournemouth and Poole College to provide a central focus to promote the development of employability and enterprise skills to ensure students are work-ready and enter industries as more productive employees.

RELEVANT ACTIVITIES TO BE UNDERTAKEN ACROSS DORSET (CONTINUED)

Delivery of outstanding graduate employability programmes through our universities which will continue to attract home and international talent to the region.

Delivery of excellent careers programmes through our colleges and universities and specialist organisations.

Delivery of bespoke initiatives such as the Pavilion Dance South West's 'Young Choreographers South West' programme which brings top international choreographers to collaborate with local artists.

MONITORING MECHANISMS

Specific projects have their own monitoring measures, and these will be utilised, including HE, FE and training provider investment in facilities, curricula, remote access, and cyber security, virtual delivery effectiveness, learning spaces, engagement and technology.

In addition, we will review a number of metrics within our core indicators monitoring tool to assess long term impact on productivity, inequality and living, including the following:

- Number of vacancies over time
- % graduates in employment (Graduate Outcomes)
- Destination of leavers to Dorset information from HE providers
- % undergraduate enrolments from Dorset
- HE/FE/training providers attracting students and participation, number of learners starts and achievements, number of apprenticeships starts and achievements
- HE graduate activities
- · Region of residence of HE graduates from local institutions at one, three and five years after graduation
- HE/FE student experience (information from providers)
- KS4/KS5 destinations (% sustained education/apprenticeship/employment by level)
- · Outcomes for apprenticeships by level (% sustained employment/sustained learning/any learning).



We will develop innovative recruitment, attraction, employability and retention solutions and industry collaborations and improve facilities, curricular and virtual access to study.



Leadership and Management

Supporting our growing sectors by providing their leaders with the ability to introduce and embed best practice, technology advancement and innovation that drives productivity and competitiveness.

RELEVANT ACTIVITIES TO BE UNDERTAKEN ACROSS DORSET

We will strengthen leadership and resilience within SMEs by:

Lobbying government to provide support to strengthen leadership and management within SMEs.

Through Dorset Gateway and other sources, providing networking and learning opportunities including supporting scale-ups and high-growth SMEs, fostering crowdfunding, signposting to a range of independent providers and a peer-to-peer networking programme for SME leaders.

Delivering the Skills Support for the Workforce programme to upskill employees within SMEs, increasing the competitiveness of businesses within key sectors of the local economy and offering accredited qualifications, bespoke training courses and online learning.

Delivering the Bournemouth University Social Entrepreneurs Forum which offers opportunities for knowledge transfer and student consultancy, creative and networking support and skills-based workshops around funding, legal structures, business mentoring and many more to support the growth of local SMEs and provide university students with real-life projects and work opportunities.

Delivering the Women Leaders South West programme which is aimed at empowering and nurturing women in the arts industry.

MONITORING MECHANISMS

Specific projects have their own monitoring measures, and these will be utilised including businesses supported by Dorset Gateway through a variety of means.

- Nominal Gross Value Added (GVA)
- Enterprises by size
- Scale-ups and high-growth SMEs
- Business births and survival rates
- Proportion of self-employed
- Numbers and proportions of self-employed using self-employment income support
- Wages over time
- Business surveys.

Workforce Excellence

Providing the ability to recruit, develop and progress workforce capability and productivity that meets immediate needs - unlocking expansion and investment in new services and capacity - closing the existing productivity gap.

RELEVANT ACTIVITIES TO BE UNDERTAKEN ACROSS DORSET

We will develop skills to support recovery, reskilling, workforce capability and productivity achieved by:

Intelligence gathering with local employers to identify current and future skills needs, workforcetraining requirements, and their impact on growth and productivity in order to inform targeted learning interventions as well as impacts of external forces such as COVID-19.

Expansion of Dorset Gateway which acts as an access point to a wide range of services across Dorset including flexible learning solutions to businesses and individuals, business diagnostics, professional account management brokerage and solutions for growth, as well as free bid writing services, and facilitating access to funding.

Ensuring key local partners including local authorities, colleges and HE institutions work collaboratively to develop rapid response solutions to reskill businesses and meet their needs to adapt to the emerging environments and react to changing requirements and working practices.

Supporting local councils in developing skills strategies focused on solving local challenges and preparing businesses for transition from the EU, helping them to understand trade deals, enabling them to export, developing innovative approaches to encourage apprenticeships amongst SME's, and working with partners to develop smart collaborative solutions to retain talent.

Consolidating and promoting local employment support delivered by a host of organisations. Support ranges from matching those recently made redundant with job openings to careers advice to adults and young people, from guidance to help make decisions on learning, training and work to job finding and application support as well as job and skills support for disadvantaged backgrounds, employment and benefits support information, advice on workplace rights.

Delivery of government support schemes along with specific programmes via DWP such as work experience, mentoring circles, sector-based work academies programmes and job entry targeted support to prevent the exponential growth in unemployment.

Providing support and information to local employers and businesses through effective Skills and Learning Adult Community Education staff training solutions to develop workforce skills including apprenticeships and business training and short courses.

Targeted initiatives in areas requiring further support such as 'Back 2 Business' in West Dorset delivered by Weymouth College, providing a hub for information and training to local employers and sector specific interventions and the relocation of the Community Learning Centre and Skills Shop in Poole to improve access to employability, enterprise, vocational, core and digital skills.

MONITORING MECHANISMS

Specific projects have their own monitoring measures, and these will be utilised including businesses supported and funding unlocked through Dorset Gateway.

- Employment/unemployment/inactivity
- % economically inactive want a job
- Claimant count/alternative claimant count
- COVID-19 employment support e.g. job retention schemes, Universal Credit
- Gross Value Added (GVA) per job/hour worked
- Population qualification levels
- Wages over time (residents and workplace)
- Proficiency of workforce (% not fully proficient and under-utilised staff)
- Summary of vacancies (% skills shortage and % hard-to-fill vacancies)
- Proportion of Lower Layer Super Output Areas (LSOAs) in most deprived areas nationally (income, employment, education, income deprivation affecting children)
- % gap between average earnings for male and female workers
- % workers earning under the living wage
- % working-age households with no-one in work.



Skills to Meet Demand

Building the pipeline of skills – at a leadership, management and workforce levels - that will continue to strengthen the productivity and sustainability of our core businesses.

Inspiring Young Generations into Meaningful Careers

Ensuring an inclusion programme targeting Dorset's most deprived communities.

RELEVANT ACTIVITIES TO BE UNDERTAKEN ACROSS DORSET

We will raise young people's ambitions and aspirations and address the issues of deprivation and inequality through activity such as the following:

Targeting direct action in areas of deprivation, addressing underlying issues resulting in lower levels of prosperity, prioritising work with young people and their families to enhance aspiration and ambition.

Ensure 16-24 year olds not in education, employment or training (NEET) receive specialist support to enable them to return to education, training or employment.

Undertaking skills analysis and making the business case for skills investment in the disadvantaged areas, rural areas and certain wards in the conurbation in order to raise aspiration and increase social mobility.

Expanding the work of Dorset Careers Hub and ring-fencing funding and dedicated support for areas of deprivation within Weymouth and Portland and focusing on Special Educational Needs and Disability (SEND) provision in the area.

Delivery of widening participation and outreach activities through universities and the Southern University Network with a wide range of activities including campus visits, subject workshops, presentations and intensive projects, summer schools, bringing the excitement of higher education to life, encouraging school students to consider university as an option for their future.

Providing leadership through Dorset's Skills Advisory Panel & Board and enabling working collaborations to ensure alignment of organisations working in the careers sector and delivering support initiatives to facilitate effective transition from school to work, training or further study.

Through a range of DWP and CEC initiatives supporting schools by sourcing and advising on work experience opportunities, facilitating employer connections; advice on routes into traineeships and apprenticeships, and, promoting the parity of vocational and academic pathways into work and providing advice on the local labour market, including 'soft skills' employers value.

Encouraging every school and college to provide young people with the best possible careers advice and experience of the workplace through the regional Enterprise Adviser Network.

RELEVANT ACTIVITIES TO BE UNDERTAKEN ACROSS DORSET (CONTINUED)

Facilitating the delivery of the DWP's Mentoring Circle initiative which supports young people build on their employability skills, confidence, motivation and job search skills through facilitating interactions with employers and moving closer to employment by raising their aspirations and fostering a can-do approach.

Delivering effective services across the BCP Council area in order for children and young people to thrive by working with education leaders to ensure access to good and inclusive education offering balance of academic and vocational opportunities, working with universities to support children from disadvantaged families to access higher education, improving educational outcomes for children in care, supporting apprenticeships and work placements and delivering an aspirational SEND strategy.

Across the Dorset Council area ensuring all children achieve the best educational results they are capable of by improving ways of working and involving partners to deliver better outcomes, providing specialist education for children with complex communication and learning needs, developing youth support services and improving outcomes for children, and focus on narrowing the gap for the most vulnerable.

MONITORING MECHANISMS

Specific projects have their own monitoring measures, and these will be utilised including Gatsby Benchmark achievements of schools within Dorset Careers Hub.

- KS4/KS5 destinations (% sustained education/apprenticeship/employment/by level)
- Outcomes for apprenticeships by level (% sustained employment/sustained learning/any learning)
- Apprenticeships achieved by subject area
- HE qualifiers by sector subject area
- Proportion/number of learners (post 16) that consider themselves to have a learning difficulty and/or disability and/or health problem
- Proportion/number of apprenticeship starts (post 16) that consider themselves to have a learning difficulty and/or disability and/or health problem (increase)
- Young people Employment/Unemployment rate
- Not in education, employment or training (NEET) and 'not known' data.



Retraining or Retaining Older People into Meaningful Careers

Unlocking older talent to support valued economic activity later in life.

RELEVANT ACTIVITIES TO BE UNDERTAKEN ACROSS DORSET

We will raise to the Dorset demographic challenge as an opportunity by:

Delivering the Fuller Working Lives: A Partnership Approach Strategy which aims to increase the retention, retraining and recruitment of older workers by bringing about a change in the perceptions and attitudes of employers and challenging the views of working in later life and retirement amongst individuals.

Across the BCP Council area, delivering a lifelong learning strategy; working with partners to promote a broad learning offer for work and well-being, culture and arts; increasing awareness of sustainable living; promoting high-quality careers education and information advice for adults needing to retrain. Across the Dorset Council area achieving the aspiration of older people in careers through the Strong, Healthy Communities ambition.

Creating an inclusive health, wellbeing, learning and activity centre in Boscombe with access to joined-up services that improve independence, resilience, life chances and fulfilment of residents by improving access to skills, learning and wellbeing for people of all ages – including older people – and abilities, also offering work experience, learning opportunities, and raising aspirations amongst learners to progress into health and fitness careers.

Creating a learning centre in Boscombe to include a triage service, a virtual skills network of local providers, training rooms, VR centre, shared working space and incubator and a super-fast network lab.

MONITORING MECHANISMS

Specific projects have their own monitoring measures, and these will be utilised including local authorities and partners strategies and interventions.

In addition, we will review a number of metrics within our core indicators monitoring tool to assess long term impact on productivity, inequality and living, including the following:

- Population by age group over time
- Healthy life expectancy (proportion of life spent in good health)
- Net in-migration working-age people (domestic and international)
- Outcomes for adult FE and Skills learners (% sustained employment/sustained learning/any learning)
- Employment rate 50+
- Adult FE education and training achievements by sector subject area
- Employer provided training over past 12 months.





We will review a number of metrics within our core indicators monitoring tool to assess long term impact on productivity, inequality and living.

Replacement Labour Demand in Skill Sets

Addressing critical replacement labour demand in priority skill sets.

RELEVANT ACTIVITIES TO BE UNDERTAKEN ACROSS DORSET

We will lobby for funding and establish hubs of specialism, centres of excellence and skills zones by:

Lobbying government to:

- Provide a greater share of central discretionary resources to invest in skills including through the UK Shared Prosperity Fund
- Devolve the adult education budget for investment in local skills priorities
- Devolve unused apprenticeship levy funds for reinvestment in skills as up to 90% of levy funds nationally are unused
- · Provide funding support to establish hubs of specialisms and skills zones.

Delivery outcomes from the £9.24m of Growth Deal Fund and Getting Building Fund allocated investment to deliver specialist training facilities including:

- Centre of Excellence for Engineering and Advanced Manufacturing (Bournemouth and Poole College)
- Centres of Excellence for Motor Vehicle Technology, Engineering and Construction skills (Weymouth College)
- Higher Education Centre and Rural Business Development Hub (Kingston Maurward College)
- Institute of Biomedical Materials & Tissue Engineering Research (Bournemouth University)
- Institute of Medical Imaging and Visualisation and Orthopaedic Research Institute (Bournemouth University)
- Integrated Healthcare Centre (AECC University College)
- Green Classroom (Kingston Maurwood College)
- Defence Innovation Centre (Dorset Innovation Park).

MONITORING MECHANISMS

Specific projects have their own monitoring measures, and these will be utilised including funding secured and new businesses and jobs created.

- Number of vacancies by sector and characteristics to be defined)
- Proportion/number of STEM vacancies
- Employment by sector and occupation
- Number of adult (19+) learners
- Number of 25+ apprenticeships
- Number of apprenticeships intermediate/advanced/higher
- Five highest and lowest sectors and occupations by forecast growth.

Innovative Resourcing

Working with Government, national and regional organisations, local authorities, anchor institutions and funding bodies to secure skills budget 'economies of scale', align activity with Government initiatives and develop innovative funding opportunities.

RELEVANT ACTIVITIES TO BE UNDERTAKEN ACROSS DORSET

We will enable strategic thinking based on local needs by:

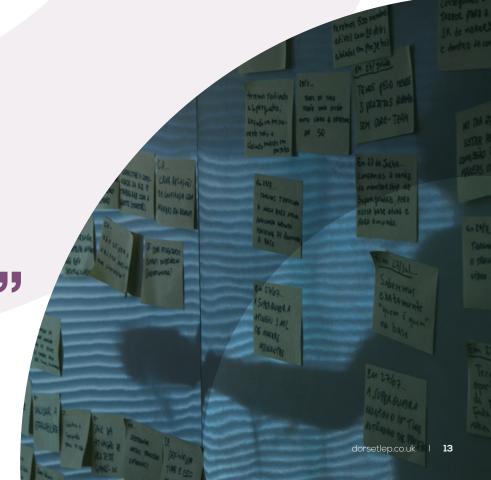
Using the Dorset Local Industrial Strategy, Skills Action Plan and Dorset Investment Prospectus to inform skills investment and leverage funding locally, regionally and nationally to stimulate high value-added jobs.

Continuing the work of Dorset's Skills Advisory Panel & Board to create a lifelong learning skills ecosystem for Dorset through collaboration between employers, educational providers, community and local authority representatives and policy makers. Work will include identifying work to narrow the Dorset productivity gap, proposing evidence-based interventions, addressing local skills gaps, tackling issues of social disadvantage and firm productivity and heightening aspiration and achievement in Dorset.

Collaborating with other LEPs to share approaches, strengthen lobbying for funding and present a common voice on shared skills issues across the South East, South West and South Coast.

MONITORING MECHANISMS

The use of Dorset's Local Industrial Strategy, Skills Action Plan and Dorset Investment Prospectus in conversations with government will be monitored as will the work of the Skills Advisory Panel and Board and engagement with other LEPs.





We will enable strategic thinking based on local needs.

Skills for Future Growth

Working with strategic bodies and academia, new growth businesses, accelerator support networks and supply chains to build training programmes and talent attraction that are bespoke to future growth needs.

Growth Cluster Collaboration

Creating the mechanism by which emerging sectors and institutions can share common expertise, capacity and innovation, supporting the development of hubs of knowledge and expertise that can benefit the wider business community and inform skills strategy development.

RELEVANT ACTIVITIES TO BE UNDERTAKEN ACROSS DORSET

We will enable collaboration and knowledge exchange by:

Delivery of the Dorset Innovation Park which is developing into an advanced engineering cluster of excellence for the South West, building on existing strengths in the marine, defence, energy and cyber security sectors and offering a vast array of creative opportunities for innovation and collaboration.

Delivery of outcomes from the investment of £20.8m through the Growth Deal Fund and Getting Building Fund with match-funding for:

- Innovation Studio (Arts University Bournemouth)
- Defence Innovation Centre (Dorset Innovation Park)
- Institute for Medical Imaging and Visualisation (Bournemouth University)
- Orthopaedic Research Institute (Bournemouth University)
- Institute of Biomedical Materials & Tissue Engineering Research (Bournemouth University)
- Clinical Trials Unit (Bournemouth University)
- Integrated Healthcare Centre (AECC University College).

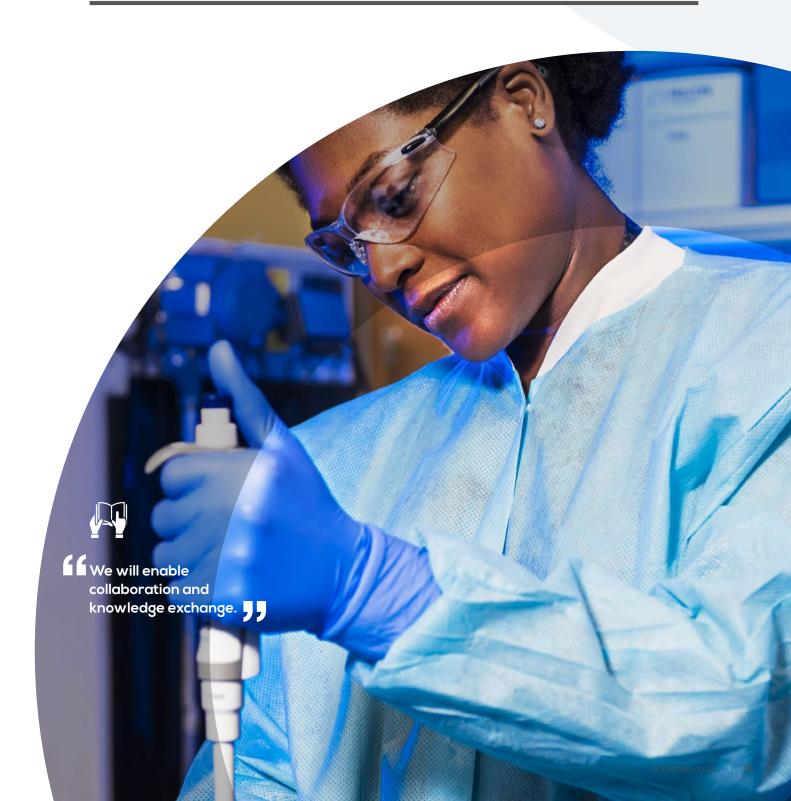
Delivery of the Dorset Engineering & Manufacturing cluster.

Creating mechanisms to share expertise through the development of Wessex Fields to build a science park where innovative medical training and research meets leading edge technology supporting the development of a 'living lab' – revolutionary application and development in the medical profession and the question of university hospital status to lead to further research collaboration, placement support and recruitment and training opportunities.

MONITORING MECHANISMS

Specific projects have their own monitoring measures, and these will be utilised including funding secured and new businesses and jobs created, new courses/and continuing professional development (CPD) opportunities introduced, new learners attracted and supported, new knowledge exchange collaborations.

- Apprenticeships, starts, achievements in the subject areas
- HE/ FE qualifiers by sector subject areas
- Proportion/number of STEM vacancies
- STEM vacancies by qualification
- STEM achievements at further and higher education.



Business Education Links

Extending investment and scope in the local academic centres of innovation and research expertise and developing a new level of collaborative partnership that embeds the needs of future industry at all academic levels. Creating placement and project opportunities that deliver solutions and a future talent pool.

RELEVANT ACTIVITIES TO BE UNDERTAKEN ACROSS DORSET

We will strengthen collaborative partnerships, embedding future industry needs with research and innovation to support the SME network by:

Delivery outcomes of £3.16m investment of Growth Deal and match-funding in innovation specific initiatives in higher education such as an Innovation Studio.

Building a regional supply chain capacity, local employment and capability across the Dorset SME network, increasing aggregate levels of local procurement and social value support.

We will strengthen relationships with employers, facilitating business growth and the development of the future talent pool by:

Delivery of the sector-based work academy programme which supports businesses to create skilled workforce by helping preparing those receiving unemployment benefits to apply for jobs in a different area of work and placements designed to help meet the immediate and future recruitment needs as well as to recruit a workforce with the right skills to sustain and grow the business.

Expansion of Dorset Careers Hub and the regional Enterprise Advisor Network which provides enhanced careers support and business insight to schools and colleges locally.

Strengthening consultation with employers through the Dorset LEP Business Forum and other relevant organisations to develop new solutions to upskilling, focusing on the future employment landscape to better respond to skills needs in employed and self-employed settings.

Delivery of the Employer Relations Transformation Project in Weymouth in order to build strong relationships with employers, offer apprenticeships, and bespoke commercial training solutions to meet employer needs.

MONITORING MECHANISMS

Specific projects have their own monitoring measures, and these will be utilised including Dorset's Enterprise Advisor Network achievements.

- Employer reported skills gaps
- Proficiency of workforce (% not fully proficient and under-utilised staff)
- Summary of vacancies (% skills shortage and % hard-to-fill vacancies)
- Dorset Employer Survey Metrics.

Supply Chain Development

Building skills development programmes, collaboration networks and infrastructure that enables and supports the local supply chain capacity and capability to develop as natural partners in new growth clusters. Understanding how skills can accelerate the cross-fertilisation of priority clusters leading to a network of supported supply chains and an economy of scale for Dorset.

RELEVANT ACTIVITIES TO BE UNDERTAKEN ACROSS DORSET

We will develop strategies for enabling collaborative networks for local skills development by:

Developing a talent and skills pipeline for identified clusters, with a focus on transferable skills/innovations across the sectors.

Developing a talent programme identifying clear employment market access routes and build on the innovation ecosystem framework with universities, colleges and specialist centres across Dorset, focus on business access and engagement; communicating existing opportunities; align to future business support for innovation.

Developing a stimulus/investment package for local growth/scale up companies and inward investors in both the cluster and its supply chain and aligning a new 'investor academy' alongside to support business access to finance.

Accelerating the £1bn Smart Place Investment Plan, aligning the digital strategies across Dorset.

Lobbying government to share data with LEPs on the take up of apprenticeship levy funds to inform skills interventions with key employers and their supply chains.

MONITORING MECHANISMS

Specific projects have their own monitoring measures, and these will be monitored, including evidence of working towards a pipeline programme, developing packages and strategies and engaging with government.



We will strengthen collaborative partnerships, embedding future industry needs with research and innovation to support the SME network.

Growth Accelerator Capability

Building the specialist skills to support leadership, expansion, finance, collaboration and research and development that will support new business growth.

RELEVANT ACTIVITIES TO BE UNDERTAKEN ACROSS DORSET

We will invest in building specialist skills for new business growth by:

Providing £5.8m of Growth Deal Fund and Getting Building Fund investment and £250k of Growing Places funding to deliver specialist skills including:

- Creation of an Agritech Centre
- · Providing specialist equipment as part of a Digital Design project and LapSafe Learning project
- Creation of a Poole Old Town Creative Live/Workspace.

Delivery outcomes of the £9.24m of Growth Deal Fund and Getting Building Fund investment to deliver specialist training facilities including:

- Centre for Engineering and Advanced Manufacturing (Bournemouth and Poole College)
- Centre of Excellence for Motor Vehicle Technology (Weymouth College)
- Engineering Centre of Excellence (Weymouth College)
- Rural University Centre & Business Development Hub (Kingston Maurwood College)
- Institute of Biomedical Materials & Tissue Engineering Research (Bournemouth University)
- Integrated Healthcare Centre (AECC University College)
- Centre of Excellence for Construction Skills (Weymouth College)
- Green Classroom (Kingston Maurwood College).

We will design a talent and skills pipeline for identified clusters through activity such as the development of new courses such as those in clinical trials, marine aquaculture, aviation and health and community.

MONITORING MECHANISMS

 Specific projects have their own monitoring measures, and these will be monitored, including evidence of funding secured and successfully utilised, new businesses and jobs created, new courses and continuing professional development (CPD) opportunities introduced, new learners attracted and supported, new knowledge exchange collaborations developed.



We will design a talent and skills pipeline for identified clusters through activity such as the development of new courses such as those in clinical trials, marine aquaculture, aviation and health and community.



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Contact us:

E: DorsetLEP@bournemouth.ac.uk

