

Ensure that our skills and training environment is responsive and forward facing, meeting business and individual need

| Action | Description | Desired Outcome | Lead Partner/s | Target Group/s | Timescale | Geography |
|--|--|--|---|--------------------------------------|--------------------------------|--|
| a) Skills Development | | | | | | |
| Secure additional resources to support curriculum development for training and skills development within opportunity areas. | Focusing upon nuclear, marine, digital, aerospace, clean growth and photonics training. Noting the mismatch between provision and demand in many areas, work with local providers to prioritise and develop their offer around areas of unique strength / opportunity. Focus on those facilities and courses / curriculum offers which reinforce economic growth and specialisation and promote wider HotSW opportunities. Explore the potential to use boot camp and other funding approaches to fast-track opportunities. | Improved resourcing and focus on supporting careers within high value and opportunity, with downstream labour market benefits for both local productivity and around improving individual and community prosperity. | HotSW LEP, Colleges, IoTs DCTPN / DSTPN, Universities, HotSw DSP, ESBs, ESFA / DfE | All | Medium Term (1-3 years) | Nuclear – Western Somerset; Marine – Plymouth and coastal areas; Aerospace / Aviation - South Somerset and Exeter / East Devon; Digital – Exeter; Photonics – Torbay and South Devon |
| Develop an enhanced offer around high demand career opportunities that cut across the HotSW. | Focusing upon Health and Social Care, Construction, Logistics, Agritech, and Clean Growth occupations. Recognising currently unmet demand in the health, construction, logistics, agritech and green sectors, work with providers and business to develop new capacity and secure new investment into related skills and training. Explore the potential for boot camp and other funding approaches to fast-track opportunities. | Improved throughput and progression into opportunity and high value / need career, with a focus on retaining more local talent. | Local Authorities, Colleges, DCTPN / DSTPN, Universities, Careers Hub, National Careers Service, ESBs | All | Short Term (1-2 years) | SAP Wide |
| Support skill renewal and recruitment through recovery in hard hit sectors. | Focusing upon the Tourism, Leisure and Retail sectors. Work with Covid-19 impacted sectors to support staffing training and upskilling, with a focus on transferable skills, leadership and management, and upskilling around core competencies (customer service, financial management, service specific trade skills). Seek to maximise the impact of initiatives like Tourism Zones and national support packages / Lifetime Skills Guarantee. Support redeployment activity where required. | Improved sustainability and business outcomes for sector business. Improved workforce capacity in sectors, including an emphasis on leadership and management. | Trade Bodies, Local Authorities, DWP | All | Short Term (Immediately) | SAP Wide |
| Agree a new framework approach to ensure that skills funding is directed towards relevant capital capacity and course provision across providers through the use of accurate LMI | Recognising the current mismatch between current supply and demand for skills within the HotSW and drawing on the SAPs role in coordinating local LMI, direct both revenue and capital skills funding towards the development and delivery of economically relevant capacity, reinforcing positive trends and areas of economic opportunity. | Improved and increased throughput of trained staff at all levels into opportunity and higher value sector / career opportunities. Improved workforce productivity across economy. | Colleges, Universities, DCTPN / DSTPN, HotSW LEP / SAP, ESBs, ESFA / DfE | FE Students / HE Students / Business | Medium Term (1-3 years) | SAP Wide |
| Support higher level specialisation and skills development to support innovation and enterprise activity within opportunity sectors / occupations. | Building upon the opportunity sectors identified through the HotSW LIS, and working with Colleges, Universities, and Institute of Technology partners, seek to bring forward additional project and programmes promoting innovation led skills development. Seek to promote enterprise skills and activity through higher level programmes. This will place a specific emphasis on engineering, health, digital and leadership skills. | Improved innovation and productivity outcomes from related sectors, and heightened levels of enterprise / business start-up activity. Increased investment and Research and development expenditure related to upskilling / additional capacity. | Colleges, DCTPN / DSTPN, Universities, IoT | All | Medium / Long Term (2-5 years) | SAP Wide |

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| b) Skills Promotion | | | | | | |
| Bring forward a joint approach to market and promote higher-level apprenticeship provision across the business environment. | Recognising the opportunity posed for the local area by higher level apprenticeship, particularly amongst opportunity sectors, seek to extend the take up of related provision to more businesses, including SMEs. Explore the potential for new pathways amongst bedrock and other sectors, where added value could be beneficial. | Improve skills and progression outcomes amongst the workforce, with a focus on higher level staff being secure within opportunity and bedrock sectors. Improved workforce capacity, dynamism and output, with the additional potential to extend opportunity to those who may not be able to otherwise access higher level learning. | HotSw SAP, Colleges, DCTPN / DSTPN, Universities, ESBs, Major Employers | 16-24 and Adults | Medium Term (1-3 years) | SAP Wide |
| c) Capacity Building | | | | | | |
| Secure significant new investment in our FE Estate. | Building upon the outcomes of recent estate condition survey outcome, and emerging business plans for wider college development, seek to support relevant and prioritised investment into new capacity and facilities to support economically relevant training. | Support for learning and sector / technical capacity across the estate, reinforcing delivery activity to opportunity and wider growth sectors. Improved workforce and productivity outcomes. | Colleges, ESFA / DfE, AoC | FE Students / Business | Medium / Long Term (2-5 years) | SAP Wide, though focused on our FE Estate |
| Grow the technical skills capacity of our Institutes of Technology and other specialist centres through new facilities. | Recognising the potential and need for technical level skills capacity and facilities within the HotSW, work with the area's Institutes of Technology and wider specialist provision (including its National College) to secure additional funding and opportunities to extend the physical assets linked to technical skills. | Targeted support for the IoTs to increase the provision of trained, technical staff within our primary opportunity sectors, including digital, advanced engineering and health related activity. Positive impacts around productivity, clean growth and wider inclusion and community upskilling. | IoTs, Colleges, Universities / HE Institutions, Private Sectors, DfE | FE Students / HE Students/ Business | Medium Term (1-3 years) | SAP Wide |
| Continue to invest in our Higher University assets to provide HE access for all. | Seeking to build upon the area's significant university capacity and expertise, support the case for further HE investment. This include seeking specific investment in HE capacity where it may not already exist in the area, notably within Somerset, Torbay and Northern Devon. | Support for learning and sector / technical capacity across the estate, reinforcing delivery activity to opportunity and wider growth sectors. New provision in areas which have traditionally been underserved, providing new routes into higher value training and learning. Wider impact on workforce resilience, productivity and upskilling, as well as positive extension of higher-level provision into currently harder to reach communities. | Universities, HE Institutions, Private Sector, DfE | HE Partners / Business | Medium / Long Term (2-5 years) | Exeter, Plymouth, Somerset, Torbay, Northern Devon |
| Secure additional support for ongoing investment in digital transformation across the education, FE, HE and training provider sectors. | Noting the link between digital skills gaps and infrastructure investment in training and education, seek to secure additional support for digital facilities and capacity across the HotSW's education and learning environment, including provision in schools, colleges, training providers and our universities and other institutions. | Promotion of improved digital competitiveness and access across the teaching environment, with benefits for learners and businesses. Downstream improvements in digital competency across the workforce, with positive outcomes around competitiveness, productivity and clean / remote work practices. | Schools, Local Authorities, College, DCTPN / DSTPN, Universities, wider HE Institutions | FE Students / He Students | Medium Term (1-3 years) | SAP Wide |

ii Ensure that every individual can access the skills and training they need to achieve their own potential

| Action | Description | Desired Outcome | Lead Partner/s | Target Group/s | Timescale | Geography |
|--|--|---|--|---|---|---|
| a) Inclusive Skills | | | | | | |
| Develop a dedicated HotSW Social Mobility and Inclusion Programme, promoting capacity building across communities to extend learning opportunities to those furthest from the market. | Recognising the significant gaps around educational achievement, progression and aspiration within our most deprived communities and amongst hardest to reach individuals, develop a programme of projects and activity to promote new pathways to learning. Working education and community partners, develop new projects which support young people and adults from a more disadvantaged background into learning, support community-based learning and talent development opportunities, enhance outreach activity from FE, HE and employers, and seek to support capacity building within community learning organisations and through other community based education and learning projects. | Promoting embedded and tailored learning and community centric opportunities to reduce disparity and provide pathways into wider skill and employment opportunities. Through improving progression and inclusion, promote enhanced work and prosperity amongst harder to reach groups and communities, with positive impacts for both economic growth and wider productivity. | Local Authorities, Community learning organisations, Colleges, Universities, | Voluntary and community sector, DWP | 20% most deprived wards / communities Medium Term (1-3 years) | SAP Wide, but focused on bottom 20% most deprived communities and wards. |
| Work across providers to better align careers advice and guidance support for adults, seeking to maximise the impact of existing and emerging CIAG provision, and support those furthest from the market to thrive. | With a significant proportion of HotSW's workforce still employed in roles below Level 3, seek to work with and support the National Careers Service and wider providers to promote aspiration and ambition, upskilling, and career jumping activity with a focus on our opportunity sectors. Place a specific focus on career management and planning as part of the approach, as well as the potential of vocational pathways / higher level apprenticeships for those already in work. | Increased uptake / labour supply into opportunity and high needs sectors. Specific focus on clean growth, digital and creative industries, advanced engineering and production, modern construction and health and social care. | NAS, SWANN, NAS, Local Authorities, Colleges, Universities, DCTPN, / DSTPN, DWP, Parents | Adults | Medium Term (1-3 years) | SAP Wide |
| Working with DWP, use a mixture of Sector Based Work Academies and other approaches to provide fast-track opportunities into growth sectors for all. | Reflecting skills gaps within foundation sectors and occupations (notably health, construction, and digital roles), seek to work with DWP and other partners to create fast track routes into relevant careers. Place a specific emphasis on reaching individuals and communities facing the greatest barriers to entry and / or disadvantage. | Increased throughput into opportunity and wider bedrock sectors, improving labour market fit between those re-entering the market and demand. Focus on reaching those further from the labour market and with a barrier to employment / learning. | DWP, Local Authorities, Colleges, DCTPN / DSTPN, ESBs, Major Employers | Adults, with a focus on hardest to reach | Short Term (immediately) | SAP Wide |
| Support the further development of the HotSW's digital literacy offer, including additional remote delivery of basic and functional skills. Seek to accelerate basic skills uptake working with DWP, adult learning services and wider partners. | Recognising ongoing challenges around basic skills and progression to intermediate skill opportunities amongst adults, as well as specific challenges around supporting those most disadvantaged during the Covid-19 crisis, support additional opportunities to development digital literacy and undertake other basic skills provision. | Increased progression into intermediate skills opportunities and a reduction in digital exclusion across the HotSW. Downstream impacts on employability, with benefits for productivity and social inclusion. | HotSW DSP, DWP, Local Authorities, Colleges, DCTPN / DSTPN, ESBs, Major Employers | Adults, with a focus on hardest to reach | Short Term (immediately) | SAP Wide, but focused upon delivery within the most deprived communities. |
| Develop new and extended support for older people seeking to retrain, with a focus on supporting opportunity and growth sectors. | Building upon recent data around underperformance on skills and training amongst those over the age of 50, develop a programme / programmes of support to work with those in the second half of their career to upskill / reskill. This may include support to train as trainers and other options. | Improved economic outcomes across all sectors, with a focus on supporting older people to retrain / career jump to new opportunities. Improved inclusion and community impact. | Local Authorities, DWP | Older People | Short / Medium Term (1-2 years) | SAP Wide |
| Develop renewed support programmes for those seeking to retrain or learn with a disability or other health / mental health related barrier to work, recognising the end of European Funding Support for similar programmes. | Noting the ongoing gap in the HotSW between those in employment with and without a disability, seek to secure additional support for employers and those seeking work around upskilling, training and adaption / reskilling. | Improved economic activity and progression rates amongst those with a disability or other health related barrier to work. Improve community and inclusion outcomes. | Local Authorities, DWP, DoH | Those with a disability, a mental health condition, or other health related barrier to work | Short / Medium Term (1-2 years) | SAP Wide |

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| b) Supporting Young People | | | | | | |
| Secure ongoing funding support for the HotSW Careers Hub, providing an integrated careers advice and guidance offer for young people within education across the HotSW. | <p>Recognising ongoing challenges across the HotSW around achievement by age 19 of those most disadvantaged, issues around the take up of STEM related roles, emerging challenges from Covid 19, and longer-term challenges around aspiration and ambition amongst young people in the HoTSW, enhanced Careers, Information Advice and guidance ('CIAG') provision through the HotSW Career Hub programme.</p> <p>Initially focused on secondary schools and colleges, but seeking to expand provision to cover primary settings overtime. This will also include an ongoing focus on business / education partnership working and engagement and support for governors, headteachers and teaching staff to understand and champion CIAG activity.</p> | Delivery of improved careers outcomes for young people, with a focus on increasing higher value employment uptake within HotSW growth sectors, as well as supporting wider employment, skills and inclusion / aspiration ambitions. | Careers Hub, Business Partners, Schools (Secondary and Primary), Parents | Young People (5-19) | Short / Medium Term (1-2 years) | SAP Wide |
| Work with apprenticeship lead organisations, providers and businesses to further develop our shared offer on apprenticeship, traineeship and T Levels for young people, and reaching those most at risk of NEET. | Building on the HotSW's relative strength in apprenticeship and vocational training, seek to further promote vocational pathways into work and learning, with an emphasis on promotion to businesses, young people, education providers and parents and development of a shared approach. Seek to build on examples of good practice in Plymouth, Exeter and around Hinkley Point, as well as work championed and led by the DSTPN and DCTPN and projects such as Skill Up Somerset and Ask. Seek to secure further funding for such projects where appropriate. | Acceleration of vocational training uptake across opportunity and bedrock sectors. Improved uptake by employers across the economy. Improved throughput from learners within protected or higher need groups, and from communities with higher levels of income deprivation. | SWAAN, NAS, YAAN DCTPN / DSTPN, Colleges, Universities, Local Authorities, Employment and Skills Boards, ESFA / DfE | Young People (14-24) | Medium Term (1-3 years) | SAP Wide |
| Maximise the impact of ongoing initiatives to support youth unemployment, including through the Kickstart programme. | Recognising the significant increase in youth unemployment since March 2020, seeking to utilise the various policy tools provided by Government to maximise youth employment and training / progression. Ensure a firm progression route through such programmes. Seek to reinforce with additional support around core skills, mental health, and other support to enhance access and resilience. Place a strong focus on those most at risk from Covid-19 and or facing a significant disadvantage. | Increased employment and training uptake amongst 16-24-year olds, with a focus on ensuring improved apprenticeship and traineeship progression. Downstream and long-term productivity benefits, seeking to avoid economic and employment scarring. | Gateway Organisations, Local Authorities, DWP, Colleges, Universities, DCTPN / DSTPN | Young People (16-24) | Short Term (Immediately) | SAP Wide |

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| c) Maximising Individual Opportunity | | | | | | |
| Pilot skills escalator programmes to cover three opportunity sectors; Digital Futures; Engineering Futures and Energy Futures. | Building upon the economic opportunities identified through the HotSW LIS, seek to pilot specific escalators and bootcamp activity to maximise skills and employment opportunities for local people within the area's prioritised growth sectors. Focus upon ensuring such opportunities are directed towards and extended to individuals with a recognised barrier to advancement, seeking to address challenges around disadvantage. | Improved local throughput into high value and opportunity sectors, with a focus on progression across multiple educational levels. Focus on reaching those further from the market. | HotSW LEP / SAP, Colleges, DCTPN / DSTPN, HotSW DSP, Universities, ESBs, Major Employers | All | Medium Term (1-3 years) | All, with a focus upon Exeter, Plymouth and Taunton (Digital Futures); Western Somerset, East and Northern Devon (Energy Futures); and Western and South Somerset, Greater Exeter and North Devon, Torbay, and Plymouth (Engineering Futures) |
| Secure additional support for digital skills provision for those within non-digital sectors, supporting individuals to upskill and enhance both their own and their sectors future resilience. | Recognising challenges around digital skills capacity across the economy, and notably amongst more deprived communities and disadvantaged individuals, seeking to provide additional provision which can support those in and outside work to further their digital capabilities. Seek to promote digital careers and pathways in non-digital industries. | Promoting additional digital literacy and expertise across the HotSW economy, in both digital and non-digital roles and sector. Downstream impact on productivity within small and large businesses, individual opportunity and wider prosperity and growth. | HotSW DSP, Local Authorities, Colleges, DCTPN / DSTPN, Universities, ESBs | All | Medium Term (1-3 years) | SAP Wide |
| Develop a more structured approach to leadership and management skills delivery and uptake. | Work with providers and the private sector to promote and development enhanced opportunities for in work leadership and management development. | Improve focus on skills and workforce development, as well as wider business productivity benefits. Downstream benefits in terms of competitiveness and wider economy, inclusion, and sustainability outcomes. | Colleges, DCTPN / DSTPN, Universities, IoT, ESBs | All | Short Term (1-2 years) | SAP Wide |
| Working with business support organisations and DWP, seek to develop a shared approach to self-employment and enterprise support as a route to employment and valued work. | Recognising the value of self-employment and enterprise as a route back into employment for both those who may have been affected by Covid-19, but also those who may see new opportunities, development of a joint enterprise / self-employment programme to support individuals to set up on their own. | Improved economic output, through business creation and job creation. Downstream productivity and social inclusion benefits, through additional business activity, additional employment and more sustainable employment options. | HotSW Growth Hub, DSTPN / DCTPN, DWP | All, with an emphasis on young people and those at risk of unemployment / displaced by COVID. | Short / Medium Term (1-3 years) | SAP Wide |
| d) Inclusive Education | | | | | | |
| Work with education partners / academy groups to identify additional opportunities for joint activity around improving inclusion and supporting aspiration amongst the hardest to reach, best practice in teaching and wider pedagogical projects. | Noting national and regional evaluation around the importance of sharing of pedagogical best practice, further support schools and wider institutions to come together to pool knowledge and reinforce individual student outcomes. | Improved achievement and progression amongst the hardest to reach into further learning and higher value careers. Specific focus on promotion of opportunity and higher value sectors. Focus on outreach and intervention to improve community and individual inclusion. | Schools, Local Authorities, Colleges, Universities | Young People | Medium Term (1-3 years) | SAP Wide |
| Working with partner organisations, develop supported pathways into higher value careers for those with more complex backgrounds. | Noting ongoing gaps around earning levels and employment amongst those with a protected characteristic, seek to provide enhanced support for individuals with a more complex pathway to opportunity roles. These include those with a disability or other health related barrier to work, within an occupation where gender or other demographic gaps are relevant, from a deprived community or other complex background. | Improved learning outcomes within those with a protected characteristic or need, or from within communities considered the most in need of support. Increased throughput of local talent into high value and opportunity sectors. | Colleges, DCTPN / DSTPN, Universities, Local authorities, ESBs, ESFA / DfE, DWP, DoH | All | Medium Term (1-3 years) | SAP Wide |



Ensure that all skills and training investment and activity contributes to both improving our shared prosperity and collective productivity

| Action | Description | Desired Outcome | Lead Partner/s | Target Group/s | Timescale | Geography |
|---|---|---|--|-------------------------|-------------------------|-----------|
| a) Supporting and working with business | | | | | | |
| Develop a single gateway approach to business training, skills and employment advice and support, working with the Growth Hub and wider partners to provide a seamless support service. | Recognising ongoing challenges around fragmentation of advice and the complexity of the support involved, seek to reinforce the business pathway to workforce advice and support. Ideally taken forward through a single portal or approach. | Improved take up of business training and learning opportunities across multiple areas (apprenticeships, traineeships, in work training, innovation links etc). Improved progression and outcomes working with both opportunity sector and bedrock. | Growth Hub, Local Authorities, Colleges, Universities, ESBs | All | Medium Term (1-3 years) | SAP Wide |
| Further develop linkages and joint working approaches between FE and HE institutions, building on positive examples like the Institute of Technology. | Recognising the HotSW's progression gap from Level 3 to Level 4 and beyond, seek to support reinforced linkages between HE and FE, supporting organisation like our Institutes of Technology to provide reinforced opportunities to enhanced skills progression in and outside of work. This will include close working with the private sector around maximising the impact of relevant opportunities. | Improved outcomes across technical and higher-level skills levels, with a specific focus on growth within opportunity sectors. Contribution to wider sustainable development and clean growth. | Colleges, DCTPN / DSTPN, Universities, IoT, HotSW LEP, ESBs, Major Employers | Business | Medium Term (1-3 years) | SAP Wide |
| Continue to promote business education linkages amongst schools, supporting both enhanced educational opportunities and wider aspiration. | Addressing ongoing gap in progression beyond Level 3 and into opportunity sectors, support business education linkages beyond careers advice, seeking to promote cross curriculum working and other opportunities to engage young people with business specialisations. Build on strong exemplars such as those in Plymouth, Somerset's Education Business Partnership and the Careers Hubs Cornerstone Approach. | Improved career and learning progression amongst young people, with a focus on high need and opportunity sectors. Improved educational achievement and local economic and social inclusion outcomes. | Schools, Careers Hub, Local Authorities, ESBs | Young People / Business | Short Term (1-2 years) | SAP Wide |



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| b) Partnership and Intelligence Led | | | | | | |
| Secure ongoing support for the development of the HotSW's shared evidence and labour market intelligence approach, working through the Skills Advisory Panel and with our universities. | In line with Government's requirement for alignment and refinement of the local intelligence base, seek to secure longer term support for LMI activity and wider intelligence sharing and gathering. | Improved intelligence supporting targeting of investment and activity, with a focus on opportunity sectors. | HotSW SAP, Universities | HE / FE / Business | Short / Medium Term (1-2 years) | SAP Wide |
| Building on the Skills White Paper, consider the potential for 'Trailblazer' status within the HotSW area / areas. | Acknowledging the potential of the Local Skills Improvement Plans, And governments preferred approach to refining partnership working, seek to work together to make a case to act a s pilot for the trailblazer process. | Improved alignment and further refinement of the LSR approach. | Chambers and other business organisations, SAP, private sector, Local authorities, Colleges, HEIs, Training Provider Partners. | All | Short Term (1-2 years) | SAP wide, though tailored to meet lead business organisation/s geography. |
| Agree a renewed approach to working with the business community around capturing sectoral and other labour market intelligence. | Seeking to further improve the business relevance and applicability of the HotSW's evidence base, work with ESBs and other business organisations, as well as individual businesses to support the gathering and analysis of skills and demand data. | Improved intelligence supporting targeting of investment and activity, with a focus on opportunity sectors. | HotSW SAP, Universities, ESBs, Major Employers | Business | Medium Term (1-2 years) | SAP Wide, though focused upon the area's 5 ESB partnership areas. |
| Support Employment and Skills Boards and other relevant representatives to act as champions for capturing local labour market intelligence. | Recognising the leadership role of our Employment Skills Boards and related organisations, work with relevant organisations to secure ongoing support towards their local coordination and alignment role. | Improved reflection between intelligence and business need, leading to improved targeting of resources and activity to better meet local demand. Improved productivity and inclusion outcomes, with a focus on local tailoring. | HotSW SAP, Local Authorities, ESBs | Business | Short Term (1-2 years) | SAP Wide |
| Maximise the impact of information and signposting service, like the LEPs Launchpad approach piloted in Devon and Plymouth. | Recognizing the value and potential of shared signposting and best practice from other locations, seek to build upon the LEP's Launchpad approach, using a single local partnership / web service to reach employers, learners and other stakeholders. | Improved signposting and alignment of labour market and wider advice. Increased throughput into opportunity sectors and wider areas of high demand. | HotSW LEP, Growth Hub, Local Authorities, ESBs | All | Short Term (1-2 years) | SAP Wide |