

Southwark Skills Strategy – Proposed Delivery Plan

Southwark Skills Strategy – delivery plan

2018-2022

1. Introduction

Southwark's Skills Strategy has been developed with partners from across the borough to improve the local careers and advice offer, align skills provision to local employment needs and to ensure that residents are able to access the opportunities on their doorstep.

Our vision is that by 2022 Southwark will have a high quality, local skills offer that is accessible and responsive to learner and employer needs. This offer will support all learners to build resilience and develop valuable workplace skills for a strong local economy now and in the future.

The skills landscape is changing; Southwark's Skills Strategy is a local response to the findings of the Area Based Review of Skills which focused more on the financial stability of the further education sector rather than wider concerns around quality. Decisions about budgets and the funding system are being made on a sub-regional level and local areas have more leverage to shape their local skills offer than previously. Our local skills strategy will help us form new partnerships with local stakeholders and new approaches to skills delivery. The skills strategy will enable the borough to speak with one voice to current and future funders about the needs of learners and local providers, ensuring that our local providers are well positioned to access resource in the future.

The Skills Strategy was adopted by the council in December 2017. It sets out the borough's ambition on skills and sets out the priorities and ambitions under four themes:

- Learners
- Employers
- Providers
- Funding

The purpose of this delivery plan is to detail how our skills partnership will work together to achieve our skills priorities; it identifies the activity that is already taking place to achieve our goals and ambitions, the impact we want to have and the activity we commit to undertake collaboratively.

The delivery plan is set out into short, medium and long term activity with associated actions and impact measures. The delivery plan is designed to provide flexibility so our local skills offer is able to respond and adapt to new challenges and take advantage of resources and opportunities that become available over the lifetime of the strategy. The focus of the plan is on the short term activity, medium and longer term activity will be considered by the partnership with involvement from key stakeholders.

Our identified short term activity will be the areas we want to focus on over the coming 12 months, recognising that identified activity won't all be achieved in this time but we commit to start work towards the achievement. Medium term activity will take place in years 2-3 of the delivery plan and long term activity in year 4 and beyond.

2. Managing the delivery plan

Though led by the council, the Strategy is intended to be delivered in partnership to ensure that there is a consistency in vision and ambitions across our borough and that the available resources are maximised. Collaborators have included schools, Adult Education, Further Education and Higher Education providers, developers, school governors, businesses (including Business Forum members and BIDs) and colleagues from across the council. In order to continue the partnership arrangements the working group will be formalised. The purpose of the partnership working group is to:

- Ensure ongoing cross partnership support for the Strategy
- Endorse and support the delivery of activity as set out in the delivery plan
- Oversee the progress of the delivery plan and review outcomes
- Advise on future skills activity and support effective prioritisation
- Influence and inform sub-regional, regional and national decision makers, ensuring that Southwark's voice is heard

It is proposed that the group will perform a supportive role in the delivery of the strategy, providing a useful mechanism to advise and inform formal decision making processes across the partnership.

It is proposed that the membership will include:

- Learners - through the Youth Council, and representatives of adult learners including those in the workplace
- Employers - focused on key sectors such as construction, health and social care, retail / tourism / hospitality
- Providers - school representatives, higher education, further education, adult education
- Funding - GLA / sub regional representation
- Others - the council's Local Economy, Education and Regeneration teams as well as the Cabinet Member for Jobs, Skills and Innovation

3. Short term actions, to July 2019

1. Learners				
We want Southwark to be a place where people of all ages have access to a high quality local offer to learn, improve their skill levels and earn a good living. We want learners to have access to good quality and impartial information, advice and support so they can make informed choices about their careers and personal development.				
What we already have and do	What we need to do	Measuring success		
<p>Strategy aims:</p> <ol style="list-style-type: none"> Learners have access to information on the wide range of learning opportunities available to them Learners enjoy a comprehensive range of good quality learning opportunities on their doorstep Young people leave education equipped with the skills and knowledge they need to enter the world of work Vulnerable learners have the additional support they require to help them develop workplace skills Learners of all ages, including those in work, are able to develop their skills to progress into better jobs and increase their earnings 			<p>Outcome / impact:</p> <ul style="list-style-type: none"> Young people in secondary education receive a co-ordinated approach to early school based work related learning and impartial advice Schools, colleges, work-based learning providers and universities are able to join forces to enable flexible learning journeys Southwark has a culture of ‘no wrong door’ and provision works on the basis of equal access for all 	
<p>Improve the careers, information and advice offer for all Southwark learners</p>				
<p>Careers advice is already provided by secondary schools, though is not standardised</p> <p>Education Business Alliance (EBA) offers sold services to schools and businesses to develop pupils’ work-related learning skills</p> <p>Through Southwark Choices the council’s education team work to ensure that young people aged 16-18, who are NEET are supported into</p>	<p>Develop a co-ordinated all-age careers IAG offer:</p> <ul style="list-style-type: none"> Feedback from young people and secondary heads suggests that careers information and advice in schools could be improved with more co-ordination and a standardised offer. The new duty on secondary schools to employ a person responsible for careers advice is an opportunity to improve the existing offer and provides a framework for effective careers 	<p>Number of providers engaged in the careers offer</p> <p>Provider feedback on the offer</p> <p>Number of Southwark school children engaged in construction sector training at SCSC</p>		

<p>education, employment and training</p> <p>Local large employers engage directly with schools and attend events, such as career fairs, to engage with local young people</p> <p>Southwark Construction Skills Centre engages with schools, and provide advice on Southwark construction apprenticeships, open doors and site visits</p> <p>Adult learners (19 and over) have access to Southwark Council's Thomas Carlton Centre, to information regarding local adult and Further Education course offer</p> <p>Pilot in-work support project delivered by St Giles and operating across Lambeth, Lewisham and Southwark is working with residents through JCP</p>	<p>advice</p> <ul style="list-style-type: none"> • Work with Southwark careers leads in schools, colleges and other providers to develop a co-ordinated careers advice model, taking best practice from other areas and involving local employers • Work with employers to understand their capacity to support career information and advice • Review outcomes of / learning from the St Giles pilot and develop a proposal for a more integrated approach to in-work support for residents on low pay 	
Vocational routeways are evaluated		
<p>Southwark Construction Skills Centre works with developers to provide employer-led skills to local residents. Promoting local construction opportunities and helping residents to access them.</p> <p>Southwark Choices works with a number of large employers (such as hotels) to provide supported internships</p> <p>Several business (including British Land) participate in the Career Ready scheme with</p>	<p>Continue to develop relationships between developers and the Construction Skills Centre:</p> <ul style="list-style-type: none"> • The skills centre will be relocating in 2021, work over the coming year will ensure the centre is situated in the best location to reach target groups <p>Evaluate the quantity and quality of supported internships and how employers could be supported to host these</p> <ul style="list-style-type: none"> • Test new approaches to supported 	<p>Number of Southwark residents supported through the Construction Skills Centre</p> <p>Number of young people participating in supported internships progressing into paid employment</p> <p>Number of local employers engaged / providing supported internships</p>

<p>Bacons College, St Michael's and City of London Academy; offering mentoring, masterclasses and paid summer internships for 4-6 weeks to 16-19 year olds</p>	<p>employment pathways (such as supported internships)</p> <ul style="list-style-type: none"> • Work with employers through the business forum etc. to understand experiences of offering paid internships • Support the development of a Special Needs College for young people aged 19-25 	<p>Number of young people completing courses at Special Needs College</p>
<p>Apprenticeships are celebrated and promoted to learners</p>		
<p>Apprenticeship campaign, involving local employers – promoting the range of vocational apprenticeship opportunities in Southwark</p> <p>Southwark Council and LSBU are working in partnership to create the Institute of Professional and Technical Education (IPTE). The Passmore Centre, will open in October 2018, and provide a gateway for learners into higher professional and technical education</p>	<p>Develop an apprenticeship and wider vocational learning campaign:</p> <ul style="list-style-type: none"> • Evaluate the achievements of the apprenticeship campaign in promoting apprenticeships and other vocational routes to learners and employers; assess where improvements could be made • Ensure that connections and relationships are formed between the new Passmore Centre, local employment support providers and education providers to maximise the number of local residents accessing the centre • Review the pre-apprenticeship needs of residents (of all ages) and develop a proposed package of support. 	<p>Council plan monitoring – 2,500 apprenticeship target</p> <p>Council plan monitoring – Number of businesses engaged on apprenticeships</p> <p>1,000 Southwark residents to have started a high quality apprenticeship through the Passmore Centre by 2023</p>
<p>Support for vulnerable learners</p>		
<p>The council's employment support programme, Southwark Works, provides support to clients in</p>	<p>Ensure the needs of all groups are considered in</p>	<p>Number of referrals from Adult Learning to</p>

<p>identifying roles suited to their skills set and targets set vulnerable groups in doing so</p>	<p>skills provision commissioning</p> <ul style="list-style-type: none"> • Specifically, recommissioning of the council's employment support programme is due to start autumn 2018, this process will consider how best to make links to adult learning provision, by considering how employment support service can better integrate with the Adult Learning offer and vocational provision 	<p>Southwark Works service</p> <p>Number of pre-employment training courses completed</p>
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2. Employers

We want Southwark to be a place where employers have access to a highly skilled local workforce. We want employers to invest in and help shape local skills provision and have the confidence that it is meeting their recruitment needs. We want our employers to offer good quality skills and employment opportunities for residents.

Strategy aims:

1. Employers are enabled to take a leading role in shaping a local skills offer that meets the needs of their workforce
2. The current and future skills needs of employers of all sizes are understood and met locally
3. Employers provide more opportunities for employment and work based learning, including apprenticeships and quality work experience
4. Employers offer more opportunities to people with complex needs
5. Employers are supported to respond positively to workforce challenges that arise from Brexit

Outcome / impact:

- Current and future skills needs are better understood and communicated
- Employers are able to engage with skills providers about their skills needs
- Employers are able to meaningfully engage with young people and those who want to progress, to communicate the range of opportunities available
- Employers are supported to offer equal access to opportunities that develop work place skills
- Employer networks are supported, enabling knowledge sharing and promotion of best practice within and beyond sectors

What we already have and do

What we need to do

Measuring success

Engaging and empowering employers

There is a wealth of existing partnerships facilitated by various local partners:

- GLA- Business in the Community, London Ambitions, Sector Growth Hubs
- LEAP (London Economic Action Partnership)
- Central London Employment and Skills Board- currently chaired by Cllr Peter John
- Southwark EBA- mainly SMEs, source

Discussions with employers about how to better engage them in the development of sector vocational routes:

- Explore how employers could get involved with local careers initiatives, such as through sponsoring local careers fairs
- Include sector specific employer engagement as part of the developing careers offer
- Consider what could be done to gain social value from supply chain / procurement

Employer voice from each key central London sector included in development of careers advice and skills provision

<p>work experience placement and run annual careers fairs</p> <ul style="list-style-type: none"> • Southwark Business Forum • Business Improvement Districts (including Employ SE1) • Southwark Choices- Supported Internships • LSBU/Chamber/BIDs/FSB - established relationship with SMEs 	<p>opportunities</p> <ul style="list-style-type: none"> • Encourage Business in the Community (and other providers like them) to become better established locally and support SMEs to contribute to this agenda • Share good practice with local employers from the council's experiences of considering apprenticeships in workforce planning <p>Explore the use of digital platforms as a mechanism to better match jobs and skills:</p> <ul style="list-style-type: none"> • Guides / tips for SMEs could be developed in recruitment / work experience <p>Ensure local employers are represented on the skills partnership group</p>	<p>Appraisal of digital platforms completed</p> <p>Local skills partnership in place and fit for purpose</p>
<p>Engage with employers on apprenticeships</p>		
<p>Southwark Council engage with local businesses through the Apprenticeship Standard to encourage a better quality of local apprenticeships offered by local employers</p> <p>Southwark Council have trialled method of engaging with different size and sector businesses in order to create new apprenticeships in the borough</p>	<p>Support employers to create quality apprenticeships:</p> <ul style="list-style-type: none"> • Link the work of the Apprenticeship Standard to LSBU's Passmore Centre; encouraging employers to use the Passmore Centre for a better quality of apprenticeship • Develop a business engagement plan, building on the success of the Southwark Apprenticeship Standard, including a support element for SMEs • Better understand needs of large employers and review our offer in relation to support 	<p>Number of employers signed up to the Southwark Apprenticeship Standard</p> <p>Number of employers engaged</p> <p>Number of apprenticeships created as a result of targeted business engagement, or by Southwark Apprenticeship Standard employers</p>

	them to create more apprenticeships and/or improve quality	
Consider skills agenda in large regeneration projects		
Southwark Council currently supports local developers in meeting their section 106 targets through the Southwark Skills Centre and construction employment Southwark Works contract.	Link the skills agenda to local regeneration projects: <ul style="list-style-type: none"> • Work with regeneration projects to replicate SCSC in other sectors; linking future growth sectors to skills provision • Continue to work with developers like Grosvenor and British Land to create local skills pathways in their development and social regeneration plans • Employers engage directly with SCSC to plan for future skills needs on regeneration projects • Develop a specification for vocational pathways centred on the Old Kent Road 	Skills provision delivered through s106 agreements
Improve employer insight / labour market information		
<p>CITB provide construction labour market information</p> <p>Southwark Choices get a monthly labour market bulletin</p> <p>Southbank manifesto contains labour market intelligence</p> <p>GLA Datastore – employer skills survey and other labour market intelligence</p>	Review all existing sources of labour market insight and existing relationships with businesses: <ul style="list-style-type: none"> • Prepare Southwark / central London sector specific employer insight, available labour market information to be collated and sent to employers and providers • Use intelligence from local large employers to understand their needs post Brexit • Explore tech / mechanisms of linking local employer needs to training and skills providers' 	<p>LMI sources and intelligence mapped</p> <p>Sector specific profiles developed and accessible</p>

	work, for example, Good People - Talent Pool - promote new recruitment platforms and local intelligence	
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3. Providers

We want to make Southwark a destination for learning with high quality skills and training provision for all ages which addresses local economic needs and the future demand for skills. We want residents to develop the skills they need to secure well paid jobs and that are shaped by employer demand. We want local providers to be partners in the development and regeneration of the borough and for our skills offer to be a local asset.

Strategy aims:

1. Southwark has a high quality skills offer that is attractive to learners and employers
2. Employers and providers work collaboratively to provide innovative demand led skills solutions
3. A greater range and quality of vocational learning, including apprenticeships is available and its value recognised
4. Good quality careers advice is provided to all who need it across the borough

Outcome / impact:

- Vocational learning opportunities are promoted, leading to more people taking on careers in target sectors (i.e. hospitality, tourism, construction, health and social care, digital)
- A broader range of unaccredited and upskilling courses available that both meet the needs of employers and are accessible to vulnerable learners

What we already have and do

What we need to do

Measuring success

Collaboration and partnership working with providers

Similar to Southwark's local strategy, the London Mayor's Skills Strategy recognises the importance of unaccredited training, in particular for those with barriers to learning

To improve the local FE offer, develop partnership arrangements that enable providers and employers to work together more collaboratively

- Encourage partnerships that can secure funding and work together to promote vocational routes
- Encourage partnerships that collaborate for the same solution – specifically are able to work together to bid for funding that links provision, pastoral care and employers

Local skills partnership in place and fit for purpose

	<ul style="list-style-type: none"> • Support providers to deliver more relevant training • Work with providers to understand wider outcomes to their skills delivery and how this can be measured in new commissioning frameworks • Providers are being linked to employers to provide unaccredited courses 	
Vocational routes and apprenticeships		
<p>Southwark Skills Centre, LSBU's Passmore Centre, schools delivery promote vocational learning routes and offer training</p> <p>Some local employers already promote apprenticeships and vocational learning, using their members of staff as case studies</p> <p>Lambeth College have a good retail and hospitality training centre – they had planned to set up a trainee hotel but haven't done this</p> <p>Southwark Apprenticeship Standard training provider directory – a long list of providers assessed as meeting the Southwark Apprenticeship Standard for providers</p> <p>Lewisham and Southwark College vocational offer</p>	<p>Review providers' offer and specialisms in the context of labour market information from key sectors</p> <ul style="list-style-type: none"> • Explore local providers' sector specialisms; e.g. Morley College are building a new 'radio studio' resource, community and businesses will be able to use this resource; how can this be scaled up to include other target sectors • Continue to build relationships with providers to gather intelligence on how they operate • Explore whether there is a role for the council to support providers operating in the borough to deliver better quality services to employers 	<p>Local provider courses mapped against key growth sectors</p>

Unaccredited courses and pastoral care		
<p>Adult learners (19 and over) have access to Southwark Council's Thomas Carlton Centre, where they can access a range of accredited and unaccredited learning opportunities</p> <p>Southwark Works provides clients with access to a range of accredited and unaccredited courses to support their journey back to employment</p>	<p>Review providers' pastoral care and unaccredited course offer and specialisms in the context of labour market information from key sectors</p> <ul style="list-style-type: none"> • This review will consider the impact of pastoral care and unaccredited courses on career progression 	<p>Local provider unaccredited courses mapped and a better understanding of the pastoral care already provided</p>

4. Funding

We will put Southwark learners first in getting the best possible funding deal for learning and skills. We want Southwark to be a powerhouse for innovation, using local resources to test out new ways of delivery and build on recent successes like the Southwark Construction Skills Centre. We want to use the funding available to better equip Southwark residents with the tools they need to access today's jobs and those of the future. We will use every tool at our disposal, working with employers, providers, schools, national and regional funding bodies and learners to align resources and put Southwark in pole position to be the borough of choice for high quality learning and skills.

Strategy aims:

1. Skills funding is aligned to local needs
2. Skills budgets are successfully devolved and work for London and Southwark
3. New partnerships harness local assets and resources to generate innovative skills funding models
4. Employment outcomes are embedded in the planning and delivery of skills provision

Outcome / impact:

- Formalised partnership arrangements will allow for partners to influence funding proposals and explore opportunities for joint bidding

What we already have and do

What we need to do

Measuring success

Influencing funding decision makers

Central London Employment and Skills Board involvement, currently setting the outcomes that future sector based skills commissioning should achieve

Local lobbying for any changes to the Apprenticeship Levy model

Formalise local partnership arrangements that allow providers and employers to collaborate locally:

- Partnership is able to determine where funds should be directed to address gaps in provision
- A collective voice that represents employers, providers, public sector in Southwark
- Representation to the GLA on devolved adult education budget to continue the dialogue and make recommendations on how this could

Local skills partnership in place and fit for purpose

	<p>work locally</p> <ul style="list-style-type: none"> • Representation to the GLA on any remaining ESF funds and the future commissioning framework • Ensure we use planning obligations effectively to deliver the Skills Strategy <p>Work with sub regional partners to:</p> <ul style="list-style-type: none"> • Develop proposals for outcomes based skills commissioning • Lobby for Apprenticeship Levy localisation • Explore opportunities through the GLA's Structural Infrastructure Pot 	<p>Local partnership feeds into Central London Forward (CLF) / GLA outcome based commissioning proposal</p>
<p>Take full advantage of the range of funding opportunities</p>		
	<p>Explore opportunities to develop an employer funded model to address local skills needs:</p> <ul style="list-style-type: none"> • The council will consider opportunities for vocational pathways and an improved Further Education offer in larger developments, such as through the specification of the Old Kent Road post 16 education offer 	

4. Medium and long term activity, from July 2019 to 2022

1. Learners

We want Southwark to be a place where residents of all ages have access to a high quality local offer to learn, improve their skill levels and earn a good living. We want residents to have access to good quality and impartial information, advice and support so they can make informed choices about their careers and personal development.

Strategy aims:

1. Learners have access to information on the wide range of learning opportunities available to them
2. Learners enjoy a comprehensive range of good quality learning opportunities on their doorstep
3. Young people leave education equipped with the skills and knowledge they need to enter the world of work
4. Vulnerable learners have the additional support they require to help them develop workplace skills
5. Learners of all ages, including those in work, are able to develop their skills to progress into better jobs and increase their earnings

Actions to explore further:

- Schools supported to prepare young people for a range of destinations
- Construction Skills Centre model is replicated across other areas with known skills gaps

2. Employers

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Strategy aims:

1. Employers are enabled to take a leading role in shaping a local skills offer that meets the needs of their workforce
2. The current and future skills needs of employers of all sizes are understood and met locally
3. Employers provide more opportunities for employment and work based learning, including apprenticeships and quality work

Actions to explore further

- Create a Good Work Standard that can be scaled up / down depending on the business and encourages continuous improvement. The standard should also be flexible enough for SMEs to take part
- Produce a FAQ for 'good work' that is specific to employers' size and sector – enabling businesses to understand the issues.
- Use good practice from the Construction Skills Centre and apply it to

<p>experience</p> <ol style="list-style-type: none"> 4. Employers offer more opportunities to people with complex needs 5. Employers are supported to respond positively to workforce challenges that arise from Brexit 	<p>other sectors</p> <ul style="list-style-type: none"> • Sector specific employer clusters to influence apprentice and skills provision • Create a network of employer ambassadors who can promote good work within their sector • Support small businesses to grow in their sector – enabling in work progression for their staff • Gain better understanding of employer needs and review our offer
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<p>3. Providers</p> <p>We want to make Southwark a destination for learning with high quality skills and training provision for all ages which addresses local economic needs and the future demand for skills. We want residents to develop the skills they need to secure well paid jobs and that are shaped by employer demand. We want local providers to be partners in the development and regeneration of the borough and for our skills offer to be a local asset.</p>	
<p>Strategy aims:</p> <ol style="list-style-type: none"> 1. Southwark has a high quality skills offer that is attractive to learners and employers 2. Employers and providers work collaboratively to provide innovative demand led skills solutions 3. A greater range and quality of vocational learning, including apprenticeships is available and its value recognised 4. Good quality careers advice is provided to all who need it across the borough 	<p>Actions to explore further:</p> <ul style="list-style-type: none"> • Develop ways to recognise outcomes of learning beyond course completions and accreditations; in particular the pastoral support providers are able to provider learners and the focus on developing employment behaviours (soft skills) • Develop ways for learners and employers to discover more about providers; going beyond Ofsted inspection results towards learner and employer experiences of working with providers • Expand intelligence about the needs of employers and learners to develop an understanding of local needs

4. Funders

We will put Southwark learners first in getting the best possible funding deal for learning and skills. We want Southwark to be a powerhouse for innovation, using local resources to test out new ways of delivery and build on recent successes like the Southwark Construction Skills Centre. We want to use the funding available to better equip Southwark residents with the tools they need to access today's jobs and those of the future. We will use every tool at our disposal, working with employers, providers, schools, national and regional funding bodies and learners to align resources and put Southwark in pole position to be the borough of choice for high quality learning and skills.

Strategy aims:

1. Skills funding is aligned to local needs
2. Skills budgets are successfully devolved and work for London and Southwark
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Actions to explore further:

- Develop ways to recognise outcomes of learning beyond course completions and accreditations; in particular the pastoral support providers are able to provide learners
- Explore opportunities to bid for AEB, ESF and other funding sources to support strategy delivery
- Advanced Learner Loans – review the effectiveness of these and whether there is a role for the support/promotion of this product with residents

5. Risks

	Risk	Impact (high, medium, low)	Likelihood (high, medium, low)	Mitigation / management	Impact with mitigation (high, medium, low)	Likelihood with mitigation (high, medium, low)
1.	The strategy's ambitions exceed our ability to influence / deliver	H	H	<ul style="list-style-type: none"> • Ensure targets in the strategy are realistic and achievable – with a focus on what we can do locally in the short, medium and long term; starting small and building on our achievements • The delivery plan is clear in how actions will be monitored • Employers are encouraged to play a central role in contributing time, resources and money • Political buy in to the strategy – the council Leader continues to be sighted on the strategy 	M	M
2.	Funding / resource uncertainty; for example, the GLA's funding policy does not mirror Southwark's Skills Strategy vision and ambitions	M	M	<ul style="list-style-type: none"> • The strategy encourages us to be opportunistic about funding routes – ensuring maximum access to a range of funding routes (e.g. crowdfunding) • Work together across different types of organisations, ensure we have the expertise to write winning bids • Lobby proactively for devolved and flexibility of funding that is needed to meet the strategy's ambitions • Ensure we can demonstrate our success for future funding opportunities – monitor projects closely and communicate successes 	L	L

Risk	Impact (high, medium, low)	Likelihood (high, medium, low)	Mitigation / management	Impact with mitigation (high, medium, low)	Likelihood with mitigation (high, medium, low)
<p>3. Accountability structure does not allow for the strategy's ambitions to be delivered</p>	H	M	<p>Create a partnership structure that:</p> <ul style="list-style-type: none"> - Is clear on roles and responsibilities - Allows us to hold each other to account - Mirrors sub-regional arrangements and allows for the GLA to take a role - Has the right representatives, ensuring visibility and weight to our work - Is able to address ongoing resourcing of the strategy, monitoring and evaluation 	H	L
<p>4. The Strategy is not addressing existing inequality of outcomes in the skills system (i.e. disenfranchised young people continue to not receive the best support)</p>	H	M	<ul style="list-style-type: none"> • Using data insight effectively; ensure alignment with employers' needs and future jobs • Help to create social networks to encourage increasing social mobility • Strategy has a focus on vulnerable groups; ensure that the delivery plan does too • Promote a better understanding of outcomes across the partnership 	H	L
<p>5. The Strategy is not flexible enough to keep pace with change (i.e. changes in labour market, local economy, resident needs)</p>	M	M	<ul style="list-style-type: none"> • The partnership commits to collecting business intelligence and continuing an open dialogue with providers, learners and employers 	L	L