Purpose

1. The purpose of this protocol is to outline joint working principles and arrangements between Skillset and the regional skills brokerage teams to ensure that the shared aims of the Skillset sector compact are delivered and that the skills requirements of employers within Skillset’s footprint are met through Train to Gain. The anticipated outputs agreed within the compact are set out in Annex A.

2. This protocol also sets out the relationship and responsibilities between Skillset, the Skillset employer engagement team and the regional brokerage services in the delivery of the Skillset sector compact.

3. Through the agreement in the sector compact, the Train to Gain offer to employers in Skillset’s footprint is enhanced to include:

   - First and additional NVQ level 2 and 3 focussed on SSC priority qualifications
   - A range of new qualifications currently in development including media techniques qualifications at levels 2 and 3
   - Leadership and Management offer for employers with 5 employees and above.

   Further details on both the Train to Gain service available to Skillset employers and the enhanced offer available through the Compact are set out in Annex B.

General Principles

4. This protocol will be supported and reinforced by a wider range of protocols between the regional LSC, Skillset and other key regional partners including specialist provider networks and employer networks. Leadership and management is seen as a critical issue in the sector, and regional delivery arrangements for the Compact will need to ensure the full integration of regional Leadership and Management Advisory Services.

5. Delivery of the compact will complement and align with existing regional skills brokerage arrangements. Where this is not possible, different arrangements will be documented and agreed.

6. As part of the Compact, Skillset will not normally make direct employer referrals to providers. This agreed approach will reinforce the concept of a single point of contact between providers and the wider brokerage network. However, where Skillset are engaged in direct employer engagement activity with providers, as part of specific projects and initiatives, Skillset will refer employers to Brokers as appropriate (i.e. where employers have needs that can’t be met by the providers involved in the project/initiative).

7. The brokerage services and Skillset will work together to ensure that employer engagement activity is aligned to avoid unnecessary duplication.

8. Promotion and marketing of Train to Gain in support of the objectives of the compact will be jointly planned, agreed and branded both Train to Gain and Skillset.
9. A baseline will be set for employer engagement, learner starts and the range of outcomes agreed in the compact based on available performance information for the sector from 2007-2008 LSC data

**Detailed Working arrangements**

**Skillset - Roles and Responsibilities**

**Engaging Employers and Driving Up Demand**

10. Skillset will:

- Work with the regional LSC and brokerage services within the first quarter of each year of the compact to develop and agree a regional employer engagement plan to include:
  - employer targeting strategy
  - baseline and progress figures
  - regional marcomms strategy
- Communicate the core sector offer with the regional brokerage service
- Work with the LSC and other partners to develop a broader regional offer built around the national core, to include for example ESF projects
- Agree referral arrangements in line with the agreed national customer journey (Annex C), including referrals to the broader areas of business support

11. Skillset will primarily drive up demand from their employers through a targeted approach to communicating the offer available to employers through the compact. A small number of employers (minimum 400) will be directly engaged by Skillset through either one to one or group activities designed specifically to address employers' skills issues. Skillset's Sector and Regional Managers (hereafter known as the Employer Engagement team) will fulfil the following tasks:

- Work through existing regional and sectoral employer clusters and networks to raise awareness of the sector offer available through TtG and promote the take up of the TtG service and the Skills Pledge;
- Directly support employers in accessing Train to Gain and the Skills Pledge through both one to one relationships and events and briefings designed to secure commitment to the Skills Pledge and a visit from the Skills Brokerage service;
- Put in place and maintain a referral mechanism for employers contacting Skillset direct (e.g. via the website, Careers Service Helpline etc) to ensure that employers requiring access to TtG are able to access TtG support effectively and in a timely way;
- Act as support for Skills Brokers engaging with Skillset employers, providing information on both funding and provision available, and responding to the needs to employers as required;
- Carry out joint visits where appropriate for key employers;
- Provide on-line resources for Skills Brokers and L&M Advisers setting out common issues and needs within the sector and its sub-sectors, and identifying potential funding and solutions; and
- Support the implementation of models for engaging Freelancers in Train to Gain.

12. The Skillset Employer Engagement team will engage directly with a minimum of 400 employers to secure both commitment to the Skills Pledge and a visit from the skills brokerage service, and may jointly visit employers with Skills Brokers where that
adds value. This joint visit and any discussion on skills diagnostic or skills needs will be led by the skills broker. In doing so, Skillset will ensure that they:

- Present the full range of support available though Train to Gain including the Skills Pledge and wider business support,
- Ensure that any skills diagnostic and solutions mapping is undertaken exclusively by the skills broker either within, prior or subsequently to the joint visit.

13. Skillset will also contact employers directly through telemarketing or direct mail, or through events or clustering employers prior to a referral. In doing so, Skillset will:

- Agree any employer engagement activity requiring skills broker contact as part of the Employer Engagement Plan and joint Marketing and Communication Plan
- Present the full range of support available though Train to Gain including the Skills Pledge and wider business support, in any employer communication agreed as part of the joint plan.
- Follow the Marcoms protocols that support this compact

**Sourcing Provision**

14. Skillset will:

- Ensure that all provider referrals will be made by Regional Brokerage services, except where employers are engaged in Skillset projects or initiatives that are being delivered by providers. In such circumstances, employers will be referred direct to the relevant provider, and, if appropriate, to regional brokerage services to address additional skill needs.
- Support the development of provider capability and capacity to deliver in line with regional delivery profiles
- Ensure the regional brokerage services are regularly updated on the status of providers working in the region against accreditation standards
- Help increase the number of training providers that meet the overall quality standards

**Support for the exchange of sector knowledge and understanding between Skillset and the Skills Brokers**

15. Skillset will help to develop the knowledge of regional brokerage service staff with regards to the sector offer and needs of the sector and associated learner entitlement. This includes information on:

- business and skills issues, solutions and priorities for the sector, and its constituent sub-sectors
- and updates on key changes in the sector at least annually.

**Marketing and Promotion**

16. Skillset will develop and agreeing a marketing and promotion strategy and approach with the regional brokerage service, in line with the National Marketing Campaign, and as part of that strategy promote the sector offer in Train to Gain, including the Skills Pledge and broader business support

**Monitoring Arrangements**

17. Skillset will:

- Nominate a lead link person to work with the brokerage service for each region
Agree regional reviews and monitoring arrangements with the regional brokerage service and the LSC. This will include an initial set up meeting and subsequently quarterly reporting and review.

18. Referrals between Skillset employer engagement teams and regional brokerage services in both directions can count as engagements for both organisations provided value is being added. This is documented in Annex D. The organisation making initial contact must be identified in the CRM.

Data and management information

19. All data relating to compact performance and for reviews will be supplied by the LSC National Office team each quarter or by the SSC where relevant to their specific role in the compact. To maintain a single consistent process, other data sources outside this will not be used in the review process.

20. For any additional regional MI, agreed by LSC / SSC as necessary outside of the quarterly nationally produced data above, this will use the relevant reporting platform managed by the Regional Brokerage Services, where possible. Where this is not possible, different arrangements will be documented and agreed

Regional Brokerage Service – Roles and Responsibilities

Employer engagement

21. Skills brokers will:
   - Work with the regional LSC and Skillset within the first quarter of each year of the compact to develop and agree a regional employer engagement plan to include:
     - an employer targeting strategy
     - baseline and progress figures
     - a regional marcomms strategy
   - Communicate the core sector offer with Skillset
   - Work with Skillset and the LSC to develop a broader regional offer built around the national core, to include for example ESF projects
   - Agree referral arrangements in line with the agreed national customer journey (Annex C), including referrals to the broader areas of business support
   - Develop employer engagement strategies including joint work in identifying target employers (see Annex E)

Support for the exchange of sector knowledge and understanding between Skillset and the Skills Brokers

22. Skills Brokers will develop the knowledge of Skillset’s employer engagement team with regards to both standard arrangements for Train to Gain including information on learner and employer eligibility in Train to Gain and to other flexibilities available in the region (e.g. through ESF or RDA funded skills provision). In addition Skills Brokers will provide feedback to Skillset on any region specific issues related to the needs of the sector.

Sourcing Provision

23. Skills Brokers will:
   - Identify suitable providers to meet identified employer needs, including provision and providers funded/supported by Skillset, such as Media Academies
- Make provider referrals utilising existing provider databases and information provided by Skillset on specialist provision to meet employers’ needs
- Work with Skillset to maintain an awareness of regional provider capability and accreditation

Marketing and Promotion

24. Skills Brokerage Services will:
- Develop and agree a marketing and promotion strategy and approach with Skillset in line with the National Campaign
- Promote the sector offer agreed with Skillset to include Train to Gain, the Skills Pledge and broader business support

Monitoring Arrangements

25. Skills Brokerage Services will:
- Nominate a lead link person to work with Skillset for the region
- Agree regional review and monitoring arrangements with Skillset and the LSC. This will include an initial set up meeting and subsequent meetings to review performance against regional targets as appropriate.

Data and management information

26. The Skills Brokers will provide data relating to engagement with Skillset employers, identifying those that have resulted from joint visits, those that have resulted from Skillset's marcomms activity and those that have resulted from Skillset engagement with sector networks and freelancers. Skills Pledge engagements as a result of any of the above will also be recorded and shared.

Measures of Success / Targets for the compact

27. Appropriate data sources, including the National Employer Skills Survey (where possible) and Skillset’s own research activity will be used to gain an understanding of each of the following:

- Recruitment activity (this will give an indication of skills shortages)
- Skills gaps
- Companies engaged in training their employees

28. Referrals between Skillset employer engagement staff and regional brokerage services in both directions can count as engagements for both organisations provided value is being added. This is documented in Annex D. The organisation making initial contact must be identified in the CRM. This will allow brokers to count the following outcomes against contractual targets:

- Joint visits to active employers to enable an understanding of additional flexibilities under the compact
- Repeat engagements, subject to regional contractual arrangements, to previously engaged employers who will benefit from compact flexibilities
- Referrals from Skillset for training requirements outside their area of specialism
- Engagements as a result of Skillset marcomms activity
- Skills Pledges made by employers as result of Skillset direct or indirect activity

29. The following will be gathered both nationally and regionally through LSC systems and be used to assess the strategic success of the compact:
• Learner starts and achievements, first and additional, at level 1, 2, 3 and 4 by priority aim, Skills for Life starts and achievements, Leadership and Management Development grants and Apprenticeships. This will also indicate penetration rates;
• Skills Pledges signed by employers in the Skillset footprint to be measured as a cumulative figure and change from September 2008
• Total number of employers in the footprint engaged in training indicating penetration rates;
• The number of providers engaged and delivering (a provider is defined as a contract holder who is delivering provision to employers in the Skillset footprint)

30. The following will be gathered, on a national and regional basis, with respect to interventions carried out by Skillset's employer engagement team:

• The number of companies committing to the Skills Pledge and/or accessing Train to Gain as a result of direct actions by the employer engagement team. This should indicate new and repeat engagements, and relates to the minimum of 400 direct engagements;
• The number of referrals to each regional Skills Brokerage Service by Skillset, generated as a result of their wider communication and promotion of the sector offer (relating to the wider target of 3500 employer and 650 freelancer engagements)

31. In addition:

• Skillset will also develop measures to assess the impact on productivity and profitability by the first anniversary of the compact
• LSC will commission additional evaluation on the compact as part of Train to Gain employer satisfaction evaluation.

March 2009
ANNEX A

Anticipated Outputs of the Compact (over three years)

- Minimum 3,500 employer engagements and referrals to Train to Gain Skills Brokers in England plus engagement with 650 freelancers within Train to Gain
- An increase of 550 learners at full Level 2 NVQ above the current baseline figure, of which 70% will be first achievements and 30% second achievements
- An increase of 1,900 learners at full Level 3 NVQs above the current baseline figure, of which 80% will be first achievements and 20% second achievements
- 3,500 Skills Pledge commitments
- 3,300 Management and Leadership outcomes
- 350 Apprenticeships starts
- 50 Skills for Life achievements

Subsequent to the agreement of this Compact, additional flexibilities were introduced into Train to Gain to help SMEs survive the economic downturn. Given this, the limits on repeat Level 2s and 3s set out above does not apply to SMEs.
ANNEX B

The Train to Gain Service and Offer for Skillset Employers

Train to Gain – The service

The core Train to Gain service available to employers is an independent and impartial brokerage service which will diagnose business needs and source appropriate training provision.

Through Train to Gain, Skillset and the regional brokerage service will provide:

- A comprehensive analysis of training needs and will propose solutions to those needs. Such solutions which will identify clearly which elements attract government funding and those for which the employer will have to pay, in part or in full;
- Easy access to relevant and flexible, high quality training delivered mostly in the workplace and using increasingly an assess train, assess model which will enable the employee’s prior learning and experience to be taken into account;
- Access to LSC funded programmes, for example Skills for Life, Level 2 provision, Leadership and Management and Apprenticeships;
- Information and support from a Skills Broker, working to national standards, providing access to a wide range of training packages including higher level qualifications and training that is not qualification-based;
- Information and advice to employers and employees on qualifications and training, local/regional skills shortages and priorities as well as eligibility for funding;
- Support to develop ongoing strategies addressing future training needs, which are aligned to business objectives;
- Limited wage subsidies for employers of less than 50 people;
- Support to help employers agree SMART objectives and impact measures for training and development activities at an organisational, team and individual learner level if required;
- Support to help employers evaluate the impact of training and development on individual, team and organisational performance for all training and development regardless of whether or not it is funded; and
- Ongoing support to help employers to develop strategies to address future skills and training needs, which are aligned to business objectives and embedded in their business processes, including capacity building if required.

Funded Provision Offer available to Skillset Employers

The LSC offer to employers will be as follows:

Core TtG offer
Access to funding to support learners achievement of:
- NVQs in the workplace, at levels 2, 3 and 4. Repeat qualifications are restricted to those agreed in the Compact, as set out below
- Skills for Life qualifications: literacy, numeracy and ESOL
- Units and thin qualifications (where the employer is an SME) in business critical areas

Repeat full Level 2
Employers can access funding for repeat full level 2 qualification from the named list below, as appropriate to the needs of the employer/learner:
- C&G Audio Visual Industries Induction Certificate*
- Clapper Loader occupational qualification*
Repeat full Level 3
Employers can access funding to support learners’ achievement of a repeat full level 3 qualification from the named list below, as appropriate to the needs of the employer/learner:

- Diploma in Advanced Media Techniques
- L3 Occupational qualification for Focus Pullers*
- L3 Occupational qualification for Computers Games Development*
- L3 qualifications in Leadership and Management
- L3 NVQ Photo-Imaging
- L3 NVQ in Production for Television
- L3 NVQ Grips
- L3 NVQ for Stagehands in Film and Television (Supervising Stagehand, Chargehand and Head of Department).
- Generic quals in sales, retail, business administration

Qualifications marked with an asterisk are to be developed by Skillset

Apprenticeships
- From new and existing apprenticeships frameworks including the L3 Advanced Media Production Apprenticeship, the L2 Games Testing Apprenticeship, the L2/3 Apprenticeships for Grips and Set Crafts and a sector-wide creative Media Apprenticeship Framework.

Management and Leadership
- Support for owners/managers of employers with 5-250 employees to develop their leadership and management through the Leadership and Management Advisory Service
Annex C

Referral Process/Customer Journey

See separate attachment
Annex D

Methodology for Assessing Progress towards Output Targets

Employer Engagement targets

1. Skillset can count employer engagements against their target of 400 direct engagements where:
   - The engagement has been directly generated as a result of joint activity between the Skills Broker and a member of Skillset’s employer engagement team e.g. through one to one visits, networking and clustering arrangements etc.
   - AND
   - The resultant engagement results in a Skills Pledge commitment and/or referral to a solutions provider.

   It may be appropriate for Skillset and the Skills broker to jointly visit the employer, depending on their needs. In such case, the Skills Brokerage Service will ensure that such visits are recorded as joint visits.

   These engagements will also count against Skills Broker engagement targets, and should identify Skillset as the source of the lead.

2. Skillset can count employer engagements against their target of 3,500 engagements/Skills Pledge commitments where:
   - The lead has resulted from Skillset action, such as direct marketing, or contact with networks AND
   - The lead is passed directly from Skillset to the Skills Broker AND
   - As a result, the employer is referred to a skills solutions provider

   Skills Brokers will ensure that leads are identified in their CRMs as resulting from Skillset activity

   These engagements will also count against Skills Broker engagement targets.

3. As Skillset develops and implements arrangements for engaging 650 freelancers in TtG and skills development, the approach to counting and recording their engagement will be as above.

Learner Targets

The learner targets in the Compact will be measured by the LSC, based on growth from the Skillset baseline for 2007/8. In addition, the LSC will also monitor actual learner numbers arising for the engagement of employers in the Skillset footprint.
ANNEX E

Targeting Strategy

Skillset will work with regional brokerage services to agree a targeting strategy which will minimise the number of employers who are contacted by both organisations to promote general opportunities under Train to Gain and the additional services and flexibilities offered by the compact.

Principles for this are given below;

- Skillset will promote this offer only to those employers within their footprint
- The compact includes an agreement that Skillset will work with the top 40 [DN don’t think I have top employer list – check] companies in its footprint. These will be identified on a regional basis and their details shared with the regional LSC and brokerage service
- Large companies (more than 5,000 employees) with a presence in more than 1 region will be targeted by Skillset who will work jointly with the LSC’s National Employer Service (NES)
- In the case of companies who are already working with Skillset or the regional brokerage service to plan or implement training delivery under Train to Gain the flexibilities under the compact will be promoted by the current lead organisation. If necessary or requested by the employer additional support will be provided by Skillset or the regional brokerage service
- Skillset will work with the regional brokerage service to establish the use of Train to Gain by their employers in the region;
- If an employer is active Skillset will liaise with the regional brokerage service to determine whether
  - Joint contact or visit is made to the employer
  or
  - Skillset or the brokerage service contact the employer alone
- If an employer is inactive Skillset will promote the sector offer
- In order to avoid companies being targeted by both Skillset and the regional brokerage service agreements will be reached on a regional basis on how to segment employers not currently active on Train to Gain. This will take the company size, sub-sector and location into consideration into account.
- In all cases above both Skillset and the regional brokerage service can count the engagement subject to value being added