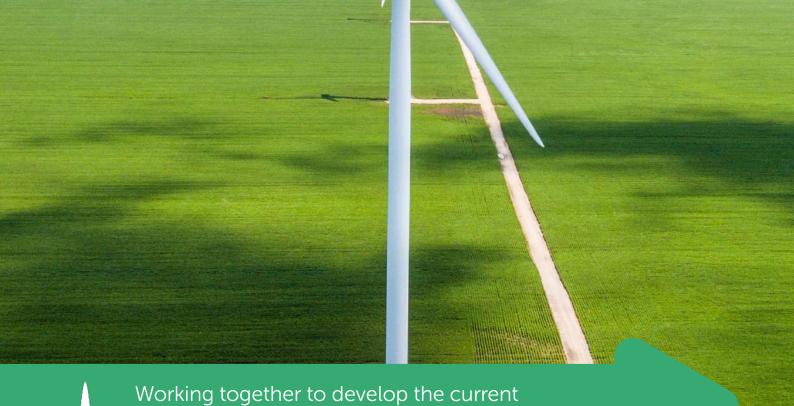




Connecting for success





and future skills of the sector.



Low Carbon Economy Local Sector Skills Statement 2019

The West of England is both a nationally and internationally recognised hub of low carbon sector activity, particularly in: renewable energies, waste and resource processing, low emissions vehicle technology and research and innovation. The region is at the forefront of the clean growth of the UK low carbon economy – in line with the government's Clean Growth Strategy, ⁽¹⁾ providing: a highly skilled workforce, exceptional academic links and coherent, forward-thinking infrastructural investments. The Clean Growth Strategy is also promising further investment of £2.5 billion from 2015 to 2021 to support low carbon innovation within the wider economy, and the West of England Combined Authority (WECA) is in the process of discussing long-term plans for £580 million in investment over the next 20 years, supporting clean and inclusive economic growth. This includes £350 million for transport, £100 million for homes, £80 million for business, and £50 million for skills.

Bristol and Bath have been recognised as leading the UK's 'nuclear renaissance' and other disruptive and low carbon energy generation and supply. Additionally, exemplar waste-to-energy and biomass projects are in operation, alongside investment in biogas and electric buses and infrastructure. Notable companies in green and renewable energy production and provision in the region include: Ecotricity, Bristol Energy, OVO, Good Energy and Pure Planet.

In May 2018, Bristol launched 'City Leap'; a series of energy and infrastructure investment opportunities helping progress towards a resilient future and the 2030 carbon neutrality goal. Over 180 organisations expressed an interest in City Leap, with heat networks, smart energy, energy efficiency and renewable energy being most popular. All options are currently under review with investment anticipated to reach £1billion. 2018 also saw the launch of the Metrobus, a modern, more environmentally-friendly public transport service for the greater Bristol area. And both Bath and Bristol have Clean Air Zones under consideration so further innovation in transport is anticipated. More recently, in January 2019 Bristol's One City Plan was launched with six priority themes, two themes; the environment and learning and skills being most noteworthy in respect to this report. Further impetus around the low carbon sector will likely be seen as a result of local authority climate emergency declarations.

Quantifying total low carbon sector employment figures is difficult, due to the inclusion of low carbon sector jobs under other sectors, such as engineering, construction and high tech, but according to the West of England Local Enterprise Partnership (5) around 5,900 work in the West of England within water and waste management and there are 1000 low carbon businesses within the region including world-class companies in renewable energy, waste management, recycling, energy control transport and environmental consultancy. If we take into account the relevant roles within: construction, engineering, research, manufacturing and environmental products - as well as the related professional and consultancy services employees, the figure is significantly higher. Also, Hinkley Point C – the largest infrastructure project in the UK for decades – will create thousands of jobs and associated apprenticeships within operations and the supply chain.

In the Business West Skills and Training Survey 2018, respondents identified themselves as part of the low carbon economy in areas such as: the circular economy (24.4%), environmental products and services (35.7%), R&D (9.4%), innovation (14.6%) and: wanting to work with other companies with a small carbon footprint; abiding by strict industry regulations; the nature of the business (e.g. a forest school) having an environmentally friendly outlook; ensuring the office was as energy and resource efficient as possible; digital business models reducing requirements for printed media; transport and alternative products or services; illustrating how technology and innovation are driving wholesale change to lower carbon models of delivery and wider business recognition of the benefits of increasing sustainability.

Within education, the knowledge of low carbon practices and sustainability are embedded into learning where possible - particularly in related sectors such as STEM and construction - and it is recognised that 'low carbon' cannot and should not be taught as a standalone subject, recognising best practice and legislative drivers in all sectors, alongside encouraging intelligent access to innovation within all fields. ⁽⁸⁾

There is recognition that many requirements for upskilling the workforce to engage with low carbon activities are predominantly 'core skills such as project management and communication', although those surveyed in the Business West Skills and Training Survey 2018 (9) defined skilled and/or technical roles (22.3%) as hard to fill.

"Sustainability is now thoroughly on the agenda of construction across the country compared to 5 years ago when you'd only see it in cities or areas of major development. in addition to this, standards are being improved on a regular basis (3-5 years) meaning that the goal posts are constantly moving. As a result, designers and contractors are having to learn new techniques or formalise existing processes in order to meet the criteria being set. For major companies and firms with resources available, this is not usually an issue, but for smaller businesses it can take time and additional cost to themselves to get up to speed and be able to deliver to the higher standards. One of the most common things I hear from contractors and engineers is "well I've always done it this way, and the buildings are still standing so why do I need to do this additional stuff?". In cases like this, sustainable construction is difficult to achieve and often have to be client rather than design led. There is a lack of education, as well as skill, in regards to low energy design and construction. Britain as a country have a backwards view in that Building Regulations is 'Good Practice' when is actual fact, it's not – it's the worst case, and that sustainability is 'extra' when it should be standard practice.

When looking at the staff of a lot companies, there is clear gap between the number of entry level and higher management roles (i.e. middle experience). This is due to a period where people were not going into engineering/consultancy careers. This gap has begun to close over the last 5 years but is still noticeable, especially when considering recruitment. Initiatives like STEM Ambassadors and the promotion of apprenticeships have been a major factor in this improvement."

Emma Jolly, Senior Sustainability Consultant, Hoare Lea

Key Facts

A summary of key facts both locally and nationally in this sector

The UK low carbon and renewable energy (LCRE) economy is worth around £44.5 billion, having grown 6.8% from £41.7 billion in 2016 (40)



There are around **1,000 companies** within the low carbon sector in the West of England ⁽⁵⁾



Around **209,500 full-time employees** in the UK work directly in the sector, a slight growth from 208,000 in 2016. (10)



There has been **185% growth** in the low carbon sector GVA contribution since 1998 ⁽⁵⁾



There are approximately **5,900** low carbon employees working in waste and water management in the West of England region. ⁽⁵⁾



LCRE exports worth £2.8 billion in 2017 (>50% of total UK LCRE exports) were related to low emissions vehicles (10)



The six most important skills for working in the low carbon economy are: (5)

	2017	2018
Communication	93.9%	84.2%
Customer service	82.3%	77.51%
Team working	86.7%	73.68%
Problem solving	82.7%	71.90%
Digital competency	-	45.45% 5th highest in 2018
Numeracy & analytical skills	71.1%	50.96%

77.5% of respondents said that their staff had undergone some form of training in the last 12 months. ⁽⁹⁾



taken on apprentices in the last 12 months had done so for skilled manual and technical roles. (9)



45.1% of respondents said that they offered work experience opportunities to young people and those returning to work but

only **3.3%**offered



Notable Achievements

Local Sector Skills Achievements in 2018

The Centre for Sustainable Energy (CSE) runs the Big Lottery funded Bright Green Future youth programme which offers 14-18 year olds insights into the environmental sector. Through training weekends, an annual summer school and e-learning, participants are provided with a broad knowledge of sustainability issues from a range of organisations, academics and professionals in fields as diverse as environmental law, engineering, architecture, town planning and social entrepreneurship. The year-long programme also includes tailored work placements at organisations including local government, environmental consultancies and wildlife trusts. An assigned CSE mentor works with each young person to help them get the most from the programme while guiding them through the delivery of a local project to bring sustainability issues to light in their community and make impactful change. So far CSE has trained around 100 young people and hopefully inspired the next generation of environmental leaders and influencers. Over the 5-year course of the programme CSE will work with a total of 200 young people.

The Somerset Energy Innovation Centre (SEIC) programme provides expertise and business support to current or prospective low carbon sector SMEs. The project team supported 22 companies in 2018 on a range of topics including process improvement, digital marketing and bid applications. Notable achievements include: £60K innovation fund secured; 3 new posts created; 30% increase in revenue stream; ISO 9000 compliant processes implemented; new contract opportunities associated with building of Hinkley Point C power station.

Careersnearhere.com has been signposting young people to local talks, events, experiences, courses and apprenticeship vacancies in the low carbon sector right across the region. Working successfully with schools and careers advisers, whilst also reaching record numbers of parents and carers direct, the team have promoted individual providers such as Catalyse Change and will continue to do this - and more – after the relaunch.

Catalyse Change CIC is a Bristol-based social enterprise supporting girls and young women to develop sustainability skills and knowledge for 'healthy, happy and green' communities, careers and planet. In 2018, a group of girls and young women attended the Catalyst Bootcamp, a 3-day residential building knowledge of sustainability, identifying strengths and passions, building confidence and resilience and providing tools for well-being. Awareness of potential sustainability careers rose from 15% to 100% amongst the group and Catalyse Change is to deliver another bootcamp in July 2019.

Opened in 2015, the **Filwood Green Business Park** is a pioneering development for Bristol City Council and the Homes and Communities Agency, providing a BREEAM Outstanding office and workshop space in Knowle West, Bristol, aimed towards B1/B2 SMEs with an environmental ethos. The building is highly efficient both in construction and day to day operation, specifically designed to achieve a 40% CO2 reduction, saving an estimated 46 tonnes of CO2 annually. The business park is fully tenanted, with tenants asked to share their environmental ethos.

The Future Economy Group is in the process of a £1.5 million development project to create a sustainability hub, the first of its kind in the UK. The hub will showcase the latest green products, technologies and services on the market, stage events, offer recruitment services and provide work space for environmental enterprises. Additionally, they have funded the Festival of Sustainable Business, due to take place in September 2019 which will include over 60 sustainable business exhibitors, 10 seminars and a gala dinner. The topic of one of the gala dinners entitled 'Future Skills' will progress discussions to ensure the region has the right employment infrastructure for a low carbon future.

Placements for Good (PfG) offers forward thinking charities, public sector organisations and businesses a unique opportunity to work with talented university and college students from a wide range of backgrounds to progress sustainability. Recruitment, pre-placement training and on-going guidance from NUS' 20+ sustainability team ensures PfG positively impacts business as well as enhancing positive environmental and social impact. The programme is starting another round of placements in the region from July 2019.

Priority One

Improve Careers Education Information Advice and Guidance (CEIAG)

• Reflecting on how the objectives in this section can address equality and diversity.



Issues

Definitions of the 'low carbon sector' and the 'low carbon economy' can be difficult for employers and organisations to understand, although the definition of 'low carbon' as a practice or driver within business seems well understood. Respondents to the Business West Skills and Training Survey 2018 recognise that there is widespread acceptance of the importance of low carbon and sustainability knowledge, but that the term itself reflects 'low carbon' as a specific subject so is not potentially best used for business and learner engagement. Perhaps it would be better to refer to 'environmental and sustainable best practice' as this then also accounts for the wider sustainability considerations required, rather than the more narrow definition relating to carbon. Good progress has been made towards forging stronger links between education providers and the region's low carbon support networks, but this could be progressed overall in a more coherent way, continuing the improving links between low carbon and construction in the region and building on recent successful programmes of immersion events and a number of relevant reports, such as CITB's research into sustainable construction. Headway has also been made by various educational establishments towards making CEIAG available to wider audiences through online campaigns and information dissemination.

Of employers surveyed for the Business West Skills and Training Survey 2018, 54.5% were actively engaging with schools, colleges or education providers. (9)

Objectives

- Improve both employer and education's understanding of the cross-cutting nature of the 'low carbon sector', as well as the definition of the wider 'low carbon economy' alongside terms within these ensure these are embedded into relevant courses
- Ensure low carbon is included and referenced in construction/advanced engineering/tech/creative and built environment CEIAG activities to highlight the sector
- ▶ Encourage and support further uptake of multi-format and accessible CEIAG, alongside encouraging industry and support network led CEIAG activities targeted towards under-represented groups, with a strong peer-led initiative
- ▶ Education and business to actively promote successful models of engagement, case studies and best practice
- Education and business to support the work of National Careers Service and Careers Enterprise Network Advisers to further develop and improve Labour Market Intelligence (LMI) and ensure that materials are available to both to offer support and guidance for career advisers and practitioners. Also using existing platforms such as Careers Pilot and Careers Near Here
- Work with South West Young Apprenticeship Ambassadors Network to improve knowledge of apprenticeships in school leavers

*All objectives adapted for priorities involving low carbon as a cross-cutting theme to ensure constant development of the West of England's continued leading presence in sustainable construction and engineering; including utilising the themes in the Clean Growth Strategy as necessity for sustainable development within these activities.

Local Response

The West of England Careers Hub was launched in September to work with 25 schools and colleges across the region to improve careers and work experience opportunities for young people. The hub offers targeted support to schools, including up to £3,500 per year to use on opportunities to strengthen links with employers, access to a Hub Network Group to build a community of good practice between schools, support from an Enterprise Coordinator and Enterprise Advisers; Careers Leader Training and Continuing Professional Development for wider teaching staff.

Skills West has delivered over 24 Labour Market Intelligence and careers advice events across the region over the period of the programme. This has included dissemination events at the 4 local FE Colleges and Careers Network Advisers.

Careersnearhere.com has been signposting young people to local talks, events, experiences, courses and apprenticeship vacancies in the low carbon sector across the region. Working successfully with schools and careers advisers, whilst also reaching record numbers of parents and careers direct, the team have promoted individual providers such as Catalyse Change and will continue to do this - and more – after the relaunch.

As part of their Festival of Sustainable Business, The Future Economy Group will be holding a Future Skills event, with an anticipated audience of 1-200 key stakeholders.

Future Recommendations

The sector to support the objectives of the Careers Enterprise Company in the West of England as part of the Enterprise Adviser Network and Careers Hub. In addition, to partner with other CEIAG agencies to engage with schools, FE Colleges and High Education to promote the retail sector.

Priority Two

Improve the quality and responsiveness of local education and training provision



Issues

Relevant training and education for the sector has often been a 'bolt on' to existing curriculum content, with little specific delivery available because of economies of scale issues.

Skilled manual/technical roles were the hardest to fill (22.3%) with 16.5% saying that numbers of applications with the required skills or experience were low. ⁽⁹⁾ Low carbon and sustainability are shown to be embedded in higher education across either all or all relevant sector courses, but this is slightly less so within FE. It is important to encourage links between employers and training providers. As last year, feedback from FE colleges has shown that low carbon sector specific courses have little demand; SGS College has £800k of ESF funding to provide low carbon training, but with limited interest so far. The college's online training package is nearing completion and may change this.

The UWE BA Team Entrepreneurship course has embedded sustainability and low carbon as themes throughout all its courses, including students' current plans to build a sustainable, affordable home on campus as a way of starting a property development business.

Many SMEs in the sector feel that short/flexible courses in: digital marketing, sales and Excel training are hard to find locally. Cost of training and time to release staff were two of the biggest barriers to providing training. Of those businesses surveyed who have, or are, using training provision, 92.7% were satisfied with their training provider. (9)

Objectives

- Improved understanding of relevant low carbon practices and innovation should be embedded into FE courses, to ensure that learners are prepared for these sector themes. This can be achieved by examining low carbon sector knowledge and learning in higher education while tailoring this content to a more introductory level at FE. (Understanding BIMM)
- Education providers to create closer knowledge sharing partnerships with businesses to ensure upskilling learners, so they meet industry requirements and are aware of the industry shift towards clean growth
- Encourage more employers to become involved in the co-design of qualifications and training provision through Business West and engaging with education directly. Possibly creating a business group reflecting the theme of low carbon across all industries that can liaise with education providers, ensuring low carbon is reflected in the training, upskilling and reskilling staff, trainees and apprentices
- Education to raise the awareness of apprenticeship reforms and the support available to businesses financially, to encourage use of apprenticeship standards to upskill existing staff, as well as recruit new staff
- Constant and relevant dialogue between local education providers and industry to ensure provision is: up-to-date, relevant, accessible and cost effective

Local Response

During the lifetime of the Skills West programme 3 sets of Local Sector Skills Statements and Provider Action Planning analysis have been produced for each industry sector, offering up-to-date insight and data analysis within the region to support education with curriculum development.

The University of the West of England is engaged with the delivery of events and workshops facilitated by The Future Economy Network. Such direct contact between educational establishments and business directly aids a better shared understanding of future training provision.

Future Recommendations

Local businesses, education providers and stakeholders to work together to ensure continued co-design of curriculum.

Priority Three

Increase apprenticeship starts and availability of higher apprenticeships

• Reflecting on how the objectives in this section can address diversity and equality.



Issues

Employers need to be made aware of the full range of apprenticeship areas and levels available, as do new entrants to the industry. Although apprenticeship starts fell heavily in the 6 months following the introduction of the apprenticeship levy (a 61% decrease, DfE figures Jan 2018) the feedback from the Business West Skills and Training Survey 2018 suggests that employers are becoming more aware of the requirements for the levy, with over 50% saying they had at least some knowledge. Further work is needed to encourage more engagement with higher level apprenticeships and the use of them for upskilling existing staff. Apprenticeships made up nearly 40% of employees taken on for skilled manual or technical roles, according to the Business West Skills and Training Survey 2018.

For academic year Q1 2017/18, there was an overall drop in apprenticeship starts apart from those at a higher level which rose to 11,600 apprenticeship starts, an increase of 26.8% from 9,100 in Q1 2016/17.

Nearly 70% of West of England businesses in the Business Skills and Training Survey 2018 stated that they have never used apprenticeships to recruit or upskill staff, and the majority felt that they were not required within the business, with a preference for recruiting skilled people. There is still a lack of understanding around the benefits and new reforms of apprenticeships, including new apprenticeship standards, funding and age extension. Whilst new standards are available for delivery, a shortage of End Point Assessors makes education providers reluctant to start.

Objectives

- Education providers and Business West to continue to support businesses in understanding: the apprenticeship levy, wider apprenticeship reforms and the potential of the new apprenticeship standards
- Encourage more SMEs to take advantage of the apprenticeship reforms at all levels in order to create a skilled, productive and diverse workforce
- Education providers to promote higher and degree apprenticeships, not only as an entry route into the sector, but as a pathway for career progression and for workforce development
- Support education and industry to create work experience models and bridging programmes into apprenticeships
- Businesses to engage with the South West Apprenticeship Ambassador Network and encourage apprentices to become young ambassadors

Local Response

Skills West, as part of Business West, has continued to work with employers to offer free advice and guidance on apprenticeships through face to face engagement and skills clinics. In 2018 skills advisers opened a pop-up shop during Bristol Independents Day to offer support to local SMEs.

The South West Apprenticeship Ambassador Network is building a strong cohort of business ambassadors and encouraging apprentices to become young ambassadors.

Future Recommendations

Local businesses, education providers and stakeholders to continue to work together to ensure ongoing introduction of apprenticeships into businesses of the right quality and level.

Priority Four

Engage SMEs in the active retention of staff through programmes of skills development and training to ensure increased productivity and sustainable growth



• Encouraging SMEs to consider best practice in staff welfare.

Issues

SMEs within the low carbon economy play a crucial role in the overall economic growth of the region. Many would benefit from support in upskilling and training amongst their workforce, in particular management and leadership levels. The Business West Skills and Training Survey 2018 highlighted that upskilling existing staff in the softer side of low carbon employment will be beneficial to fill skills gaps, and that the skills required in new roles are not necessarily similar to perceived existing skills gaps, with the largest proportion of harder to fill roles categorised as skilled manual or technical (22.3%). (9) Additional provision to fill these skills gaps in project management, communications and teamwork could all be provided to employers through FE and HE training providers, whilst also giving insight into potential requirements for low carbon and softer skills required in the future. 77.5% of respondents said that their staff had undergone some form of training in the last 12 months (9) which demonstrates a commitment from this sector to upskilling staff.

SMEs in the sector face severe competition for talent, continuing to report hard to fill vacancies. Many struggle with the knowledge and time to plan for progression and succession, although there has been an increase in planning since last year; with 52.1% of survey respondents ⁽⁹⁾ having a staff training and development plan, up from 44%. There is still a lack of understanding on using apprenticeships to develop an existing workforce generally; and that offering a development path with opportunities to progress will help businesses to attract and retain talent.

Objectives

- Encourage SMEs to upskill existing staff in areas such as management, communication and projects, through affiliated support networks in the region. The Future Bright programme could be well utilised here
- Education and business to work in partnership to provide flexible and cost-effective training for SMEs to develop staff into roles; to develop leadership, management and IP skills
- Support SMEs in exploring the best use of new apprenticeship standards for both recruiting new staff and upskilling existing staff, and provide the opportunity for businesses to influence future skills and training provision
- Develop a roadmap for primary contractors to offer support to SMEs in their supply chain, through methods such as engagement, training and mentoring, including where identified with under-represented communities
- Develop an information package from training providers explaining what Value Added and softer skills offerings are available from training providers alongside apprenticeship provision for SMEs to increase course uptake, retention and upskilling
- ldentify models of successful employee development and encourage sharing of best practice to enable SMEs to adopt more efficient succession planning
- Future Bright, Business West and other local business engagement programmes to ensure businesses are aware of the support for in-work training and apprenticeships to upskill their existing workforce and support in-work progression for all employees. Ensuring best practice and learning is shared between businesses

Local Response

Skills West teamed up with experts Atoll HR, to deliver interactive workshops for SMEs which focused on improving their people planning processes and employee retention.

The South West Apprenticeship Company worked with Skills West to deliver advice and guidance to SMEs about how apprenticeships can be used to recruit new staff and upskill the existing workforce.

Weston College has strong partnerships with business networks and SMEs and is regularly invited to attend expos and events, particularly around apprenticeships and educating employers on how they can be used to upskill. Weston also has Young Apprentice Ambassadors attending business events and promoting their apprenticeship journey.

Future Recommendations

Ensure businesses are informed of the support for in-work training and apprenticeships to upskill their existing workforce and support in-work progression for all employees. Ensure best practice and learning is shared between businesses.

Priority Five

Support SMEs to be inclusive and effective in staff recruitment

- Reflecting on how the objectives in this section can address equality and diversity.
- How to build the talent pipeline in the region.



Issues

A diverse workforce leads to improved productivity, greater reflection of customer base and in turn employee satisfaction. Large parts of the low carbon economy, such as the construction industry, struggle with lack of diversity across all areas of its workforce. Suggestions from education providers in the Business West Provider Action Planning Report included changing the way equality and diversity is promoted, raising concerns that promotion campaigns are potentially not effective. Suggestions for better methods of increasing diversity within the low carbon sector included peer, employer and specific sector-led methods, alongside work with existing support networks and regional groups to promote the sector directly rather than inclusion as an end result.

45.1% of respondents said that they offered work experience opportunities to young people and those returning to work but only 3.3% offered traineeships. (9) This provides a strong basis to offer more diverse routes and pathways into the sector alongside improved careers advice and guidance.

Objectives

- To use the exemplary activities of FE colleges and universities and suggestions from the recent low carbon immersion events to communicate the benefits of increased links with the industry, sector groups and sector programmes and how these links can improve inclusivity in recruitment, particularly encouraging new recruitment methods
- Assist, with the support of industry ambassadors and peer-led engagement activities, to further the inclusion of under-represented groups and promote sustainability and wider low carbon practises across the region in all sectors
- Engage with existing programmes such as Skills Bridge and Business West to encourage low carbon related companies to open recruitment possibilities for women and under-represented groups
- Utilise existing networks to develop a 'bank' of industry mentors to provide role models to young people and offer ongoing support to sustain a career
- Business West to continue to encourage businesses to work across school and community groups in the most deprived areas of the West of England, to illustrate the various career paths and entry routes into the professional and financial services sector
- Education providers and Business West to source tools and case studies to SMEs around inclusive recruitment processes, job descriptions and Unconscious Bias
- Promote the benefits of flexible working and a diverse workforce in order to broaden the talent pool within the sector and communicate best practice models
- Support the work of existing careers advice programmes, Careers Enterprise Advisers and other organisations to deliver relevant engagement that promotes a range of career opportunities to influencers and students in the region
- Business West to encourage companies to seek best practice to explore their company culture and the nature of their 'talent pipeline' to open up recruitment possibilities for under-represented groups

Local Response

In 2018, Weston College became the first college to sign up to the Ban the Box campaign, meaning candidates with a criminal record can now apply for jobs at the college where they will be assessed on their ability to do the job before any convictions are considered.

The Skills West team, supported by Flexology, delivered a workshop focussing on flexible working. During the workshop, attendees learned about the benefits of a diverse talent pool and how to appeal to groups through better job descriptions. Signposting to diverse groups within the region was also provided to encourage employer collaboration and engagement opportunities.

Catalyse Change CIC is a Bristol-based social enterprise supporting girls and young women to develop sustainability skills

and knowledge for 'healthy, happy and green' communities, careers and planet. In 2018, a group attended the Catalyst Bootcamp, which raised awareness of potential sustainability careers from 15% to 100%. Catalyse Change are set to deliver another bootcamp in July 2019.

The Green ϑ Black Ambassadors initiative seeks to address the exclusion of BAME communities in Bristol's environmental sustainability efforts. The initiative was funded by Bristol Green Capital Partnership, University of Bristol, NERC and the European Research Council.

The Women in Sustainability (WINS) network, operating from 5 Network Hub locations, helps women connect, energise and grow, both personally and professionally.

Future Recommendations

Partners to continue working collaboratively to support businesses to be more inclusive in staff recruitment and recruitment practices.

Regional Centres of Excellence and Research

Key Training Providers

Professional Networks and Organisations

Endorsed by

Reference Documents

Supporting Research Documents

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