

Health and Life Sciences

West of England Local Sector

Skills Statement 2019



Working together to develop the current and future skills of the sector.



The Local Sector Skills Statements provide up-to-date market intelligence from industry sectors; celebrating the notable achievements and expertise of businesses and education in the region compared to regional and national policy and research.

They provide insights into: the skills challenges faced by businesses in 2018/19, possible solutions, and potential partnerships for stakeholders to collaborate in the region.

The reports inform key priorities for: investment in training, education, careers advice and professional development in the West of England.



Produced and written by Business West

Business West is working in partnership with the West of England Combined Authority, West of England LEP and the region's universities and colleges through the Western Training Provider Network. The intelligence gathered feeds into the West of England skills strategy.

Health and Life Sciences

Local Sector Skills Statement 2019

The health and life sciences sector is the largest single employer, both nationally and in the West of England. Employment in the sector accounts for 15% of all employment in the UK and this is mirrored in the West of England, with nearly 80,000 people employed in various career roles. ⁽¹⁾

2019 marks the 70th anniversary of the National Health Service (NHS). ⁽¹⁾ Over that period medicine has been revolutionised and lives transformed. The National Health Service's founding principles – of care for all, on the basis of need, not ability to pay – have stood the test of time. During one of the most vigorous debates our country has seen – over Brexit – the NHS was centre stage ⁽¹⁾ with skills, expertise and employment in the sector the key issue reflected in every region, including the West of England. A recent survey by the Institute of Economic and Social Research has shown that demand for NHS staff has hit its highest level in seven years fuelled by the sharp slow-down in EU migrant workers coming into Britain. The number of workers joining the NHS fell by 18% and those leaving rose by 15% in the 12 months since the Brexit vote. ⁽⁸⁾

There are 1.47 million people working in adult social care doing 1.6 million jobs – an increase of 1.2% (19,000 jobs) between 2016 and 2017 alone. Adult social care contributes £38.5 billion each year to the English economy. The sector continues to grow and could need 650,000 more workers by 2035 based on population projections. ⁽²⁾

The UK is the number one destination for health and life sciences foreign direct investment in Europe and is critical to the UK economy. The fundamentals are strong: a tax structure that rewards innovation, a world class science base and a track record of life sciences excellence. There are already over 5,600 life sciences companies operating in the UK, generating a turnover of over 60 billion GBP and more than 30 billion GBP in exports. These companies span the life sciences product development, supply and services chain, and employ more than 235,000 people. In October

2017, the Chancellor announced £17 million of life sciences funding to help create real benefits for NHS patients. The UK is a leader in life sciences. It represents just 0.9% of the population but produces 15.2% of the world's most highly cited articles. ⁽³⁾

The West of England reflects well against this landscape, as a home of fast growing private sector companies focused on driving innovation in areas such as; assisted living, medical manufacturing, diagnostics, electronics, clinical management, operational management and hospital infrastructure. National and local West of England based training providers are delivering new apprenticeship standards to service the demand for new staff for these occupations.

Additionally the region is home to North Bristol Trust, United Hospital Bristol NHS Trust, Royal United Hospital Bath, Nuffield Health, Spire Hospital, Royal Hospital for Children, Royal United Hospital Bristol and the University of the West of England's Department of Nursing and Midwifery, which co-hosts the Centre for Health and Clinical Research.

Importantly social care is assuming a far more important role in the UK as we face an ageing population and greater incidence of age-related illness. Social care is almost equivalent in terms of those employed in healthcare and this is true in the West of England. ⁽²⁾

Across the West of England there are fantastic examples of assisted living centres of training and research based at Bath College Care Academy, UWE Health Tech Hub and Weston College's 'Health and Active Living Centre' (opening 2019). The West of England has the people and facilities to develop



ideas from inception to clinical trials. We have a world-renowned research, test bed and delivery partner in our National Health Service.

A 2018 National Government Interim Report ⁽¹⁾ proposes three key principles, which should govern the NHS's future workforce strategy:

A tech focus. **Patients:** If willing and able to do so, will be empowered by new tools to become more actively involved and engaged in their care.

Evidence: The introduction of any technology must be grounded in robust research evidence with a fit for purpose and ethical governance framework that patients, public and staff can all trust.

Gift of time: Whenever possible, the adoption of technology should be used to give more time for care, creating an environment in which the patient-clinician relationship is enhanced.

Overall, the health and life sciences sector suffers from a lack of new entrants alongside a lack of specific technical skills gaps brought about by the emergence of new technologies; with a predominant need for digital skills in interpreting and analysing data. New training standards, transferrable skills, upskilling and progression pathways are required now. The perception of careers in health and life sciences needs to be significantly improved with quality Labour Market Information (LMI) presented to schools, with innovative opportunities to demonstrate the varied careers in the sector.

Key Facts

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

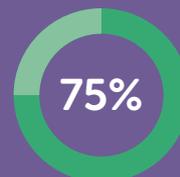
There are currently over **350 careers** available in the NHS. The NHS must continue to look forward and adapt so that it has a workforce suitable to meet future healthcare needs and advances in technology and consider what new careers, education and training will be required to ensure we have an NHS workforce equipped for the future. ⁽⁴⁾



Adult social care has an experienced 'core' of workers with, on average, **8.2 years of experience** in the sector. ⁽²⁾



Up to 75% of people above the age of 75 will suffer from chronic disease by 2030. ⁽¹⁾ Many will want to stay in their own homes giving rise to the potential for intelligent technologies to support independent living in later life.



In adult social care the staff **turnover rate was 30.7%**, equivalent to around 390,000 leavers in the previous 12 months of 2018. ⁽²⁾



In adult social care nationally a **fifth of all workers (320,000 jobs) were aged over 55 years old.** The vacancy rate was 8.0%, equivalent to around 110,000 vacancies at any given time. ⁽²⁾



McKinsey has estimated that '**savings of between £8 billion and £14 billion** could be generated for the NHS by 2020/21 through new **digitally enabled services.**' ⁽⁵⁾



Potentially between **6,000 and 7,000 staff will retire from the sector in the West of England by 2025** on top of natural churn and growth requirements of 7.9%. ⁽²⁾



In the Business West Skills and Training Survey 2018, 39.2% of health and life science employers felt that **general IT skills** (word processing/spreadsheets) are the most required, followed by **cyber security** at 14.6%. ⁽⁶⁾



The Business West Skills and Training Survey 2018 highlighted the top three soft skills required by employers were:

- ▶ **Communication**
- ▶ **Problem solving**
- ▶ **Customer service**

With 91% stating communication the most desirable of all (written and oral).

The main reason for difficulty of recruitment in the industry according to the Business West Skills and Training Survey 2018 is **lack of understanding of the sector opportunities.** ⁽⁶⁾



17.7% of respondents to the Business West Skills and Training Survey 2018 had taken on **apprentices to Level 3** and **2.2%** had taken on **higher (degree) apprentices.** ⁽⁶⁾



61% of respondents to the Business West Skills and Training Survey 2018 stated they had **little knowledge of the apprenticeship reforms.** ⁽⁶⁾



Notable Achievements

Local Sector Skills Achievements in 2018

Alliance Homes, partnering with **Weston College**, North Somerset Council, Jobcentre Plus and Community Learning West, have worked hard to produce a fabulous example of a care academy in North Somerset and Bristol. They presented at Skills West's first Future Skills Immersion event, showcasing their mentoring work and support coaching, which extended past initial training to support retention and confidence of new unemployed staff.

As a result of 'Future Skills Immersion' events run by Skills West, **the West of England colleges** are adding in, or proposing ICT modules to be added into, health and social care apprenticeships and diplomas. They are also discussing the possibility of CQC issuing standards for staff to have a minimum level of digital skills to enter industry.

Bath College is working with the Skills West 'pre-recruit and train' programmes and is including two IT modules into their L2/3 apprenticeship cohorts in 2019.

In 2019, **Weston College** will open its new **Health and Active Living Skills Centre**, a flagship training facility that enables them to expand health and social care provision, as well as introducing a range of courses to encourage active lifestyle choices, including sport therapies and condition management. Encouraging an active lifestyle, it aims to improve the general health and wellbeing of the community, which in turn alleviates some pressures from the healthcare sector – particularly among illnesses which can be prevented through exercise, such as obesity and type 2 diabetes, which cost the NHS £750 million per year.

It has been a year since the **first 2,000 trainee nursing associates** (Level 5 apprenticeship) started on their training journey. Over 8,000 people applied for only 2,000 places showing that there is a huge appetite for the role. Early indications are that 95% of current trainees are expected to stay on in the role which is brilliant news for patients and service users.

The Health Technology Hub, located in the **University of the West of England's £16 million University Enterprise Zone** (Future Space) has now opened its doors, with an official launch taking place in June 2018. It will support the development, evaluation and trialling of new products and innovations relating to independent living and home-based diagnostics. A key focus will be on helping companies tap into university facilities and resources, and to facilitate collaborations with the region's research community.

Over 30 new employer lead apprenticeship standards have been approved for delivery or are in development in the health and life sciences sector. Examples: Healthcare Support workers, Adult Care workers, Social Workers, Midwives, Nursing Associates, Ambulance support workers, Podiatrists, Environmental Health Practitioners, Nuclear Health Physics Monitors.

In the West of England there are two sustainability and transformation partnerships (STPs) **Bristol, North Somerset and South Gloucestershire STP, and Bath & North East Somerset, Swindon & Wiltshire STP**. They are set up on a five year plan to improve quality and develop new models of care; improving health and well-being and efficiency of services, particularly bringing health and social care closer together.

During the **Skills West** project to date, health and life science employers across the region have offered **324 employability opportunities** ranging from industry talks and mentoring, to work experience and apprenticeships.

Skills Priorities for 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

Young people are still under-represented in the sector with an average workforce age of 43 and higher in key adult social care roles. Skills for Care estimates that 8% of roles in the sector are vacant, which means 11,000 vacancies at any one time. ⁽²⁾ Therefore, the sector still needs to broaden the routes into training and employment, especially to attract more young people and improve diversity within the workforce. In adult social care alone the majority (82%) are female and 25% are over 55 years of age, giving rise to the fact that potentially between 6,000 to 7,000 people will retire within the next 10 years. ⁽²⁾

Objectives

- ▶ Support employer related ambassadors to engage with schools, colleges and universities to promote the industry as a career choice and provide information about the range of jobs and entry routes into the sector
- ▶ 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 support on-the-ground careers advice and guidance for practitioners as well as careers advisers
- ▶ Ensure that businesses are aware of the range of opportunities and ways in which they can support schools, colleges and young people and inspire them to join the sector
- ▶ Education and business to support the work of the National Careers Service and Careers Enterprise Network Advisers to further develop and improve Labour Market Intelligence (LMI), ensuring that materials are available to both to offer support and guidance
- ▶ Work with South West Young Apprenticeship Ambassadors Network to improve knowledge of apprenticeships in school leavers
- ▶ Participate in and support the 'Proud to Care' campaign in the region with support from Health Education England South West and Association of Directors of Adults Social Services (ADASS). This brings together representatives from: Jobcentre Plus, Skills for Care, Health and Social Care and the voluntary sector, to look at ways of improving: recruitment, skills development and workforce retention to address diversity and skills requirements across the social care sector

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 Advisors; Careers Leader Training and Continuing Professional Development for wider teaching staff.

Business West's Future Skills Immersion events and skills meetings revealed that hospital trusts had been enabling work experience placements to double and encouraging lower levels

of staff to utilise the programme, which has altered the diversity demographic of those participating.

An SGS College Ambassador from local apprenticeship provision has been recruited to head the 'Proud to Care' Campaign.

Employability pledges during the Skills West programme has provided work experience and access to industry information.

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.

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 health and life sciences sector.

Skills Priorities for 2019

Priority Two



Improve the quality and responsiveness of local education and training provision

Issues

The sector experiences specific skills gaps with emerging skills requirements resulting from the use of digital technologies for analysing and interpreting personal health data. These skills gaps may increase if left unaddressed.

Alongside leadership and management skills being important to business growth, in the Business West Skills and Training Survey 2018 the top skill sets required by employers were still: customer service, communication skills and problem solving.⁽⁶⁾ It was also highlighted in the survey that 30% of businesses in this sector felt that training providers matched their business training needs, 30% didn't, 10% were unsure, with the remaining not responding to the question.

Objectives

- ▶ Develop technical provision that meets the increasing high level technical skills demanded by the sector, which supports the government's ambition to ensure that every young person is presented with the option of world-class technical education
- ▶ Develop a collaborative approach to increasing ICT skills of learners undertaking health and social care courses, which have no ICT module currently in them
- ▶ Support the drive for the Care Quality Commission (CQC) to make it compulsory for staff entering the industry to have a minimum level of digital skills
- ▶ Leadership skills and training should be enhanced through short CPD courses, workshops and qualifications
- ▶ Constant and relevant dialogue between local education providers and the industry to ensure provision is up-to-date, relevant, accessible and cost effective
- ▶ Encourage development of new approaches to flexible learning delivery to minimise impact of staff taking time out from their job

Local Response

Weston College is looking to develop short courses around accessing digital health tools and is additionally engaging with local groups who are implementing digital health to ensure they remain up-to-date with the agenda.

City of Bath College, working with employers, has developed an ICT module to include in the Health and Social Care apprenticeships in 2019. Digital technology is now a unit offered within the health and social care curriculum.

Digital technology is now a unit offered by SGS College within the

health and social care curriculum.

Skills for Care is working in the region to support the delivery of leadership courses starting early 2019 as part of their 'Well Led' campaign.

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.

Future Recommendations

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

Skills Priorities for 2019

Priority Three

Increase apprenticeship starts and availability of higher apprenticeships

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



Issues

30.4% of health and life sciences businesses currently offer apprenticeships, which is high compared to other sectors.

Forecasts suggest there will be greater demand for higher level technical and specialist skills in the future and therefore higher apprenticeships need to be promoted in the sector. Businesses need to be aware of changes to the apprenticeship levy and reforms to know how to benefit.

Young people are still under-represented in the industry - there is a need to increase traineeships and for pre-employment and training (short courses) to attract young people and show progressions into apprenticeships and other entry level routes into the sector.

Objectives

- ▶ Continue to support businesses that consider apprenticeships; there are now 30 apprenticeship standards (and growing) approved or in development across roles in health care and life sciences ranging from Level 2 to Level 7
- ▶ Education providers to increase the availability of apprenticeships and higher apprenticeship provision locally for priority job roles identified by organisations; e.g. apprenticeships in: health informatics, health pharmacy services and higher apprenticeships in management, supply chain management, life science and chemical science
- ▶ Support collaboration between education and industry to create work experience models and bridging programmes into apprenticeships, with the objective to facilitate increased representation of younger people in the sector. (Care academy models and Active Living Skills Centres are good examples)
- ▶ Support pre-recruit and training initiatives to enable good experiences of working in care which can lead to apprenticeships and higher qualified, varied roles across the health and life sciences sector. (Partners to include: Business West, Ways to Work, Sector based work academies, Department of Work and Pensions)
- ▶ Businesses to engage with the South West Apprenticeship Ambassador Network and encourage apprentices to become young ambassadors

Local Response

SGS College reports apprenticeship growth in health and social care - an increase of 25% predominately Level 3 and 5 in care.

As part of Weston College's T-Level pilot, 25 of its learners will undertake a minimum of 315 hours of industry placement per year.

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.

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 business of the right quality and level.

Skills Priorities for 2019

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

Demand for care and support of the growing numbers of both older people and recognised health conditions is driving growth in the sector. In the Business West Skills and Training Survey 2018 the most commonly cited factor influencing current skills priorities is sustained growth. ⁽⁶⁾

Skills priorities in the health and life sciences sector are industry specific technical skills, followed by leadership and management and generic business and personal skills. 61% of businesses reported that professional/managerial roles were hard to fill. ⁽⁶⁾ The survey highlighted that 34% of businesses were offering apprenticeships, however an average of 60% of employers had little knowledge of the new reforms and its elements. ⁽⁶⁾ Efforts should focus on encouraging businesses to see apprenticeships as a tool for business growth.

Innovation and growth in the sector is reliant on young people with strong STEM skills and an increased focus on developing digital skills to match the advances in technology. Decreases in the take up of STEM subjects threaten the growth of the health and life science industry.

Objectives

- ▶ In the Business West Skills and Training Survey 2018, 51% of businesses stated that they expect their workforce headcount to grow in the next 12 months. ⁽⁶⁾ Education providers to develop links with the industry and established networks to develop new qualifications and training to benefit sector needs
- ▶ Support SMEs in exploring the best use of new apprenticeship standards for both recruitment and upskilling existing staff, and provide the opportunity for businesses to influence future skills and training provision
- ▶ Support SMEs to identify specific demand levels to specific job roles and bring business and education together to co-design provision to support future talent and upskilling of existing staff. For example, 55% of businesses reported that skilled and technical roles are increasingly hard to fill; ⁽⁶⁾ the use of high tech and engineering skills could address this issue
- ▶ Support local and national education initiatives focused on the promotion of STEM subjects and career progression routes within industry
- ▶ Raise awareness of the leadership and management opportunities available through education provider networks; linking training providers to employer's requirements
- ▶ Future Bright, Skills 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

In October 2018, in partnership with regional partners such as Business West, Weston College delivered a Skills Expo to 150 delegates highlighting the opportunities available through apprenticeships, traineeships, work experience and skills development, whilst also showcasing best practice and learning.

SGS College offer CQC workshops such as a 'how to prepare for inspection' event, which was attended by 80 managers allowing sharing of best practice in health and social care delivery.

Skills West held a successful Future Skills Immersion event for employers exploring how to lead teams well and deliver an excellent service.

Skills West teamed up with experts Atoll HR, to deliver interactive workshops focusing on talent management and succession planning. Attendees gained knowledge, insight and basic tools to help improve their people planning processes and employee retention to aid growth and productivity.

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.

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.

Skills Priorities for 2019

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

Increasing demand for health related services from an ageing population, and a need for innovative technology for patient care, alongside falling unemployment and the sector's reliance on migrant labour, are all pressing challenges for the sector. With government committed to reducing rates of migration into the UK, it is important that skill shortages do not result from restrictions on migration into employment.

In 2017 and 2018 there has already been a significant decrease in the number of applicants to nursing training and the sector needs to reach out to more diverse cohorts. The health and life science sector is predominantly female and young people are under-represented.

Industry will have to attract a diverse support workforce that reflects the communities they serve. There is a need to raise awareness among young people, parents and careers advisers of the range of careers offered by the entire footprint of the health and life science sector. In the Business West Skills and Training Survey 2018 31.5% of respondents offered short work placements of between 1- 4 weeks, whilst a combined 23.9% took part in careers fairs, gave industry talks, offered industry advice and designed industry projects for students.

Objectives

- ▶ Work with diverse community groups detached from the labour market to equip them with the skill-sets to enter the health and life sciences industry. Work with initiatives that engage with the under employed - ESOL, BAME and all under-represented groups, encouraging more employability programmes supporting the sector needs
- ▶ Deliver pre-employment programmes with local partners to support disadvantaged individuals into jobs and training. Support schemes like the Alliance Homes Care Academy who have a strong record of employing from under-represented groups
- ▶ Support the work of the new West of England Diversity Apprenticeship Hub engaging with under-represented groups (ESOL, BAME, Care Leavers) for the benefit of the sector
- ▶ Encourage employer involvement in the co-creation of a technical education system that creates opportunities for all within the health and life sciences sector
- ▶ Support the work of a national team of 'I Care Ambassadors' and the emergence of the Health and Active Living Skills Centres to support awareness of roles in sector and curriculum development
- ▶ Utilise national, regional and local campaigns to improve the image of the sector to widen the demographic pool from which workers are found
- ▶ Engage employers to work closely with NEET providers to help design clear career pathways that can be offered at the onset of employment. Increase awareness of the sector and the opportunities available, showcasing progression routes

Local Response

Weston College is running a pilot with Jobcentre Plus (JCP) and their youth obligation scheme. A group of 18-24 year olds, including a number of care leavers, attend college two days a week to work on their employability skills and meet with staff from JCP.

SGS College is one of the largest providers of NEET provision in the region through the delivery of the ESF Your Time project and also the college's own Enterprise/Traineeship programmes.

The Skills West team, supported by Flexology, delivered a workshop focusing 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.

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

Bristol Robotics Laboratory: University of the West of England

Future Space: University of the West of England

NBT Excellence Centre

Bath Centre for Healthcare Innovation & Improvement

Centre for Graduate Entrepreneurship: University of the West of England

Health Technology Hub: University of the West of England

UH Bristol NHS Foundation Trust Education and Research Centre

University of the West of England's Department of Nursing and Midwifery, Centre for Health & Clinical Research

The Institute of Bio-Sensing Technology

Key Training Providers

North Bristol Trust

Bath College

City of Bristol College

University of Bath

Weston College

University of Bristol

University of the West of England

SGS College

Babcock

N-Gaged

BCE

Interserve

Learndirect

T2 Group

HIT

Lifetime

Professional Networks and Organisations

Skills for Care

Skills for Health

Health Education England

Care & Support SW

WEAHSN

Endorsed by

Professor Richard Luxton, Health and Life Sciences Sector Chair
West of England LEP & West of England Combined Authority

Reference Documents

- 1) National Health Service England (Overview)
- 2) Skills for Care (Overview)
- 3) Invest in Great Britain and N. Ireland (Health and Life Sciences in the UK)
- 4) Health Education England
- 5) The state of the UK's Healthcare Life Sciences sectors – Biotech and Money, February 2016
- 6) Business West Skills and Training Survey 2018
- 7) Emsi - economic modelling 2018 courtesy of Prospects Services
- 8) Institute for Economic and Social Research

Supporting Research Documents

- a) West of England Combined Authority Business Plan, 2018/19
- b) West of England Combined Authority Operating Framework 2018/19
- c) Industrial Strategy: building a Britain fit for the future, November 2017
- d) The Grand Challenges, Policy paper, May 2018
<https://www.gov.uk/government/publications/industrial-strategy-the-grand-challenges/industrial-strategy-the-grand-challenges>
- e) Careers strategy: making the most of everyone's skills and talents, December 2017
- f) Careers guidance: for further education colleges and sixth-form colleges

Get in touch today



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Advise, connect, support



The West of England Combined Authority (WECA) covers Bath & North East Somerset, Bristol and South Gloucestershire. WECA also supports the Local Enterprise Partnership, which includes North Somerset.