



Strategic Pipeline Proposal Form

About your Proposal

Date of submission	1 March 2024
Project title	Net Zero Skills Action Planning Programme
Name of lead organisation	Hull and East Yorkshire Local Enterprise Partnership
Name of project lead	Harry Baross
Contact number	07766078789
Contact email	h.baross@heylep.com
Project sponsor (a senior officer/director)	Teresa Chalmers
Have you spoken to someone in the Hub about your proposal? Please include name of who you have contacted.	Harry Baross Teresa Chalmers

Type of Project (what will you deliver - (e.g. feasibility study, research, programme delivery)	Programme Delivery - employment of a Manager role to support net zero project development with targeted expertise in net zero skills development
What strategic priority is this proposal responding to?	Potentially all four – renewable energy technologies, heat decarbonisation, natural carbon sequestration and circular economy
Where will the project be delivered?	Hub-wide
Is this a new or updated proposal (is it already part of the Hub’s pipeline)?	New

	Total	Amount requested from Hub
Project cost	£62,000 p/a - £124,000 over 2 years	£62,000 p/a - £124,000 over 2 years

Summary of project activity. What will you do? 150 words max
<p>This activity will employ a Manager within the Hub region on a 24-month fixed-term contract to lead on the development of a set of detailed SMART actions on net zero skill development at a local and regional scale.</p> <p>The role will work with stakeholders in the public and private sector to review the previous, existing, and currently planned net zero skills provision, activity and reports across scales and geographies of the region; identify gaps and synergies in this current activity; and identify future opportunities resulting from upcoming investment and funding opportunities. The role will produce a SMART action plan encompassing activities at a local and regional level to deliver net zero skills activities suitable for future projected project and investment opportunities, including the clarification of regional net zero skills governance and funding frameworks to ensure successful ongoing delivery, and be able to provide additional support where appropriate for ongoing activities.</p>



Strategic Fit

How does the project support the Hub's Strategic Priorities? 100 words max

Each of the Hub's Strategic Priorities requires a strong workforce to deliver, and the role will be able to provide targeted support to the upskilling, reskilling, and repurposing requirements of each priority area.

Existing work is providing a strong pipeline of capital delivery projects with opportunity for commercial investment, for example the various Local Area Energy Plans are highlighting several opportunities for energy projects and tailoring retrofit projects to geographic needs. A net skills action plan can maximise the carbon saving and commercial investment potential of these projects by helping to ensure there is a sufficient workforce to deliver the proposed activity, and enable local residents to understand the upcoming job and skills opportunities associated.

How does the project support the core aims/purpose of the Hub? (How does it deliver on the aims of the MOU?) 150 words max

Commercial investment in capital projects requires investor confidence in the skills required to deliver, which will be bolstered by clear forward planning to ensure local skills. There is an increasing interest in commercial investment in local net zero skills, e.g. Humber Net Zero Careers Beacon, that can be amplified through specific resource.

Increasing the number, quality, and scale of local net Zero projects requires a strong local workforce to deliver projects, so that projects are not delayed or scrapped. For example, the Hull district heat network is requiring specific upskilling activity through bootcamps to enable its delivery, so creating a forward plan of similar upskilling for projects currently planned or identified in LAEPs or similar will ensure they can be successfully delivered without delay.

Raising local awareness and sharing knowledge on net zero activities is central to delivering a net zero skills action plan; this process will raise awareness across various businesses, workers, training providers, and students.

What impact will the project have on the local Net Zero agenda? (Who are the direct and indirect beneficiaries of the project)? 150 words max

The ability of this role to work across net zero projects of all sectors and geographies will enable more joined up approaches to net zero project development and skills activity, increasing the likelihood of commercial investment and successful project delivery.

Direct beneficiaries include:

- Hub team – embedding skills knowledge into the core and wider Hub team
- LA climate teams – embedding skills knowledge and ensuring effective project delivery
- LA/CA skills teams – embedding net zero knowledge into local skills teams
- Curriculum heads and training providers – better labour market intelligence will help to shape and influence provider education, learning and skills provision better serving local employers and linking job opportunities to net zero projects
- Employers – supporting employers to develop employer-led training, e.g. new apprenticeship standards



Indirect beneficiaries include:

- Businesses and investors – access to training for present staff more tailored to future net zero opportunities and upskilled local workforce
- Career/Skill information and advice providers – additional information regards future projects, jobs and skill needs to include in advice to workforce, e.g. National Careers Service
- Communities and workforce – access to new and existing training opportunities more tailored to future net zero opportunities and better careers information advice and guidance on upskilling/reskilling to access net zero employment opportunities

What benefits will the project achieve? (What are the main outputs and what are the intended outcomes?) 150 words max

Primary outputs:

- Review of net zero skills provision, activity and reports across sectors and geographies, including producing relevant case study reports
- SMART action plan of future activity, including delivery partners/mechanisms and funding routes
- Establishment/clarification of a regional/local net zero skills governance framework and funding mechanisms

Primary outcomes:

- Workforce to enable future net zero projects and commercial investment in capital projects
- Future planning to enable optimal usage of public sector skills funding
- Improved labour market intelligence to support further education, learning and skills curriculum development
- Stakeholder relations to enable commercial investment into net zero skills activity

Secondary outcomes:

- Greater awareness and understanding of net zero skills needs in existing Hub, Combined Authority, and Local Authority teams
- Additional support available for planning/delivering existing net zero skills activities

Value for Money

	Capital	Revenue
Total project cost		£124,000
Funding requested from the Hub		£124,000
Project sponsor funding		
Other public (please state source below)		
Other private (please state source below)		
Other (please state source below)		

Additional information on funding, including source of funding

Although there is no match associated with this request, it is expected that the role will be



	<p>instrumental in leveraging commercial investment into net zero skills activity and supporting the forward plan of net zero projects across the region. As part of the role, the post-holder will be required to identify potential match and external funding opportunities to support the sustainability of the project, or similar activity, after the initial period by building on existing examples of private sector match in net zero skills, such as the Humber Net Zero Careers Beacon.</p>
How have the costs been estimated?	<p>Costs taken from existing Local Capacity Support grant funding for equivalent officer levels, which would be able to recruit a Manager on a salary in the region of £40kp/a. As with Local Capacity Support, any underspend could be utilised for ad hoc necessary external support, training and development, event costs, or returned to the Hub.</p>

Project Need

Why is the project required? What evidence is there of demand? Max 150 words
<p>Engagement with various public sector colleagues has highlighted that there are significant gaps in Net Zero Skills activity development resulting from a lack of resource/capacity to progress high level ideas or expand upon trial/initial activity.</p> <p>Review of documents:</p> <ul style="list-style-type: none"> • The HEYLEP Green jobs and Skills Analysis highlights 16 high level recommendations, several of which refer to activity needing to ‘be developed’ • The Humber Industrial Cluster Plan Skills Analysis highlights 12 recommendations and 4 areas of further work needed, which include ‘R9: Forward plan demand and promote certainty’ • The YNYLEP Assessment highlights 14 high level recommendations to be developed further, including recommendation 14 ‘Engage with other LEPs, localities and national industry bodies in developing solutions.’ • DESNZ’s Net Zero and Nature Workforce Action Plan is due for release in 2024 and will require work to translate to local action • York and SYMCA green skills and jobs report each provide an indication of the current state-of-play but do not recommend further actions <p>Conversations with Skills teams:</p> <ul style="list-style-type: none"> • HEYLEP skills team have identified a gap in capacity that restricts their ability to forward plan for skills funding and activity, and to build on the recommendations of their report • SYMCA identified that they lack the capacity to fully engage with the private sector in developing net zero skills activity and added resource would enable better targeted project development



- YNYCA Skills Manager identified a notable gap in resource, with no single team or officer having a specific net zero skill remit and oversight, and highlighted that barriers remain for cross-team collaboration and future activity planning which could be met with added resource in this space

Conversations with training providers:

- Bishop Burton College highlighted that there is a challenge in engaging businesses and potential learners, particularly around developing curricula and outreach that highlights upcoming net zero agricultural careers and the skills associated

Please summarise all of the options considered for achieving your project goals with an outline of likely impact. This should include realistic scenarios in which there is no intervention at all (do nothing) and no Hub involvement. Max 100 words each

1	Do Nothing – Rely on existing skills teams within MCAs and LAs to deliver the net zero skills activity utilising previous report recommendations and existing stakeholder relations. This option will see a continuation of current good work, being able to undertake activity when spare capacity and additional funding arises; but will not be able to form and deliver a detailed forward plan attracting greater private sector activity and investment, and existing capacity challenges result in limited capacity to carry out such activity. This option would have no cost to the Hub.
2	Procure consultants – Utilise experienced and locally/regionally aware consultants to develop the SMART action plan. Consultancy support has been well received in previous higher-level net zero skills activity, e.g. for HEYLEP, and can engage numerous high quality experts in the field to deliver on set timescales. This option risks coming in at high costs as is often the case with expert consultants, does not build the organisational memory necessary to enable long term impact, and would require careful management to ensure desirable outputs. This option would have a cost to the Hub in the region of £100k (estimated from DESNZ spend on national net zero skills action plan).
3	Recruit regional resource – Recruit a Manager level officer to be hosted either by the Hub or one of the LEP/MCA partners to lead the action planning to cover the entire Hub geography, with the support of the wider Hub team and the LEP/MCA/LA skills teams. This option will embed net zero skills knowledge into the Hub and its partners to build upon the work in future years at both a regional and local level, and covering the whole Hub geography. This option risks challenges to recruiting an officer of sufficient quality and in a timely manner. This option would have a cost to the Hub in the region of £62k p/a (estimated from Local Capacity Support Grant value) and would best be delivered over two years to account for the wide scope and geography of the work.
4	Recruit individual local resource – Recruit a Manager level officer to be hosted by one of the LEP/MCA partners to lead the action planning with the support of the wider Hub team and the LEP/MCA/LA skills teams for only a subset of the Hub region, e.g. 2 of the Yorkshire regions. This option will embed net zero skills knowledge into the Hub and some of its partners to build upon the work in future years at both a regional and local level. This option risks challenges to recruiting an officer of sufficient quality and in a timely manner, and lacks the whole-Hub regional impact. This option would have a cost to the Hub in the region of £62k p/a (estimated from Local Capacity Support Grant value) and would best be



	delivered over one year to account for the more limited geography of the work, this timeline would bring additional challenges of recruiting to a one-year post.
5	Recruit multiple local resources – Recruit two or three Manager level officers to be hosted by LEP/MCA partners to lead the action planning, with the support of the wider Hub team and the LEP/MCA/LA skills teams, with each Manager working on a subset of the Hub region, ideally two or three LEP/MCA areas. This option will embed net zero skills knowledge into the Hub and its partners to build upon the work in future years at both a regional and local level, and covering the whole Hub geography. This option risks challenges to recruiting multiple officers of sufficient quality and in a timely manner. A single post could deliver this work for their area in one year resulting in two or three 12-month contracts, this timeline would bring additional challenges of recruiting to a one-year post and would have a cost to the Hub of £124k or £186k (estimated from Local Capacity Support Grant value).

What is the preferred option and why? What are the advantages of the chosen option over and above the alternative scenarios? Max 150 words

Option 3 – Recruit regional resource

This option best supports the development of a regionally comprehensive net zero skills action plan while creating an organisational memory that allows for the actions to be taken further upon the completion of this programme. The option will be similar in cost to procuring external consultants, but with the benefit of embedding the knowledge in the Hub and its partners. While a more costly option than individual local resource, the preferred option has Hub-wide impact rather than an impact constrained to a limited number of Hub partner areas. The preferred option costs less or the same as multiple local resources, while also reducing recruitment risks faced by both local resource options.

Delivery of the project

Who will deliver the project? Max 50 words

NEY Net Zero Hub

The role could be based anywhere within the Hub region but should have direct accountability to the Hub Manager/accountable body.

Are any other organisations involved? If so, what is the nature of their involvement? Max 150 words

All Hub partner LEP/MCAs will partner in delivering the action plan, and may host the role.

Relevant local training providers, curriculum heads, and careers and skills advisory bodies (e.g. National Careers Service) will be deeply involved in delivery.

Please outline your plan for mobilisation – you should indicate if you already have resources in place to deliver or your plan for securing them. Max 200 words

To mobilise, a decision and due process would be required to accept the role into the Hub's structure and there may be a period of negotiation with any partners interested in hosting the role. Hosting negotiations will include ensuring the host organization has the team structure to enable quick and effective mobilization of the project.



Upon agreement of host organisation, a suitable job description would have to be developed and approved, followed by a recruitment process.

A steering/reference group of skill and net zero leads across the Hub region will be developed to guide the project, and will be refined by the recruited Manager to best suit the progress of the project.

Please briefly detail any relevant preparatory work already completed. Max 150 words

- HEYLEP Green jobs and Skills Analysis [Green-Jobs-and-Skills-Analysis-2023.pdf](https://www.heylep.com/Green-Jobs-and-Skills-Analysis-2023.pdf) ([heylep.com](https://www.heylep.com))
- Humber Industrial Cluster Plan Skills Report [HICP - Publication of lot 8 - Skills report | HICP](https://www.humberindustrialclusterplan.org/HICP-Publication-of-lot-8-Skills-report) ([humberindustrialclusterplan.org](https://www.humberindustrialclusterplan.org))
- SYMCA Green Jobs and Skills in South Yorkshire [SYMCA Green Skills Report - July 2022](https://www.southyorkshire-ca.gov.uk/SYMCA-Green-Skills-Report-July-2022) ([southyorkshire-ca.gov.uk](https://www.southyorkshire-ca.gov.uk))
- YNYLEP Skills Review [Microsoft PowerPoint - Sector Skills Development Report FINAL FOR PUBLICATION.pptx](https://www.yorknorthyorks-ca.gov.uk/Microsoft-PowerPoint-Sector-Skills-Development-Report-FINAL-FOR-PUBLICATION.pptx) ([yorknorthyorks-ca.gov.uk](https://www.yorknorthyorks-ca.gov.uk))
- YNYLEP Assessment of Skills Supply and Demand https://www.google.com/url?sa=t&rct=j&q=&esrc=s&source=web&cd=&ved=2ahUKEwix9b6llq2EAXW2hf0HHVR_DjcQFnoECBcQAQ&url=https%3A%2F%2Fwww.ynylep.com%2FPortals%2F0%2Fadam%2FLayoutApp%2FV6gHJXsMyEGrD6gWTsi4qw%2FButtonLink%2FYNY-LCCE-Skills-report.-Publication.-Feb-21.pdf&usq=AOvVaw3p16ZSheYQbcX86k87J7AI&opi=89978449
- York Green Jobs and Skills Report [york green jobs and skills report final report.pdf](https://www.warwick.ac.uk/york-green-jobs-and-skills-report-final-report.pdf) ([warwick.ac.uk](https://www.warwick.ac.uk))
- Exemplary work from North of Tyne to learn from [Green Skills for Growth - NTCA](https://www.northoftyne-ca.gov.uk/Green-Skills-for-Growth-NTCA) ([northoftyne-ca.gov.uk](https://www.northoftyne-ca.gov.uk))
- All LEPCs/CAs in our area are preparing to deliver Skills Bootcamps and each have a green element, this will act as an exemplar of skills activity development.
- The Hub has procured the Retrofit Skills Pilot development on behalf of DESNZ, this will act as an exemplar of skills action development.
- HEYLEP are currently in discussions with the Department for Education and Careers Enterprise Company regarding the establishment of a Net Zero Careers Beacon that could support and be supported by this activity.

What is the timeframe for developing the scheme? Aside from securing a funding commitment from the Hub, when would the project be 'ready to go'?

Ready to start	May 2024
Outputs could be delivered by	Initial review outputs – March 2025 Final action plan outputs – March 2026
Benefits could be realised by	Initial benefits from increased knowledge – April 2025 Full benefits from action plan – April 2026
Duration of project	2 years

What are the key dependencies for the project's start/end dates? Max 50 words each

Dependency	Detail
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Confirmation of host organisation	Each Hub partner will be offered the opportunity to host the role, which may lead to negotiations if multiple partners want to host, and time required to formalise the relevant grant funding agreement.
Job description approval and grading	A job description will have to be developed in-keeping with the style and requirements of the host organisation and undergo the host organisation's relevant grading and approval process
Recruitment of suitably qualified person	Recruitment process must find a suitably qualified person in a finite and competitive market. Any recruitment will be required to go through standard checks and processes, and may require waiting for a notice period before commencement.
Collaboration of stakeholders	The role's success in delivery/impact will be contingent on the openness and willingness of stakeholders to engage in the process.

	Date (if known)	Details
Project cannot start before		No hard requirements, above dependencies must be complete.
Project must be completed by		No hard requirements, activity should not fall outside of MoU period if no extension is obtained from DESNZ.

Please attach a separate risk assessment and briefly explain below any significant risks/barriers to delivery and how these will be mitigated. Max 200 words

See risk register attached.

Recruitment of the right candidate is the central risk as the project cannot progress as intended without a Manager in place. An unsuitable candidate may struggle to engage stakeholders and effectively complete the task. Hosting negotiations will include a focus on which area of the region is most able to recruit a suitable Manager and have a team structure in place to best support the recruit. All Hub partners will be required to support the Manager with their duties. As with the Local Capacity Support Grant, any underspend of the funding after role costs could be used for training or external support if the additional support is required to enable the Manager to fully complete the project.

If no suitable candidate is found, the funding could be utilised to procure external consultants to deliver the work. This would deliver the required outputs, but is less likely to achieve long term outcomes envisaged with a recruitment.