

Purpose

Our current three-year Strategic Plan is completing its first year of implementation. Owing to the degree of uncertainty and turbulence in the operating environment at the time of developing the plan (primarily post-Brexit/ COVID19), Governors agreed to develop years 2 and 3 of the plan during early summer of 2024. This strategic plan completion work is being undertaken concurrently to preparing this Accountability Statement.

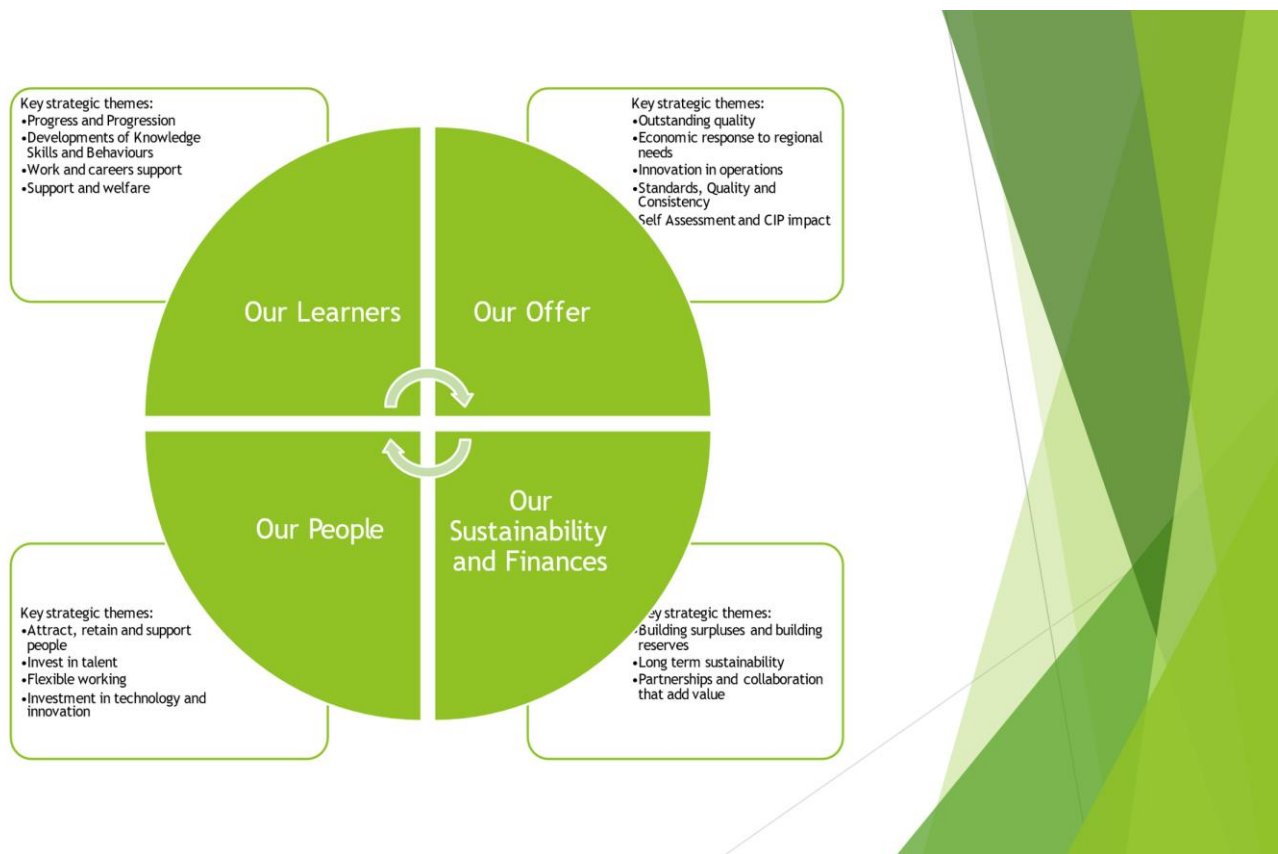
Governors have stated that matters of vision, mission and purpose may be adapted and refined, however, remain thematically unchanged from those currently described below.

Vision - An ambitious technical college that enhances the prosperity and prospects of our people and communities

Mission – Delivering excellent technical and professional skills to enhance the prosperity of our people and communities

Values - The values that underpin our ethos, expectations and standards are that all staff and learners are **Ready; Respectful**, and all are committed to developing **Potential**

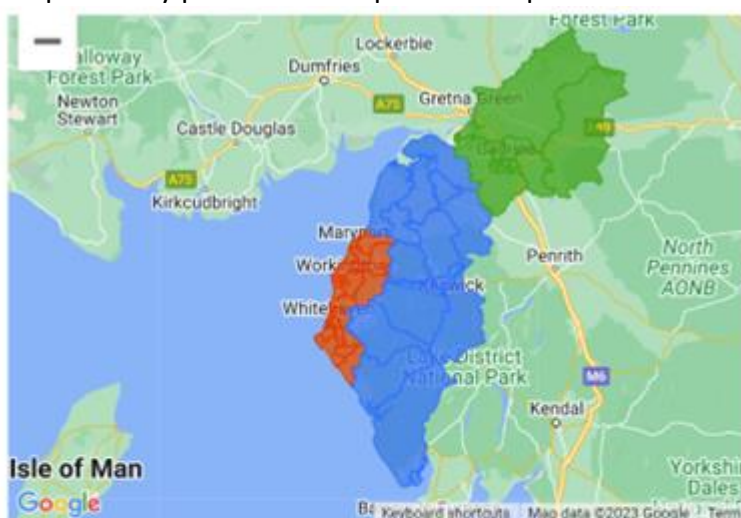
Our current **Strategic Intent** is captured within the diagram below:



Context and Place

We are a long established and very successful technical college serving primarily the broad further and higher skills and training needs of West Cumbria. We focus directly on the needs of employers within our region, and maintain a dynamic offer based upon vocational routes into employment and career development. As a technical college we focus on job roles, career development and the workplace. We help develop the skills, experiences, and qualifications within levels Entry/1 to 7 that our learners need to access the workplace and develop their careers, primarily within our region. Progression to the highest relevant level, into employment, and within chosen careers are key drivers for us.

Cumbria is the second largest county in England covering 6,767 square km. With just under 500,000 residents, it is a sparsely populated county characterised by an outstanding rural landscape, but a comparatively poor road and public transport infrastructure.



- Main Area
- Outer Area
- Carlisle

This map highlights the Vector Defined Area used in the 16-19 and adult learner sections Vector. Each colour coded area represents a unique analysis area which will appear in the drop down analysis filters within the Vector dashboards, charts and tables.

This helps to explain why there are four General Further Education Colleges in Cumbria, largely situated around the periphery of the County where the largest centres of population lie; the challenges of transport to and from colleges have a discernible impact on a learner's choice of college.

¹Within the main catchment area identified on the adjacent map, there are 10 communities in the most deprived 10% of communities in England, a fact often masked by an otherwise well-paid local workforce employed by the nuclear industry and its supply chain, which dominates the local employment landscape. The demands placed on the college are therefore diverse, however by putting skills for jobs at the heart of what the College does, it is hoped to bring equality of opportunity for all learners.

The travel to learn area can be recognised as West Cumbria, but where there are specialisms, such as engineering apprenticeships or nuclear, the reach of Lakes College extends beyond this traditional catchment area. This includes some national initiatives under the banner of the National College for Nuclear and more recently moving into the apprenticeship market in other areas in Cumbria at the request of local employers.

¹ Census 2021

Developing the annual Accountability Statement

Over recent years we have worked in close collaboration with the long-established FE4 Group of Cumbrian Colleges and the University of Cumbria to successfully lead on and co-deliver outcomes and outputs within two SDF and once current LSIF rounds. These programmes have been conducted in tandem with the LSIP work undertaken by Cumbria Chambers of Commerce (as the ERG) with employers and stakeholders in the County. This combined SDF work and the LSIP have formed a core evidence and stakeholder base used in developing this statement. As a very large apprenticeship provider and prominent part of the regional economy, including nuclear sector interests, we also engage directly with many hundreds of employers and industry representatives regarding their training and skills needs. We complement this work by commissioning LMI and analysis from a specialist commercial provider (Bob Hill Associates), which combine to determine our annual priorities and Curriculum Plan.

Contribution to national, regional and local priorities

We continue to respond to our region's skills needs with high quality provision. This includes significant increases in our apprenticeship provision at all levels, growth in T Levels, and highly valued Routes to Work provision. We have played a direct part in the development of the National Nuclear Skills Plan supporting the many thousands of skilled staff needed for the UK's nuclear programmes, and directly support Sellafield Ltd across the full range of its apprenticeship training.

We continue to implement programmes in direct response of Cumbria's LSIP, and work collaboratively with FE, HE and industry partners to very positive effect.

Lakes College LMI 24/25 planning headlines

Our priorities and offer for 2024/25 are based upon:

- Nuclear sector continues to be a priority area regionally and nationally
 - 38% of employers in Energy & Nuclear related Engineering reported 'skills shortages'
 - Growth in roles in science, engineering and production technicians
- Engineering & MV sector is reporting significant skills shortages and continues to be a priority for the region
 - Welding trades and pipe fitters, fabrication and machinist trades with slight growth and average annual openings of +100.
 - 57% of employers in these areas are reporting 'hard-to-fill' vacancies.
 - Mechanical and Electrical engineers have an average annual openings of 275 roles in West Cumbria alone.
- Green Skills, low carbon and sustainable construction
 - We will continue to develop and extend our Retrofit and sustainable construction programmes to directly support construction firms, local authorities and housing associations with training and qualifications to assess, fit and install, and maintain the range of retrofit low carbon solutions for Cumbrian housing stock
- Construction and the built environment will continue to see growth over the next 3-5years,
 - Construction trades such as bricklayers, carpenters, joiners, plasterers, painters and decorators are estimated to increase by almost 600 positions by 2028.
 - Skilled metal and electronics trades are a skills priority area at NVQ L3, with 49% of employers reporting skills shortages and 57% reporting 'hard to fill' vacancies.
 - Civil engineering is likely to see growth of around 6% over the next 4 years, with an increase of 260 jobs by 2028 and annually around 201 job openings across the Cumbria LEP area. This includes a range of roles from steel erectors, scaffolders to civil engineers and managerial professions

- The digital and IT sector was identified in the SAP local skills report as a requirement to support every sector in the economy, both through productivity level skills e.g. Word, Excel and specific higher-level digital skills.
 - There is likely to be a growth of around 230 positions over the next 4years, with a total of approx. 2750 roles required in West Cumbria by 2028.
- The health sector has also been identified as a local skills priority, particularly Nursing & Health Science roles.
 - 4% growth in job roles in West Cumbria for nursing and health professionals
 - 4% growth in Occupational therapist, counsellor and other therapy professional roles.
 - Between 34-62% of employers are reporting ‘hard to fill’ vacancies.
- Childcare and education are a local skills priority, with approx. A third of employers reporting ‘hard to fill’ vacancies. However, by 2028 it is expected the total number of roles in the sector will reduce slightly.
 - Early years and nursery roles will remain static in West Cumbria but drop slightly across Cumbria.
 - Teaching & education roles are likely to reduce by 2-4% across the region by 2028.
 - There are still a high number of annual job openings across each area.
- Whilst the Art, Design & Photography sector is not a skills priority area, the LMI data suggests it is a growth industry, with an increase in about 5% of total jobs available in West Cumbria by 2028.
 - Roles included are advertising and PR, creative directors, artists and photographers.
- Service Industries are broadly divided into two areas – food production and hospitality that are a skills priority and hair, beauty and elementary occupations in hospitality that are not a skills priority.
 - The areas of hospitality included in elementary occupations such as cleaning & housekeeping, leisure attendants and front-of-house services, are forecast to grow by around 8% in West Cumbria and 7% across the whole region. A third of employers are reporting skills shortages in these areas.
 - Food production, including Chefs, catering assistants, butchers and bakers are an area with significant skills needs. 45% of employers in this area report skills shortage vacancies and 65% are reporting ‘hard to fill’ posts. This is a growth area, locally and regionally with a likely increase of over 350 positions by 2028.
 - Hospitality management is another skills priority area with a forecast for significant growth (8% in West Cumbria alone) by 2028.
 - Hair & beauty openings are likely to remain static over the next 3-5years, with low numbers of openings each year (<40 in each area), though around half of the employers in this area report ‘hard to fill’ vacancies.

Planned headline activity in accordance with our Curriculum and Financial Plans for **2024/25** are summarised below:

16 – 19 Study Programmes		
Contract 2024/25	Planned	
972	1,000	
Adult Education Budget/ Adult Skills Fund		
Contract Value	Planned Lakes Direct	Support partners’ delivery
£808,763	£510,575	£298,188
Apprenticeships, all ages and levels		
Planned income 24/25:	£6,571,863	
Actual age and level split will depend upon progression in-year		
HE		
Planned income: 24/25 £620,000		

Other income
Planned income: 24/25 £179,393

This is outlined in more detail in the tables to be found appended to this report.

Local Needs Duty

Our curriculum plan for 2024/25 provides appropriate: Study Programmes including our expanding T Level offer, Apprenticeships at all levels including full degree, Adult Learning, and work with various agencies regarding our Routes to Work offer, all directly linked to up to date and valid Labour Market Needs and Intelligence drawn from a range of credible sources.

The offer is directly based upon national priorities as applied to the needs of our region as set out above in our curriculum planning headlines.

Progression opportunities are provided, including direct links to employment and careers supported by full CEIAG support.

Governing Body Statement

The Governing Body undertook a full in-depth review of how Lakes College meets local needs and published their report in May 2023. We can confirm that progress has been made (and continues to be made) on the recommendations arising from that report, that the Board continues to monitor performance and direction to ensure the offer continues to meet the needs of our local and regional stakeholders. This has included direct input to the Board by the Cumbria Chamber of Commerce earlier this year in addition to other stakeholder monitoring. We are also pleased to report that the College received a 'good' Ofsted in early 2024. The Board is therefore happy to confirm that this document fulfils the statutory Local Needs Duty.



Mr Michael Priestley
Chair



Mr Chris Nattress
Principal and Chief Executive

Supporting Documentation

[Governance - Lakes College \(lcwc.ac.uk\)](#) (Published Accountability Statement)

[LocalNeed_May2023.pdf \(lcwc.ac.uk\)](#)

[Further Education Policies and Procedures - Lakes College \(lcwc.ac.uk\)](#)

[50241341 \(ofsted.gov.uk\)](#)

[Local Skills Improvement Plan - Cumbria Chamber of Commerce](#)

Table 1 – Shows the targets set for 2024/5 against performance (as at June 2024)

	2024/25 suggested targets	2023/24 YTD	2023/24 Targets	Variance 2024/25 to YTD
16-19	1,000	984	885	1.6%
AEB now ASF	950	952	1,093	Steady State
ALL	50	50	64	Steady State
HE	500	493	450	Steady State
16-18 App starts	591	299	262	97% increase
19+ App starts	284	235	363	20.1% increase
16-18 Apps in-learning	1,774	478	1,384	32% increase
19+ Apps - learning		862		

Table 2 – Rationale behind targets and growth

	Variance 2024/25 to YTD	Delivering Targets and growth to the end of 2024/25
16-19	1.6%	Deliverable within current resource base. Within mix and balance of provision priorities are the continued delivery to planned revised targets for T Levels, and meet the LMI priorities for our region as stated above, whilst removing provision within prescribed curriculum reform changes
AEB now ASF	Steady State	na
ALL	Steady State	na
HE	Steady State	na

16-18 App starts	97% increase	Increase is due a substantial training contract award with a single major employer starting September 2024 for 27 months. TUPE applies with staffing the additional resource needed for delivery prioritised
19+ App starts	20.1% increase	As above, with the majority infilled into our existing HE Apprenticeship offer
16-18 Apps in-learning 19+ Apps - learning	32% increase	Increase is due to a substantial training contract award with a single major employer starting September 2024 for 27 months. TUPE applies with staffing the additional resource needed for delivery prioritised