

HEY LEP Skills Network Meeting

7th February 2023



Housekeeping



David Gent Chair HEY LEP Skills Network



AGENDA

- LSIP consultation feedback
- HEY LEP Digital Framework consultation
 - Introduction
 - Round Table
- Comfort Break
- Celebrating Apprenticeships
 - OFSTED Inspection of Apprenticeships
 - CITB New Entrant Apprenticeship Support
 - Y&HAAN Update on Group and the benefits for the HEY Region
 - HEY LEP Apprenticeship Research Project
 - HEY Growth Hub Update
 - Skills Network Member Survey Update
- Networking and Close



Hull & East Yorkshire Local Skills Improvement Plan

Consultation feedback



How will your feedback be used

- Influenced questions asked within the Employer Skills Survey.
- Will help guide agendas for future LSIP / employer engagement events.
- Will be used as evidence base for the LSIP Report, set to be submitted to Secretary of State on 31st May 2023.
- Will help inform priorities for the LSIP.
- Will assist in providing solutions to achieve LSIP priorities.



Further LSIP employer & provider engagement work (1)

- HEY employers from all sectors are asked to complete the <u>HEY Employer</u> <u>Skills Survey (snapsurveys.com)</u> which will support the LSIP development, as well as influence the work of the Hull & East Yorkshire LEP.
- A series of virtual engagement events are currently taking place for employers, as well as in-person events (specifically for employers) scheduled for:
 - Tuesday 21st February, 9am 11am at Bishop Burton College
 - Tuesday 21st February, 2pm 4pm at The Courtyard, Goole
 - Thursday 23rd February, 9am 11am at Hull & Humber Chamber of Commerce Offices, Hull
 - Thursday 23rd February, 1pm 3pm at Withernsea Leisure Centre



Tuesday 28th February, 9.30am – 11.30at at Bridlington Spa

Further LSIP employer & provider engagement work (2)

- Further virtual events will be scheduled, including opportunities to check and challenge findings.
- 1-2-1 discussion opportunities are available.
- Meetings with College Principals and the Humber Principals Group.
- Engaging through the Independent Training Providers Network (next meeting in February).
- Attendance by Chamber staff at events providing an opportunity to network and discuss.
- An event is to be scheduled for Monday 13th March to bring providers and employers together, and to feedback on the anticipated LSIP priorities.



Lynette Leith Vice Chair HEY LEP Skills Network



HEY LEP Skills Network Members Survey



Skills Network Members Survey



Q1) Are there any specific subjects that you like the Skills Network to cover in forthcoming meeting for 2023/24?



Q3. Are there any specific policy developments that you would be interested in hearing more about in our forthcoming Skills Network meetings for 2023/24?



Q2. Are they any specific speakers that you would be interested in hearing from in our forthcoming Skills Network meetings for 2023/24?



Q4) Utilising the expertise and specialisms of patrons are there any members that would like to contribute to the delivery of future network meetings?



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Digital Strategy Framework Consultation

Chris Howell





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Hull and East Yorkshire Local Enterprise Partnership

HE)



Women into Manufacturing and Engineering

Humber LEP Digital Skills Analysis

Einal Report



Local Enterprise Partnership



Conclusions and Recommendations Digital Priorities and Implications

Mapping the digital skills demand evidence against supply has identified key priorities to consider in the future workplan of the Local Digital Skills Partnership:

- + Consider a sector-specific approach in improving digital skills in the workforce, which responds to different employer needs for digital skills. Further investigation through employer engagement will help contribute to this.
- + Attracting young people in sectors facing digital skill gaps with a targeted focus on priority sectors, as well as considering **Government support** in retraining schemes would help raise the digital capacity of the Humber.
- + Review how **business support interventions can help address** lack of business confidence in adopting new technologies and improve their knowledge of new technologies to raise productivity. Further investigation through employer survey / consultations will help identify this need.
- + Offering business support to encourage workforce training which incorporates digital skills will help ensure capabilities are transferable improve Humber's across sectors and competitiveness.

+ Retaining more STEM graduates within the Humber and Partnership

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ensuring that the education and training system aligns with sector and technological developments will help address the STFM mismatch

Mitigating impacts of digital exclusion in less represented areas of the Humber will ensure that all benefit from digital skills. The rollout of the National Retraining Scheme will help achieve this.





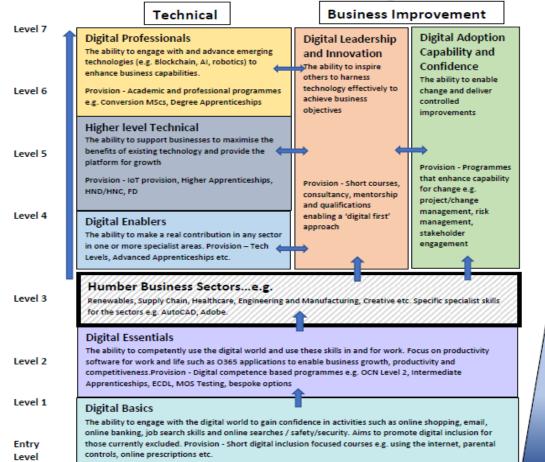
Hull & East Yorkshire Local Skills Report March 2021

https://heylep.com/ourpriorities/employment-skills/local-skills report/

Cross-cutting Priorities

Priority	Sub-p	priorities	Rationale
2: Embedding Digital Skills: Hull & East Yorkshire needs to embed digital skills in all subjects and at all levels	responsive to t demands and o created by digi through approp B: Digital skills embedded thro curriculum at a C: Businesses digital technolo upskilling empl	he rapidly changing opportunities tal technology oriate provision need to be oughout the II levels need to adopt ogy and invest in oyees to maximise	 Basic and advanced digital skills is required to facilitate adoption of new technologies Digital skills provision needs to respond to these requirements and continually adapt to technological change.
		10% most deprived training. Digital po- hardware and broa rural and coastal c The Employer Skil	s Survey identifies demands for basic,
Digital Tech, Profess Services, Culture an	sional d Leisure	and Digital busines technical and crea The Culture and L supporting quality Supporting this se will require leaders require training to	23% increase in the number of Creative sses and key skills such as enterprise, tive skills are hard to find eisure sector plays a key role in of life but has been hard hit by COVID. ctor to diversify and innovate to survive ship and management skills. Staff will adapt to strict hygiene and distancing
	2: Embedding Digital Skills: Hull & East Yorkshire needs to embed digital skills in all subjects and at all levels 8: Enabling digital in to ensure participation learning 13: Enabling services Digital Tech, Profess Services, Culture an require a talent pipelin	2: Embedding Digital Skills: A: Providers ne responsive to t demands and d responsive to t demands and d created by digit through approp skills in all subjects and at all levels 8: Enabling digital infrastructure to ensure participation in remote learning 8: Enabling services such as Digital Tech, Professional Services, Culture and Leisure require a talent pipeline to fuel	 2: Embedding Digital Skills: Hull & East Yorkshire needs to embed digital skills in all subjects and at all levels B: Digital skills need to be embedded through appropriate provision B: Digital skills need to be embedded throughout the curriculum at all levels C: Businesses need to adopt digital technology and invest in upskilling employees to maximise efficiency and productivity 8: Enabling digital infrastructure to ensure participation in remote learning 13: Enabling services such as Digital Tech, Professional Services, Culture and Leisure require a talent pipeline to fuel growth A: Providers need to be responsive to the rapidly changing demands and opportunities created by digital technology through appropriate provision B: Digital Tech, Professional Services, Culture and Leisure require a talent pipeline to fuel growth A: Providers need to be responsive to the rapidly changing demands and opportunities created by digital technology through appropriate provision B: Digital Tech, Professional Supporting quality Supporting this sed will require leaders

Humber LEP - Digital Skills Manifesto



The Digital Skills Partnership will:

- Raise the digital skill level in the Humber area by raising the level of ambition of employers, employees, residents and training providers to engage with digital skills.
- Identify and understand the demand for workplace digital training that reflects the breadth of employers and training providers in our region.
- Establish an inclusive Humber Digital Skills Hub offering businesses of all sizes support services including:
 - Access to diagnostic assessments
 - Access to, and mapping of, available training
 - c. Access to consultancy services
 - d. Case studies

Diagnostic

assessments

(employees

and

residents)

e. Podcasts/conferences

Department for Digital, Culture, Media & Sport: Assessing the UK's Regional Digital Ecosystems



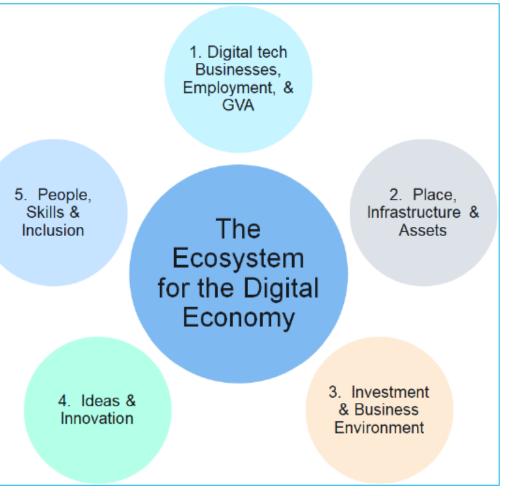


Figure 2-2: A framework for assessing regional ecosystems for the digital economy

2021 DCMS Regional Digital Eco-systems Report

Five "Enabling Domains"

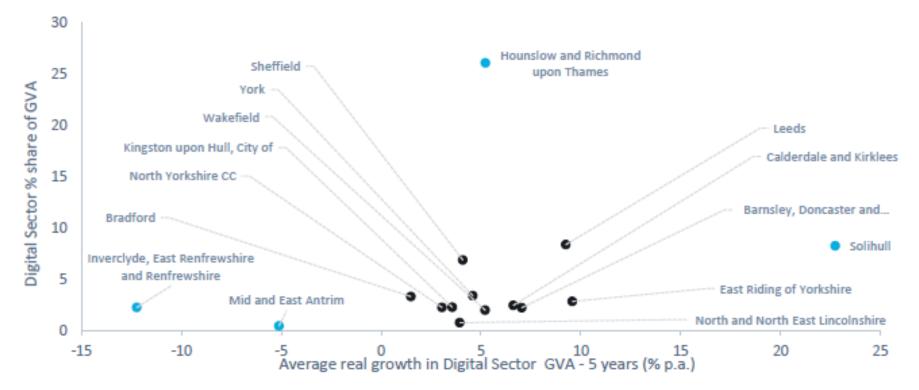




of our communities

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Digital Sector GVA % plotted against Digital Sector GVA 5 year growth rate (2014-19) – Yorkshire and the Humber NUTS3 regions, and UK NUTS3 outliers



Source: Regional Gross Value Added (balanced) by industry (ONS), 2021

 The chart above shows how digital sector growth is correlated with the relative size of the digital sector in Yorkshire and Humber's NUTS3 regions. It plots these against outlier NUTS3 regions from the rest of the UK.

Table 5-1: Indicative additional GVA and jobs in the digital sector by 2025 (above the 2019 values)

NUTS1 region or nation	Potential additional annual GVA by 2025 (£m, 2018 prices)	Potential additional jobs by 2025
East Midlands	1,500	36,500
East of England	2,250	41,400
London	16,760	216,500
North East	460	13,800
North West	2,680	50,000
Northern Ireland	790	13,300
Scotland	2,160	34,300
South East	8,820	129,500
South West	1,370	36,600
Wales	350	11,300
West Midlands	2,750	52,700
Yorkshire and The Humber	1,590	42,200
Total	41,480	678,100

Source: Steer-ED, 2021

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HEY Digital Strategy Framework "Industry 2030" / IR4.0

HEY LEP Economic Growth & Workforce Wellbeing Strategy 2021-26

Hull City Council Economic Strategy 2021-26

East Riding Council Economic Strategy 2018-22 and Digital Strategy



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Govt **<u>Digital Strategy</u>** (2022) to "harness digital transformation and build a more inclusive, competitive and innovative digital economy."

- **1. Digital Foundations**
- 2. Ideas and intellectual property
- 3. Digital Skills and Talent
- 4. Financing digital growth
- 5. Spreading prosperity and levelling up
- 6. Enhancing the UK's place in the world



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Govt Digital Strategy (2022)

Digital skills and talent :

- 3.1 Strengthening the digital education pipeline
- 3.2 Increasing awareness of pathways into digital occupations
- 3.3 Developing advanced digital skills
- 3.4 Lifelong digital skills
- 3.5 Collaborating with the private and third sector on digital

<u>skills</u>

24

3.6 Attracting the brightest and best globally



Purpose of today's activity

To seek views and feedback on proposals to develop a Digital Framework for the Hull and East Yorkshire LEP region.





West Midlands Combined Authority - Digital Roadmap Summary - 5 Missions for 2021 - 2026

Securing access for everyone to digital opportunities, particularly those in poverty

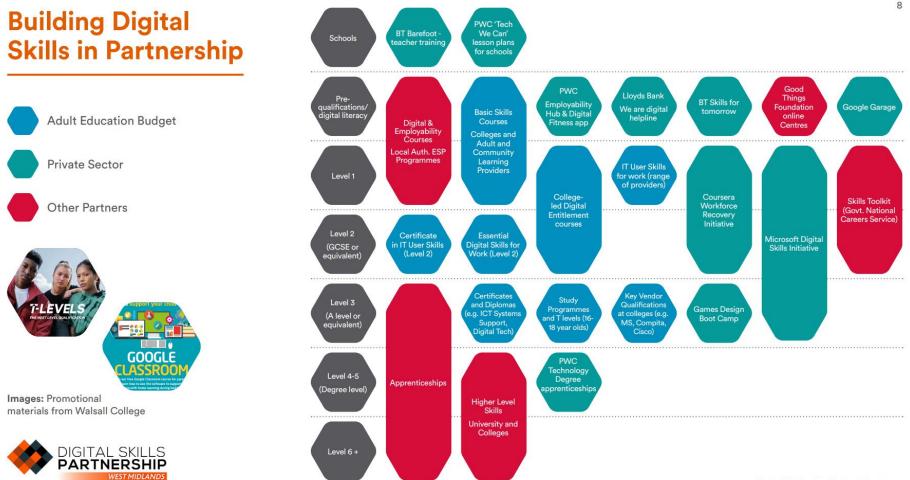
Sharing and using data to improve people's lives

Becoming the UK's best-connected region

Realising the potential of digital to transform our economy and build economic resilience

Using digital public services to build a fairer, greener, healthier region





West Midlands Digital Roadmap

Roundtable Session 1

"How can digital & tech opportunities be maximised for HEY regional growth between now and 2030?"

15 minutes



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Roundtable Session 2

"What training and skills are required to meet the digital & tech needs of business and the community for the HEY region, between now and 2030?"

15 minutes



Digital Framework Process and Timeline

- Consultation events taking place late 2022 early 2023
- Commission consultant early 2023 further research undertaken.
- Digital Framework document published by end of April 2023



Summary and Next Steps

- Review findings
- Further online consultation workshops planned
- Update at next Skills Network meeting re. progress
- Digital Framework published by end of April 2023



Comfort Break





Inspecting Apprenticeships

Rachel Angus Senior HMI, Ofsted



SEA -34EP skills network 7 February 2023



Inspecting apprenticeships

Rachel Angus Senior HMI, further education and skills NEYH



BEEY - LEP skills network 7 February 2023OFFICIAL

Developing the curriculum

- Ambitious, challenging and well-considered.
- Meets the needs of employers very closely.
- Equips apprentices with high-quality knowledge, skills and behaviours.
- Coherence that links theory to the workplace.
- Involvement of employers is integral.
- Linked to career goals.
- Unrelenting focus on substantial new knowledge, skills and behaviours.
- Those responsible for governance support and challenge leaders and managers to improve.



HEY -36EP skills network 7 February 2023 OFFICIAL

Curriculum implementation

- Teaching so that apprentices remember and can use what they have learned over time and in different situations.
- Often, the repeated application of knowledge as skills facilitates committing knowledge to memory.
- Assessment needs to be valid and useful.
- Resources should support progress.
- Activities should shed light on the curriculum, rather than obscure it.

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Impact

- Apprentices should develop substantial new knowledge, skills and behaviour over time.
- This may lead to increased responsibility and promotion at work.
- It is likely to be reflected in high timely achievement rates.



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Leaders and managers

- Leaders and managers identify weaknesses very quickly and improve them promptly.
- Maintaining assessors vocational/subject knowledge and skills.
- Improving assessors' training and assessment skills.
- Relentless focus on quality and improvement.
- High quality resources that reflect industry.
- Supporting apprentices who do not make at least expected progress.



Slide -39EP skills network 7 February 2023



Apprenticeship inspection findings



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Off-the-job training

- Inspectors are not auditors.
- Inspection focuses on the **quality** of apprentices' off-the-job training, not the number of hours or when they happen.
- Make sure you have a rationale for why you are doing what you are doing and how you are doing it.
- Make sure off-the-job training links to on-the- job training.
- Does the employer know what the apprentice is learning?
- Does the trainer know what the apprentice is doing at work?



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Remote education

- A solution for many **during** the pandemic.
- Used **prior** to the pandemic to support face-to-face teaching.
- Any use of remote/ on-line learning will require careful thought
- Curriculum sequencing/ planning is essential
- Have a clear rationale should be beneficial for learners
- Should not be solely done to save money or time.
- Be sure to evaluate how do you know it is effective and a suitable replacement for face-to-face training?

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Consider any hybrid model carefully.



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Apprentices' starting points

- Every apprentice starts with a different starting point.
- How do you measure or evaluate these?
- What do you do with this information?
- How do you vary the curriculum to make sure it is ambitious for each apprentice and meets the needs of their employer?
- What training does the apprentice need that is not covered by the standard?
- Apprenticeships are **not** a 'one size fits all' qualification.



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The role of the employer

- The apprentice is **employed and paid** by their employer.
- The employer is directly or indirectly paying for their apprentice's training.
- How are you as the training provider meeting the needs of the employer, and how do you know this?

- How do you keep the employer informed about their apprentice's progress?
- How does the employer let the trainer know about concerns or gaps in their apprentice's learning?



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Why do apprentices leave their training?

- Pay and conditions.
- Lack of time for training.
- Poor quality training.
- Achieved mandatory qualifications.
- Functional skills qualifications.
- Lack of support from employers.
- Lack of challenge little or no new knowledge, skills or behaviours.



Questions

HEY - LEP skills network 7 February 2023

CITB New Entrant Apprenticeship Support

Amanda Hasi



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Strengthening Support for Apprenticeships



Construction companies have told us they need more support with:

- Understanding the apprenticeships process including recruitment
- Knowing how to support an apprentice or trainee in work
- Accessing grants and enrolling an apprentice

To increase apprenticeship/construction training uptake, we've launched a new service to help with these challenges



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Available Grants

We pay grants for approved apprenticeships at Level 2 and above that focus on core construction skills needed across the industry.

£2,500 per year for attendance whilst completing the apprenticeship, up to a maximum duration defined within each apprenticeship. This grant is payable every 13 weeks.

£3,500 achievement grant on successful completion of the full apprenticeship

You can apply if you're CITB Registered and up to date with your Levy Returns. If you are newly registered these grants can also be backdated by 12 months.



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How to claim the apprenticeship grants

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Attendance grant - £2500 per year

You should apply for the attendance grant when your apprentice starts their apprenticeship. The application must be received by us within 20 weeks of the start date to allow grant to be backdated to this date.

To apply for the attendance grant you will need to download our <u>Application Form</u>

Request evidence of enrolment from your training provider.

Save and email your completed application form and evidence to Customer.ServicesYNET@citb.co.uk







European Union

European Regional Development Fund How to claim the apprenticeship grants

Achievement Grant - £3500

You should apply for the achievement grant when the apprentice has **completed** the full apprenticeship

For achievements awarded between 1 April 2022 and 31 March 2023. Download and complete our Application form and send to us by 30 June 2023.

Attach a copy of the apprenticeship achievement certificate or an achievement notification email from the Awarding Body. Your application cannot be processed without this evidence.

Save and email your completed application to grant.claimforms@citb.co.uk







European Union European Regional

What does registering cost?

Every construction company registered with CITB is required to send in a Levy return each year. This is then used to Calculate the amount you would need to pay towards the Levy. It is effectively a membership fee, which allows access to grants and funding

The amount you pay will depend on the companies size

- If your total wage bill (payroll and Net CIS) is under £120,000, your organisation won't have to pay the levy. This is called the 'Small Business Levy Exemption'.
- If your total wage bill (payroll and Net CIS) is between £120,000 and £399,999 your organisation will receive a 50% reduction on your levy. This is called the 'Small Business Levy Reduction'
- If you Total wage Bill is over £400,000 you would be subject to full rates which are 0.35% for PAYE and 1.25% for Net CIS







Making CITB work for you

Before you register with us you can work out how much levy you would need to pay using our <u>Levy Calculator</u>

You can claim the apprenticeship grants for every apprentice you hire. For most small employers the apprenticeship grants alone will exceed the cost of the Levy. However you can also access further grants including short course grants and long-period qualification grants. Please take a look at our website for further information <u>CITB: Construction Industry Training Board - CITB</u>

To register with CITB you will need to complete this <u>Registration Form</u> Once registered your local CITB advisor can help you access all available support.





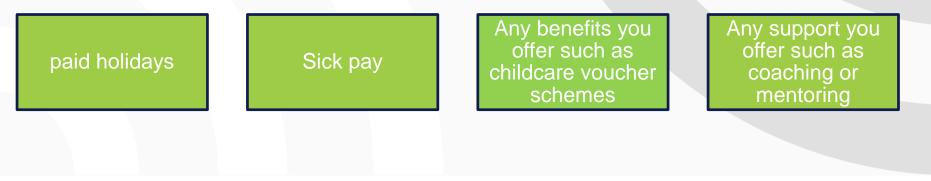


How to employ an Apprentice

To employ an apprentice you will need to have:

- 1) Employer Liability insurance
- 2) A PAYE scheme linked to the business

An apprentice is an employee like any other, they should be given a contract of employment and have the same entitlements as other employees.









Recruitment and enrolment

How to find an apprentice:

- Offer work experience to local providers
- Advertise your vacancy through Talent view This is a sector specific recruitment tool for construction. Aimed at both employers and learners, it can be a great way to connect. <u>www.Talentview.org</u>
- Advertise your vacancy on the National apprenticeship service This can be done through your digital apprenticeship account





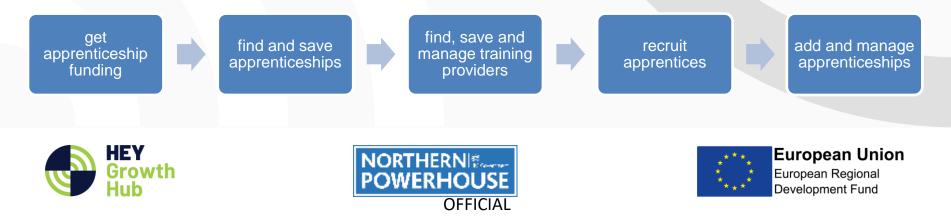


Setting up a TAS account – The apprenticeship service account

The apprenticeship service is a government online service which will allow you to set up and manage your apprenticeships.

All apprenticeships in England must be managed through the apprenticeship service and you will need to set up an account in order to use the service.

You can set up your account online Manage apprenticeship service



The New Entrant Team – Working with Key Stakeholders

The New Entrant team has been introduced to deliver an enhanced support service to employers already employing or considering employing apprentices.

- We offer a service that compliments other employment and training organisations in the local area

- Our focus is on making the recruitment process easier for our construction employers whilst ensuring that they successfully access all the available grants.

- To do this successfully, we would ask you to **help us spread the word** and reach out to as many construction employers as we can. The grants are to help encourage a new generation, but they can only help if they are accessed.









Thank You. Questions?

Amanda Hasi New Entrants employer support advisor CITB M: 07747764828 E: amanda.hasi@citb.co.uk







European Union

European Regional Development Fund

Apprenticeship Ambassador Network

Julie Deeley



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Introduction to the Apprenticeship Ambassador Network



Ambassador Network -Background



What is the AAN?

AAN is the Apprenticeship Ambassador Network. It is the employer arm of the Ambassador Network, it is the trusted voice of employers. They are all volunteers! Members are employers of all sizes.

Ambassadors are chosen to join AAN because:

- They demonstrate a high commitment to apprenticeships and/or traineeships in their own workforce
- ✓ They have a high profile in their sector or geographical area
- ✓ They represent a diverse range of employment sectors
- They must primarily be an employer and willing to promote apprenticeships to a range of partners (supply chains, schools, LEPs, disengaged employers) and share best practice/mentor other employers

Ambassador Network -Background



What is the Apprentice Network?

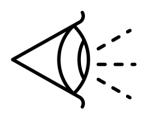
It is the Apprentice arm of the Ambassador Network and is the trusted voice of apprentices. They are all volunteers!

Ambassadors are chosen to join Apprentice Network because:

- ✓ They are current or recently completed apprentices
- ✓ They want to provide information and inspiration to other potential apprentices
- ✓ They represent a diverse range of employment sectors
- ✓ They must be willing to promote apprenticeships to a range of partners (schools, employers, Local Authorities) and share best practice/mentor other apprentices. They work alongside the AAN and link into the ASK project

Vision

The vision is aspirational and is our 'North Star', by setting out what our long-term success looks like with a clear measurable impact.



Every individual and employer will understand the value of apprenticeships as a route to opportunity and economic success.



Purpose

Reflects who we are and condenses "grow in influence and relevance; tell our story; be nationally significant and locally relevant".







We will use our influence, advocacy and passion for apprenticeships so that more individuals, employers, and local communities understand and value the role apprenticeships play in igniting business productivity and social prosperity.

As we grow and become more inclusive and diverse, we will pave the way for future apprentices by creating more opportunities for individuals to thrive.



Objectives – to achieve by March 2026

- Ambassadors will be engaged with every secondary school and college in England (3,500).
- Ambassadors will buddy with small business employers, starting with those recruited through the new piloted Apprenticeship Growth Partners work (3,000).





Structure of the Ambassador Network



The Regions:

The AAN is split into 9 regions, each with an employer Chair who leads numerous members in the region. ESFA Grant supports each region

Each region delivers against a business plan – activities are aligned to the 4 objectives of the apprenticeships benefit realisation programme and AAN strategy



Each region has an Apprentice Chair that leads their regional membership and works with the regional AAN Chair

Activities of plan – report against 7 common indicators; School events, Case studies, Events/celebrations attended, SM activity, Advocacy to disengaged, Hours Volunteered & Insight

Apprenticeship Ambassador Network Chairs





Anthony Impey MBE Be the Business AAN Chair



Kathryn Marshall Lloyds Banking Group AAN Vice Chair



Tom Culley BT Group AAN Vice Chair

Laura Kedward **EMR Group** North West Chair



lan Greene Britishvolt North East Co-Chair



Angela Borman Siemens East Midlands Chair



Katie Rankin Jet2 Yorkshire and Humber Co-Chair



Jill Coyle Nestle UK&I Yorkshire and Humber Co-Chair



Neil Weller MBE Troup Bywaters + Anders London Chair



Elizabeth Flegg West Sussex **County Council** South East Chan AL



Nigel Fenn MBE South West Water South West Chair



Hinchcliffe

Northumberland

County Council

North East Co-Chair

Matthew O'Conner John O'Conner Grounds Maintenance Ltd East of England Chair

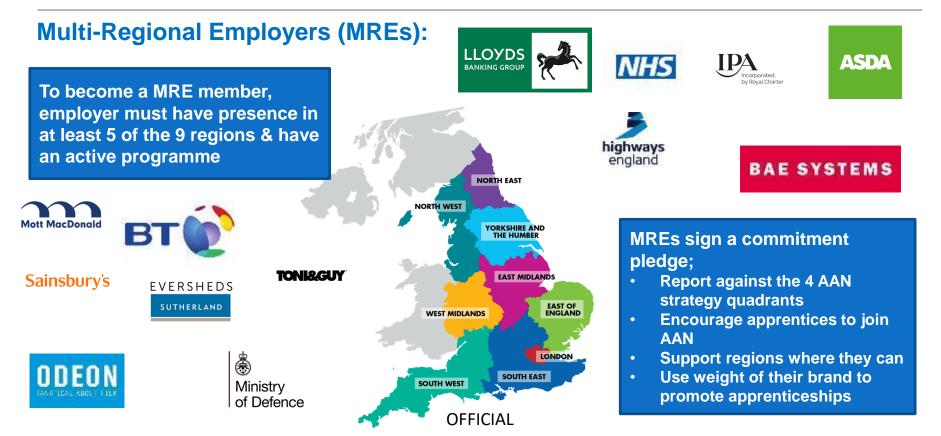


Anita Davenport-Brooks Lander Automotive West Midlands Chair



Structure of the Ambassador Network





Ambassador Network -Benefits/ Why Individuals Become Ambassadors

- Network successes shared with Ministers and external publications: raises profile as an apprenticeship employer and individual.
 Many members have been recognised with Honours due to their service in the education and skills arena
- Part of a network of trusted and influential Apprenticeship Ambassadors locally and part of the wider region expanding networking and peer to peer support opportunities
- Invited to annual conference to share good practice, network with ambassadors across the country and hear from topical speakers and Ministers.
- Promotion via DfE social media channels to support key messages and campaigns, e.g. National Apprenticeship Week; and showcasing individual's role as both a significant employer and Apprenticeship Ambassador
- Invited to provide insight and feedback on policy and curated briefings via roundtables and surveys as and when required
- Opportunity to be involved with new initiatives as and when required.
- Opportunity to judge regional and national apprenticeship awards
- - Invitation to attend AAN national meetings with the Minister and other high profile individuals

• MOST IMPORTANTLY, THE MEMBERS BELIEVE IN APPRENTICES HIPS AND ARE HAPPY TO PROMOTE AND SHARE BEST PRACTICE...... 69

Find out more

YHAAN Portal www.yorkandhumberportal.com

National AAN Portal https://engage.apprenticeships.gov.uk/aan



HEY LEP apprenticeships and technical education research

David Morris Little Lion Research



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HEY apprenticeships and technical education research

Skills Network briefing 7 February 2023



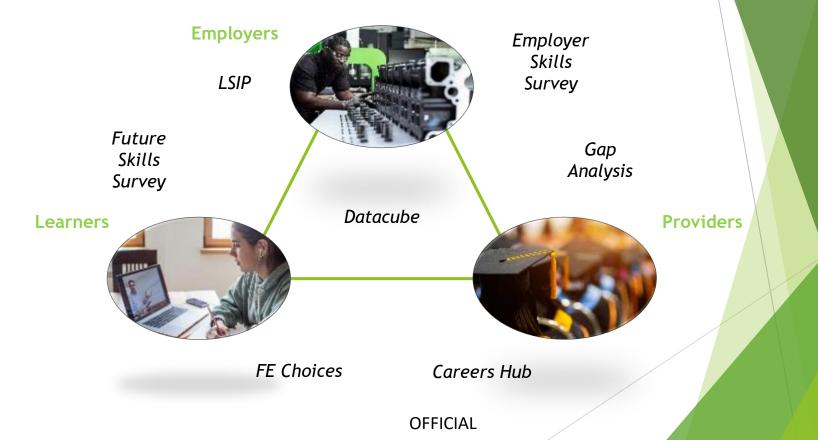
What is the <u>one thing</u> you would propose to increase the take up of technical education and apprenticeships in HEY?

Technical education and apprenticeships - context for the research

- Apprenticeship starts remain muted, within the context of the apprenticeship levy and the pandemic.
- Apprentices in HEY more likely to be young, to be male; and clear differences in uptake between localities and between sectors.
- A growing body of evidence suggests that post-pandemic, young people require more support to make up for lost learning and are re-thinking their education and work priorities.
- HEY employers' training needs and issues no different to employers nationally.
- HEY schools are positive about their knowledge of technical routes; but employer awareness of technical routes is mixed.

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Our work - existing data



Our work - further research



Our work - developing recommendations



Our work - how you can contribute

- Providers complete the online survey.
- **Policymakers** take part in a consultation.
- > All share whatever data and information you can.

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For further information...

► <u>david@littlelionresearch.co.uk</u>



Skills Network Members Survey Results

Lynette Leith



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Skills Network Survey Questions

Q1) Are there any specific subjects that you like the Skills Network to cover in forthcoming meeting for 2023/24?

Q2) Are they any specific speakers that you would be interested in hearing from in our forthcoming Skills Network meetings for 2023/24?

Q3) Are there any specific policy developments that you would be interested in hearing more about in our forthcoming Skills Network meetings for 2023/24?

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HEY Growth Hub Update

Jon Brunton







European Union

European Regional Development Fund

Summary and Close

David Gent







European Union

European Regional Development Fund

Networking







European Union

European Regional Development Fund