



**Decision Session – Executive Member for
Economy and Strategic Planning****22 September 2020**

Report of the Assistant Director Education and Skills

Covid Recovery Skills Strategy and communication plan**Purpose**

1. This report sets the terms of reference and remit of a City Skills and Employment Board and task and finish group that will be responsible for developing and implementing the city's Adult Learning and Skills Strategy. This partnership board will develop the strategy within the framework set by York's 10 year and 1 year recovery strategies and the York Economic Strategy.
2. It also proposes the governance arrangements through which stakeholder feedback and Executive sign-off of the Adult Learning and Skills Strategy will be sought.

Recommendation

3. The Executive Member is asked to:
 - i. Confirm the Terms of Reference and remit of the City Skills and Employment Board
 - ii. Agree the framework within which a new Adult Learning and Skills Strategy will be developed, for endorsement at the City Skills and Employment Board and with final formal consideration and adoption by the council's Executive including a communication plan to support widespread community engagement.

Reason: In order to agree a Terms of Reference and remit of the City Skills and Employment Board and framework and agree the framework within which a new Adult Learning and Skills Strategy will be developed.

Background

4. York's current Skills Plan (2017-202) and the skills and employment support in York was developed in the context of the full-employment economy that we had become, with a focus on:
 - school leavers joining the workforce,

- working with those furthest from the labour market to increase employability,
 - apprenticeships
 - community learning
 - general adult education through a self-funded model
5. These agendas drove the work of the council's Skills Team, with its 14-19 work on Career education independent advice and guidance (CEIAG), apprenticeship and work readiness programmes, and York Learning, which has become a commercial provider of individual and workplace training. Through our emerging Economic Strategy, the Economic Development Team has sought to broaden this approach, introducing the theme of "21st century jobs" and seeking to expand opportunities for training to support skills for the existing workforce, career change and business start-up.
6. The economic impact of Covid-19 locally, regionally and nationally has forced a significant rethink in how the skills and training world supports the city's economy, with the potential scale of job losses in some of our lowest paying sectors highlighting long-standing issues in York's labour market. The full impact of Covid-19 on York's economy is still emerging, but it is clear that the certain sectors in the city are experiencing significant disruption and that this will have a disproportionate impact on certain demographic groups in the city, with a particular concern being the impact on women.

Key issues

7. Economic forecasts are still predicting a significant number of job losses across the global economy. For York, current estimates suggest that as many as 8,500 jobs might be lost, with a current benefit claimant rate of 4,995 (July 2020, 175% increase when compared with February 2020).
8. Whilst additional national funding and DWP resources are being made available, this alone will not deliver York's skills and employment recovery. Throughout the past six months, the Council's has focused its work with partners (Appendix A) to:
- align and, where possible, adapt existing public-funded provision
 - shape local implementation of new national initiatives

- communicate support available to residents, young people and businesses
 - reflect York's emerging and future skills needs in Y&NY LEP plans.
9. However, our current skills and employment offer, predicated on what has essentially been full employment in York, is not sufficient to address the acute needs and increased demand expected over the next 12-18 months.
 10. At the same time, the city needs to understand and develop skills and employment opportunities that support a sustained economic recovery, recognising that there may need to be investment in infrastructure to enable a move towards 21st Century Jobs.
 11. The council's resource and remit to do this is limited, however the council continues to play an important role in facilitating city-wide partnerships. Therefore, a new, city-wide partnership approach is needed to help residents and businesses respond to change in the short term, and to set the longer term framework for prosperous city.
 12. Covid-19 has provided a catalyst for remote and flexible working, enabled by increased use of technology across a range of education and employment sectors. While it is impossible to adequately predict the future skills needs of the workforce, emerging global trends towards a digitally enabled, artificial intelligence driven sustainable economy suggest some potential growth areas for a city such as York. Green employment, smart tourism, and technology driven approaches fit well with the expertise in our colleges and universities, but must be complemented by opportunities for those without the high level qualifications that drive the knowledge economy.
 13. The Covid-19 pandemic has highlighted the gender imbalance in low paid and part time roles. With 15,000 part-time jobs in retail and hospitality particularly at risk, it is important to note that 70% of that workforce is female, with 25% of all part time roles being filled by women over the age of 50. While we recognise that retail and hospitality will continue to recruit significant numbers of people, an overall decline in size of these sectors is expected.

14. To respond to the challenges of upskilling and reskilling our workforce, we have already set out a need for £10m to support adult learning and skills development and enable 5,000 people to get better jobs.

City Skills and Employment Board – Terms of Reference (Appendix B)

15. Following Executive in July 2020, positive discussions have taken place with members of the existing Higher York partnership about extending membership to form York's City Skills and Employment Board (the Board).
16. Purpose - The purpose of the Board will be to oversee the development and implementation of the Adult learning and Skills Strategy. Partners' willingness to co-design the strategy demonstrates their understanding of the scale of change needed, as well as their commitment to delivery. Agreement has also been made that partners will contribute to the cost of a secretariat to support the governance of the Board.
17. The Board will also play a role in influencing regionally and nationally for flexibility and funding, with the forthcoming devolution deal providing the main opportunity to change the Adult Education and Skills landscape.
18. Membership - The proposed membership is contained within the Draft Terms of Reference (Appendix B) including, further business and worker representation through: York Chamber of Commerce, Federation of Small Businesses, Institute of Directors, York Professionals (business support network), Vocational training providers, Private sector training and skills providers, TUC, Jobcentre Plus and DWP.
19. In addition to the Council's officer representation, Executive Members for Economy and Strategic Planning and Culture, Leisure and Communities will join the Board to represent the local democratic process.

Governance

20. Beyond agreeing its own business, the Board is not a decision making body but will advise and make recommendations to the Council, LEP and combined authority, and to the City Leaders Board. The Board will oversee the delivery of the strategy and

provide a forum for dialogue between skills providers and local employers to inform the development of future skills provision.

21. The Adult Learning and Skills Strategy will therefore be submitted for formal signoff by the Council Executive and a recommendation made that it is adopted as the City's Skills Strategy to 2030.
22. Communications - To establish the profile of the partnership and support clear and consistent messaging for residents and businesses, it is proposed that external communications activity relating to the Board is embedded within the Council's Skills and Employment Recovery Communications Plan (Appendix C).
23. Temporary resource, is being recruited to deliver this plan which draws on the existing 'let's be York campaign' to:
 - **Target communications directly where they're** needed - cutting through the information overload and providing clear and concise messaging
 - **Build advocacy across the city and wider region** - amplify the message by partner organisations sharing information and supporting links (the 'halo effect')
 - **Build confidence in York's employment/skills sector** – demonstrating sector leadership and what is already being achieved across the City
 - **Provide a steady drumbeat of messaging** – proactive engagement with regular local media articles / features and targeted social media campaigns
24. A key strand of work will be the development of an online information hub where residents and employees can find information about and access skills, training and employment support. All communications will signpost this hub to help build its reach and engagement.
25. **Developing the Strategy – Timeline (Appendix D)**
26. To ensure the strategy development work progresses with the required pace, a subgroup has been put forward, led by the University of York. The Council's Head of Economic Development and Skills Team Manager will be part of the group, ensuring alignment with the wider recovery work and providing regular reports to Decision Sessions - Executive Member for Economy and Strategic Planning.
27. In line with York's 10 year and 1 year recovery strategies and the York Economic Strategy, the Adult Learning and Skills work will comprise a one-year plan (2021) to **help people through**

change and a 10-Year Strategy (to 2030) focused on **21st Century jobs**.

28. The high-level timelines for producing these are attached (Appendix D) with key activity including:

One-year plan – Helping people through change	
Building the evidence base	
Sep 20	Triangulate the intelligence partners already have in relation to skills and employment needs in York and Identify key evidence needs / gaps for one-year plan
Sep 20 – Nov 20	Conduct targeted research (phase 1)
Sep 20 – Nov 20	Feed in latest regional and national reports (such as those commissioned by the Y&NY LEP Skills Board and National Skills Academies)
Engagement – skills and employment needs	
Sep 20 – Nov 20	Engage employers and worker representative's e.g. local workforce development groups and sector skills specialist e.g. Sector Skills Academies re: emerging and future skills needs.
Executive sign off – Dec 2020	

10-year strategy – 21st Century Jobs	
Building the evidence base	
Oct – Nov 20	Triangulate the intelligence partners already have in relation to skills and employment needs in York and Identify key evidence needs / gaps for 10 year strategy
Jan 2021	Conduct targeted research (Phase 2)
Dec 20 – Feb 21	Feed in latest regional and national reports (such as those commissioned by the Y&NY LEP Skills Board and National Skills Academies)
Engagement – skills and employment needs (if needed)	
Jan 21	Engage local employer and worker representatives e.g. workforce development groups re: <ul style="list-style-type: none"> - emerging and future skills needs - test specific strategy content
Executive sign off – March 2021	

Consultation

29. The principal objective of the City Skills and Employment Board is to co-design the Adult Learning and Skills Strategy for York. The Board will be consultative in nature and its membership diverse. The process for developing the strategy will give voice to business, education & training providers, local workforce representatives and regional/national sector skills specialists.

Council Plan

30. The new Council plan identifies eight priorities, five of which are relevant to this work:
- Good health and wellbeing;
 - Well-paid and an inclusive economy;
 - A better start for children and young people;
 - A greener and cleaner city; and,
 - Safe communities and culture for all.

Implications

31. **Financial** – the contribution of £8,500 for the dedicated communications resource and £10,000 contribution towards the Board's secretariat would come from within the Children, Economies and Communities Directorate budget
Human Resources (HR) – no implications;
One Planet Council / Equalities – the Adult Learning and Skills Strategy will support our equalities commitments
Legal – no implications;
Crime and Disorder – no implications;
Information Technology (IT) – no implications;
Property – no implications.

Risk Management

32. There are no specific risks identified in respect of the recommendations.

Contact Details

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Report Date 10/09/2020
Approved

Wards Affected: List wards or tick box to indicate all

All

For further information please contact the author of the report

Background Papers:

Appendix A – Public Funded Support

Appendix B – York Skills and Employment Board – Draft Terms of Reference

Appendix C – Skills recovery communications plan - Draft

Appendix D – Adult Learning & Skills Strategy development timeline - Draft

Public funded support

I am a York Resident who:

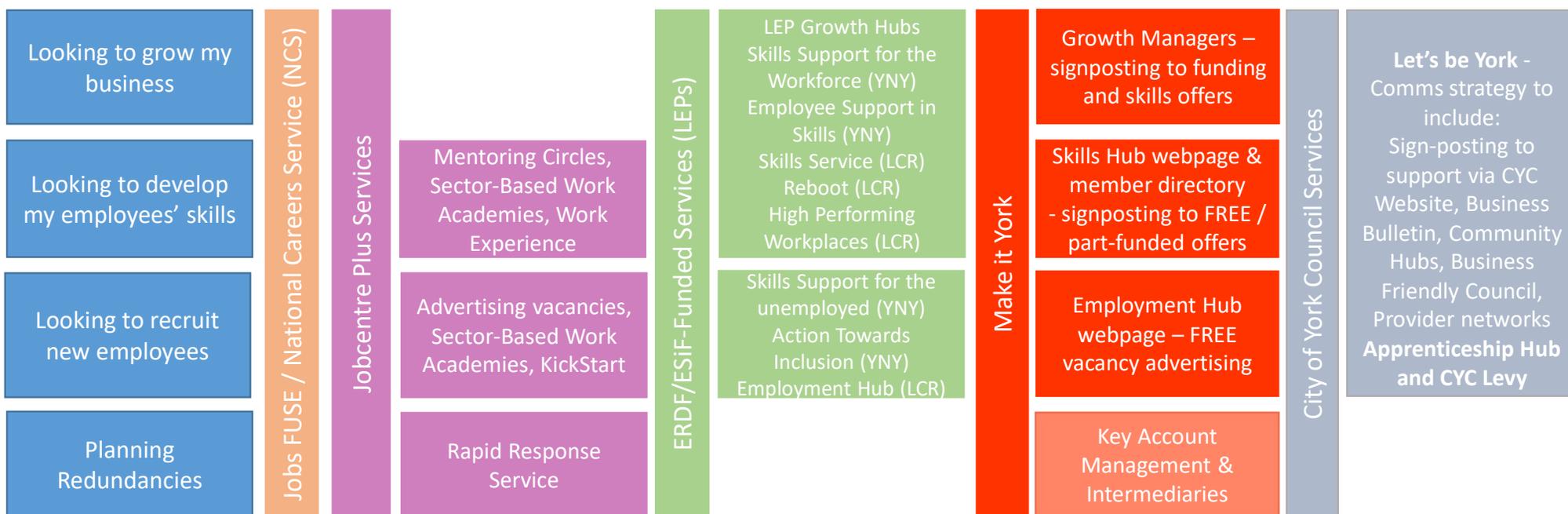
Has been made redundant	Jobs FUSE / National Careers Service (NCS) telephone line	Jobcentre Plus Services	Work Coaches, Work Trials, Work & Health Programme, Sector-Based Work Academies, Intensive Personalised Support, Jobs Help	ESiF-Funded Services (LEPs)	Skills Support for the Workforce (YNY) Skills Support for the unemployed (YNY) Action Towards Inclusion (YNY) Reboot (LCR) Employment Hub (LCR)	City of York Council Services	Let's be York - Comms strategy to include: Sign-posting to support via CYC Website, Social Media, Family Information Services, Local Area Teams and Community Hubs – IAG	York Apprenticeship Hub	
Is aged 25+ unemployed			Extended Youth Programme, Kick Start, Mentoring Circles, Jobs Help						Employment Hub (LCR) Accelerate Routes2Success Prince's Trust
Is aged 18–24 unemployed			School Advisers (at risk of NEET)						Learning and Work Advisers, Family Information Service, Yor-OK
Is aged 15–18 Not in Employment, Education or Training									

CYC's Skills and Economies teams working in partnership to improve and make a difference

Public funded support

(Professional bodies, recruitment agencies, independent, in-house, FE/HE and private sector providers also offer support)

I am a York Business who is:



CYC and MIY teams working in partnership to improve and make a difference

Appendix B

York Skills & Employment Board – Draft Terms of Reference

1. The York Skills and Employment Board (“the Board”) is a partnership body, bringing together education providers, employer representatives, private skills providers and CoYC
2. It was established in summer 2020 as part of York’s response to the economic impacts of the Covid-19 pandemic
3. The Board is responsible for developing and implementing the city’s Adult Education and Skills plan within the framework set by York’s 10 year and 1 year recovery strategies and the York Economic Strategy.
4. The Board forms part of the city’s Economic Response structure, with the City Leaders Group providing overall direction and setting the 10 year and 1 year strategies.
5. Through its work, the Board will seek to facilitate a deep and long lasting partnership between skills providers and employers to support the development of key sectors in the York economy and enable York residents to get well-paid and rewarding work
6. The Board will comprise representatives from:
 - City of York Council
 - York College
 - University of York
 - York St John University
 - Askham Bryan College
 - York Secondary Heads
 - York Chamber of Commerce
 - Federation of Small Businesses
 - Institute of Directors
 - York Professionals
 - YNY LEP
 - TUC
 - JobCentre Plus and DWP
 - Vocational training providers
 - Private sector training and skills providers
 - Relevant sector skills bodies
7. Membership will be reviewed annually, and may be temporarily extended to include additional expertise as agreed by the Board.

8. Organisations joining the Board will commit to contributing to city-wide objectives rather than promoting their own commercial interests.
9. CoYC and the FE/HE partners will jointly fund a secretariat for the Board, which will be based with one of those organisations. The secretariat will work with the Board Chair to develop agendas and will circulate papers for meetings at least 1 week in advance of meetings
10. The Board will meet every 2 months in its first year, with frequency of meetings to be reviewed annually, and may establish sub-groups to undertake projects on a task-and-finish basis.
11. Beyond agreeing its own business, the Board is not a decision making body but will advise and make recommendations to the Council, LEP and combined authority, and to the City Leaders Board.

Let's be York – let's learn, earn and grow/make your mark

Skills Recovery Plan

Objectives

Think – employers are aware of the benefits of the skills interventions that meet local needs, are confident that investing in key sector skills will have a positive return as they re-start/grow their business. Employees and those entering the job market believe they can get/retain a job in York in key sectors. All audiences understand how CYC is creating local opportunity.

Feel – all audiences feel the skills and employment landscape is understood and responsive, and that CYC is influencing the agenda. Businesses feel the local offer reflects their skills needs. They are confident that they know how to get additional support and are able to take full advantage of national support available to them and their employees. Employees and those entering the job market feel that they have ready access to information about the options available to them. Those disproportionately affected feel this is for them.

Do – all audiences access the best choices for their business/career, based on national incentives, and local and personal circumstances.

Strategy

Target communications directly where they're needed
 'Cut through' the information overload by providing clear, concise messaging directly to each key audience, **creating a central 'hub' where they can access support and information**. Utilise the existing 'let's be York' campaign look and feel, which is already recognised and trusted by local businesses.

Build advocacy across the city and wider region to amplify the message

Share information and support links to partner organisations, encouraging them to share through their channels, reinforcing the 'halo effect'.

Build confidence in York's employment/skills sector

Demonstrate sector leadership, sharing case studies highlighting innovative practice and 'successful' individuals, to show what is already being achieved across the city.

Provide a steady drumbeat of messaging

Engage the local media with regular features and articles, and use paid for social media posts to target key audiences with consistent messages signposting to support.

Utilise existing, trusted 'let's be York campaign' with a distinctive colour scheme for the skills strand. Adopt 'let's learn, earn and grow' strapline.

PRIORITIES//KEY DATES

Strands to the skills recovery:

- **Skills and employment pipeline**
- **Support for individuals**
- **Shaping provision**
- **Social inclusion**
- **Support for businesses**

This plan sets out communication actions to support each strand.

- **School term ends 17 July**
- **A level results day**
- **GCSE results day**
- **Schools return wk 7 September**
- **Furlough scheme ends 31 October**

Let's be York: lets learn, earn and grow

OBJECTIVES

Think – aware of benefits of skills programme, to business, and city – aware of key sectors and skills required. All audiences understand how CYC is creating local opportunity.
Feel –feel the skills and employment landscape is responsive, that CYC is influencing the agenda. Businesses feel the local offer reflects their skills needs are are confident they know how to get additional support to take full advantage of national support available to them and their employees. Employees, those entering the job market feel they have ready access to information about the options available to them. Those disproportionately affected feel this is for them.
Do – access the best choices for their business/career, based on national incentives, and local and personal circumstances.

AUDIENCE

- All York businesses
- People working in York
- Women/lower wage earners disproportionately affected
- Young people aged 16-25
- Schools
- Stakeholders e.g. Job Centre,
- Colleges
- CYC staff
- Members
- Parents/carers of 16-25 year olds
- MPs
- Partners, e.g. Chamber of Commerce, York BID, Indie York, York Learning
- Adult learners

STRATEGY

- **Target communications directly where they're needed**
- **Build advocacy across the city and wider region to amplify the message**
- **Build confidence in York's employment/skills sector**
- **Provide a steady drumbeat of messaging via partners and direct**

IMPLEMENTATION

Target communications directly

- Create information hub on CYC website, under Let's be York banner, information for businesses, etc, with links to existing pages on apprenticeships, York OK etc. Include posters signposting support for staff
- Gather insight (eg hierarchy of influence on careers...parent/teacher/careers) and info from chamber, FSB etc about current attitudes to recruitment (business side of OBC)
- Develop a concise regular e-newsletter (working with MIY), outlining national and local support available for businesses. Include poster signposting support for employees. Deliver via emerging business networks and partner orgs
- Encourage York employees to join resident newsletter, include regular skills section. Signpost via boosted social media posts, partner network and CYC/partner publications
- Dedicated information for young people, hand delivered at GCSE/A Level results pick up to 16/18 year olds. shared by schools, York College, Askham Bryan College and universities.
- Update careers advice online information for schools
- Update careers information on YorOk website to ensure consistent messaging

Build advocacy and amplify the message

- City Skills Board as advocates on supply and demand side
- Support and reflect outcomes of skills networks and asks from businesses; regularly use industry figures to present and share via linkedin and biz media
- Share information pack with partners and employers across the city to use on own channels
- Encourage agencies working with families, young people and adults to share, including CYC Early help team, social workers, 2 year old funding team, HMOs, LAC
- Utilise existing channels, including CYC partners' pack
- Create digital content that challenges assumptions about sectors to encourage sharing
- Social media engagement and sharing via partner channels
- Hits to CYC hub website
- Requests for information to CYC support networks

EVALUATION

Build confidence in the sector

- Development of City Skills Board
- Develop and share case studies of 'success' stories inc. CYC. examples being used by the apprenticeship team, including adult learners and those affected gaining qualifications.
- Share on CYC channels, including Instagram, particularly targeting younger audiences.
- Create case studies from partners and encourage sharing
- Use virtual online job fairs, apprenticeship events and careers fairs to showcase the potential in York's skills market – package as a one-minute pitch on opportunities, showing how York skills programme meets local and regional need (to build aspiration – make it

Provide a steady drumbeat of messaging via partners and direct

- Work with York Press (online) to create timed adverts to signpost businesses and employees to online support hub – at launch and at the end of October, as the furlough scheme comes to an end. Use retail forum, indie york and fsb to offer 'next steps' packs to soon to be redundant employees (work with LEP)
- Showcase STEP into STEM work – events and drip feed of PR and social to promote careers and potential employers
- Case studies (showing career outcomes of former apprentices in York growth sectors) and local media ad campaign to raise visibility of opportunity and promote growth sectors.
- Live Q&A featuring apprentices (and parents if poss!)
- Use COVID volunteer and community network to share info into communities
- Support local media outlets to run articles/features outlining the support available and positive, success stories, providing regular update press releases, offering interviewees, feature opportunities and sector leadership opinion pieces.
- Time local activity to complement national Apprenticeship Service campaigns/ calendar.
- Utilise NAS campaign assets – esp those which help people apply <https://www.youtube.com/user/ApprenticeshipsNAS/videos>
- Advertise the hub where young people look for jobs...eg designer outlet jobs pages, indeed etc.

Let's be York – let's learn, earn and grow

Audiences	Channels
All businesses	<ul style="list-style-type: none"> • Dedicated e-newsletter signposting support available (deliver via Make it York channels?) • Information hub under skills section on the CYC Let's be York webpages • Social media; insta and linkedin are key (tick tok? What's app?) • Local media articles and advertising • Make it York , FSB, Indie York, professional services 9eg accountants and lawyers for small businesses) • Traders associations incl Haxby, Micklegate, Gillygate, Acomb Alive, York Retail Forum, • York BID communications • Chamber of Commerce • Indie York channels • Business Bulletin, business sectoral roundtables, whatever networking/workshop presence they establish
York residents and employees	<ul style="list-style-type: none"> • Information hub under skills section on the CYC Let's be York webpages (SHOULD THIS BE MIY?) • Social media • Local media articles and advertising • Directly from partners, including York Learning, social workers, early help team, carers' centre, Job Centre, Armed Forces Support networks • Community facebook pages
16-25 year olds, including NEETS	<ul style="list-style-type: none"> • Digital magazine with case studies for young people • Issued by school/colleges on results days (GCSE/A LEVEL) and sent direct to NEETS • Social Media, including on school/college channels, plus tiktok/what's app/insta content • Updated careers pages for schools (York Education) • Updated information on Yor OK site (consistency key) • LACs, HMOs, community officers, other outreach community conversations
Parents	<ul style="list-style-type: none"> • Information hub under skills section on the CYC Let's be York webpages • Social media • Local media articles and advertising • Directly from partners, including York Learning, social workers, early help team, carers' centre, Job Centre, Armed Forces Support networks • Community facebook pages
Partners and stakeholders	<ul style="list-style-type: none"> • Information shared via partners' pack • City Skills Board • Make it York • York BID • Chamber of Commerce, FSB, Science park, HOC Group

Let's be York – let's learn, earn and grow activity schedule (to be populated once agreed)

Date	Activity	Actions	Channels	Objective /Strategy
Wk c 11 July	Design look and feel for campaign, linking to Let's be York creative, and bringing in colours from the York Apprenticeship Hub logo			
Wk c 11 July	Review customer journey of both employer and would-be apprentice			
Wk c 18 July				
July-October				
July				
August				

