



SKILLS PLAN 2017-2020



**Developing & Retaining Talent
Making Sure No-one is Left Behind**



INTRODUCTION

York's Skills Plan 2017-2020, the city's second All Age Skills Plan, focuses on how we and our partners will work together over the next four years to contribute to two key priorities for the city as set out in the York Economic Strategy, 2016 – 2020 and City of York Council Plan 2015 - 2019:

Developing, Retaining and Attracting Talent in York

- to support the growth of local businesses as well as those within commuter distance of York across the wider city region

A Prosperous City for All

- where local businesses can thrive, residents have the opportunity to get good quality and well paid jobs and everyone in York is supported to achieve their full potential, **making sure 'no-one' is left behind**

The Skills Plan has been developed at an important time for the city as it sets out to deliver an ambitious economic growth vision to 2030 and beyond. It is also a time of major change for employment and skills support in England, with real shifts in policy and funding at a national, Local Enterprise Partnership and city level. To realise the vision and maximise the impact of these shifts, now more than ever, we need effective collaboration between employers and all engaged in education, skills and employment activity as well as partners supporting the city's economic development. We need to ensure that talent supports business growth and business growth delivers benefits for all residents.



YORK'S HEADLINE SKILLS PLAN

Ambition...

Top 10 UK city:

Employment rate, skills & qualifications

Wages above national average

(Economic Strategy)

Vision

Skilled people

Working in thriving local businesses with good quality & well paid jobs for all

Priorities

Developing, Retaining & Attracting Talent

Making Sure 'No-one' is Left Behind

Essential To-Dos

1. Support the transition of **all** young people from learning to earning
2. Connect **more** adults to jobs & career progression
3. Grow the Apprenticeship offer to create jobs & develop staff
4. Make better use of Higher Education talent, resources and learning offer for businesses & residents
5. Tackle skills shortages

2017 - 2020

Ambition...

Biggest

improvements:

For disadvantaged & vulnerable young people and adults

- Young people eligible for free school meals, with special education needs, leaving care, youth offenders, at risk of disengagement or Not in Education, Employment or Training (NEET)

- Adults with learning disabilities, significant health difficulties and longer term unemployed people; as well as those not working, not claiming benefits but wanting a job and those in low skilled - low paid jobs seeking progression

YORK'S SCENE IS SET

Summary of where we are now; strengths, weaknesses, opportunities and threats

York is already considered to be a UK hotspot for talent for businesses, due to the strong outcomes of York secondary schools, colleges and two universities alongside the high resident qualification levels and low levels of unemployment.

This strong skills profile has helped York to become a successful and resilient city, securing strong economic growth and employment rates above national average over the last decade. The city's economy has restructured towards higher value sectors (financial and professional services, the location of national headquarters in rail and the city's internationally competitive science, research and creative, digital and technology clusters), as well as continuing to develop a vibrant visitor and tourism economy and reputation as a centre for learning and innovation.

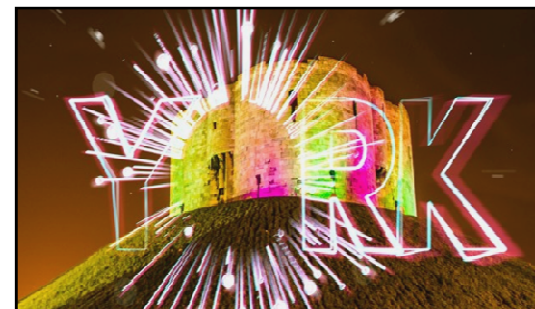
As the city sets out its vision for 2030 and beyond, there are exciting new opportunities for further growth and employment presented by major schemes including the 120,000 m² development of York Central Enterprise Zone and High Speed Rail Hub at York Station; a £50mn agri-tech Centre of Excellence at FERA, Sand Hutton; a dynamic and growing small business base, particularly in the Creative & Digital Sectors as well as new housing developments, improvements to the Outer Ring Road and low carbon, sustainable transport initiatives around electric vehicles, Park and Ride and cycling, as part of the **One Planet York** initiative. We have to work hard together to ensure that all residents develop the right skills to benefit from these opportunities.

'Developing, Retaining and Attracting Talent'

The York Economic Strategy recognises, in particular, the importance of York's pipeline of graduate and apprenticeship talent as an essential element to secure economic vibrancy for the city and to help deliver the vision to be a **Top 10 UK City** for employment, skills and connectivity, with high value sector growth, wages above national average and business space and housing requirements met.

'A Prosperous City for All - making sure no-one is left behind'

The Council Plan wants all residents to have the opportunity to get good quality and well paid jobs and, in particular, to increase employer's involvement with education and communities so that all children and young people can achieve good outcomes and make the most of their talents and skills.



YORK'S SCENE IS SET

Developing, Retaining & Attracting Talent – Making Sure ‘No-one’ is Left Behind

Young people need support to develop skills and knowledge of the changing job market and gain experience of the workplace to ensure they get the best possible start to their working lives. Some groups of vulnerable young people need targeted support to improve their outcomes and employment prospects. With 50% at age 18 currently not entering Higher Education and seeking employment locally, along with a proportion of the 5000 graduates from the two local Universities, we need to ensure that there is closer alignment between their understanding of the actual jobs available in York and the surrounding area, the routes to access these careers, including apprenticeships and the development of their broader employability skills.

Working age adults and families with additional barriers to work such as disabilities, mental health problems, low level skills and inter-generational worklessness need tailored support, both pre-employment and in-work. With large numbers of unfilled vacancies and 80% of the workforce to 2020 already having left compulsory education, the challenge in York is not about a shortage of jobs, rather how we help working age residents develop the right skills for recruiting businesses and how we challenge and support recruiting employers to provide the right environment for adults seeking employment. With high levels of part-time employment (38%), especially amongst women, in lower skilled, lower paid jobs, York has a second challenge that whilst being in work, many people remain dependent on in-work benefits and fall into the trap of in-work poverty. We need to work with employers and support people to access the right training to develop their skills so they can progress to higher skilled and higher paid employment.

Businesses, large and small, also need support in helping them to find the right talented, skilled and motivated people. We know that many companies, particularly smaller businesses within high value sectors such as Digital and IT are experiencing skills shortages and that growth isn't matched by the number of people applying for jobs who are properly qualified and experienced. Furthermore, we have unfilled vacancies, at every level, in key employment sectors such as health and care, construction and hospitality and tourism as well as IT related jobs across all sectors.

In summary, this plan seeks to foster a collaborative responsibility **to developing and retaining talent** with York's partners – businesses, employer networks, business support agencies, public sector, voluntary sector, education and training providers, residents - and create a local commitment **to making sure no-one is left behind** by putting everyone in a position to successfully gain employment and make progress in their working life.



FIVE ESSENTIAL TO-DOS

Developing, Retaining & Attracting Talent
Making Sure 'No-one' is Left Behind

1



Support the transition of all young people from learning to earning
Ensuring that Great Education is better connected to business

2



Connect more adults to jobs & career progression
Targeting integrated ways of working with more disadvantaged and vulnerable adults

3



Grow the Apprenticeship Offer
Creating jobs for young people and developing skills of existing staff in SMEs and larger businesses

4



Make better use of HE talent, resources & learning
Developing talent for graduate level jobs within local businesses and ensuring access to higher level learning for businesses and residents

5

Tackle Skills Shortages

Harnessing the employment and career opportunities across all sectors for the benefit of all residents



Health & Care



Construction & Infrastructure
(including rail)



Digital, IT & Technology



Hospitality & Tourism

YORK'S HEADLINE SKILLS PLAN – ESSENTIAL TO-DOS 2017 - 2020

1

Support the transition of all young people from learning to earning

Ensuring that Great Education is better connected to business

- Raise awareness of the changing jobs and career opportunities via a consistent and progressive Careers, Enterprise and Employability Offer, enriched by business and linked to curriculum
- Raise the bar on Higher Level Skills that employers are seeking
- Develop stronger 14-19 technical and professional pathways
- Grow the Apprenticeship Offer in schools, including recruiting apprentices as an integral part the education workforce
- Target support to narrow the gap and improve outcomes for disadvantaged and vulnerable young people

2

Connect more adults to jobs & career progression

Targeting integrated ways of working with more disadvantaged and vulnerable adults

- Offer more supported work experience and employment opportunities for young people and adults with learning disabilities, autism and mental health issues
 - Support residents to access information about local jobs, careers and 'business start-up' information, including services offered through National Careers Service, Jobcentre Plus and Make it York
 - Develop more innovative 'second chance' employability and re-training opportunities in non-traditional settings and supported by employers
- Provide clear routes for referrals into skills and employment programmes for city-centre and community-based front-line services working with adults
- Create better signposting to higher level learning and vocational provision
 - Ensure access to financial advice for those affected by welfare reform changes

3

Grow the Apprenticeship Offer

Creating jobs for young people and developing skills of existing staff in businesses

- Support businesses to better understand and make the most of apprenticeships, particularly in the context of the new apprenticeship levy and reforms
 - Develop a co-ordinated 'Apprenticeship Offer for SMEs'
- Support people to access traineeships and apprenticeships as a pathway into and progression through rewarding careers, ensuring that the talent supply meets employer demand
 - Increase the provision and take-up of higher and degree apprenticeships
- Continue to celebrate and give a high profile in the city to the business and individual benefits of apprenticeships

4

Make better use of Higher Education talent, resources and learning

Developing talent for graduate level jobs and ensuring access to higher level skills and learning for businesses and residents

- Develop a Graduate programme for SMEs
- Promote York career opportunities to York higher education students
 - Develop the higher learning skills offer to support local businesses
- Continue to create innovative programmes to widen participation in higher learning by local residents

5

Tackle Skills Shortages

Harnessing the employment and career opportunities across all sectors for the benefit of all residents

Set up employer-led sector specific task and finish groups - to target activity and interventions across Essential To-Dos 1-4, with a focus on

- Health & Care
- Construction & Infrastructure (including Rail)
- Digital, Technology & General IT Skills
- Hospitality and Tourism

YORK'S SKILLS PLAN 2017-2020

APPENDICES

Essential To-Dos

- We will - as the Council
- We ask you to – as key partners
 - Together - We will

1. SUPPORT THE TRANSITION OF ALL YOUNG PEOPLE FROM LEARNING TO EARNING

Ensuring that Great Education is Better Connected to Business

We will...

AS THE COUNCIL:

MAKE SENSE OF NATIONAL POLICY, FUNDING OPPORTUNITIES, PROGRAMMES AND SERVICES TO SUPPORT SCHOOLS AND COLLEGES, BROKERING RELATIONS TO MAXIMISE IMPACT AND ENABLE A LEGACY OF EMBEDDING BEST PRACTICE: such as programmes funded by the DfE; European Social Investment Fund (ESIF); the national Careers and Enterprise Company; SFA; Higher Education Funding Council ; Local Enterprise Partnerships; Children's University.

PRODUCE HEADLINE ANALYSIS ON BASELINE KEY PERFORMANCE INDICATORS, ACTIONS TAKEN, IMPACT AND PROGRESS MADE: reporting back to and working with York Learning Partnership to address key issues

GROW THE APPRENTICESHIP OFFER AND WORK EXPERIENCE OPPORTUNITIES FOR YOUNG PEOPLE: with a focus on opportunities for more vulnerable young people . As an apprenticeship levy payer we will also help schools to better understand the benefits of recruiting apprentices as an integral part of a school's workforce.

CONTINUE TO USE PROCUREMENT AND COMMISSIONING: to create education, employment and training opportunities for local young people, residents and businesses by including specific targets within Council contracts

We ask you to...

AS YORK LEARNING PARTNERSHIP

(early years sector, schools and colleges):

ENSURE A CONSISTENT AND PROGRESSIVE CAREERS, ENTERPRISE AND EMPLOYABILITY OFFER, ENRICHED BY BUSINESS AND LINKED TO CURRICULUM: from Primary through to Secondary and beyond, so that ALL young people receive high quality and inspirational careers information, advice and guidance that is impartial and based on robust LMI, targeted at parents and teachers as well as pupils, with a focus on the most vulnerable pre-16 and post-16 and the 50% of young people that want to stay and work in York.

RAISE THE BAR ON HIGHER LEVEL SKILLS: that employers are seeking including Maths, IT and softer employability skills, as well as taking measures to increase the number and attainment levels of young people (particularly females) studying STEM subjects (science, technology, engineering and maths) which can lead to well-paid jobs in areas such as software engineering, advanced manufacturing and low carbon technologies where employers report shortages.

DEVELOP STRONGER 14-19 TECHNICAL AND PROFESSIONAL PATHWAYS: into employment sectors with high replacement demand or significant growth within the framework provided by the government's Skills Plan. With a particular focus on options available pre-16, at Level 1 for all ages (including Traineeships, as a routeway to Apprenticeships) and supported progression pathways for young people with special education needs.

GROW THE APPRENTICESHIP OFFER IN SCHOOLS: through workshops, assemblies and other activity to ensure that apprenticeships are better understood by teachers, parents and young people, as a pathway into rewarding careers and an alternative route to university level qualifications. As employers, seek to recruit apprentices as an integral part of a schools workforce.

TARGET SUPPORT TO NARROW THE GAP AND IMPROVE OUTCOMES FOR VULNERABLE YOUNG PEOPLE: so that unemployment does not affect most of their adult life. These are young people on the 'wrong side' of inequality gaps, in particular those eligible for free school meals, with special education needs, leaving care, at risk of disengagement and youth offenders.

2. CONNECT MORE ADULTS TO JOBS & CAREER PROGRESSION

Targeting integrated ways of working with more disadvantaged and vulnerable adults

We will...

AS THE COUNCIL:

FACILITATE TWO (ALL AGE) YORK JOBS FAIRS ANNUALLY TO 2019, AS WELL AS APPRENTICESHIP RECRUITMENT EVENTS FOR 16-24 YEAR OLDS

SET UP A NEW 'ADULT EMPLOYMENT & SOCIAL INCLUSION NETWORK': bringing together JCP, NCS, Local Area Teams, Public Health, Adult Care and Prime Contractors for the range of new European and Government funded programmes, in order to make sense of, better cohere and maximize the impact and outcomes of support for residents aged 19-65 who are job seekers, facing redundancy and those in lower paid jobs, in receipt of in-work benefits seeking career progression.

CONTINUE TO FACILITATE THE PARTICIPATION & REDUCTION OF NEET NETWORK: bringing together key partners to prevent & reduce NEETs at 16-18.

DEVELOP A STRONGER INTEGRATED APPROACH TO THE EMPLOYMENT AND SKILLS AGENDA ACROSS OUR CITY-CENTRE AND COMMUNITY-BASED FRONT-LINE SERVICES WORKING WITH ADULTS & FAMILIES (INCLUDING THE COUNCIL TRAINING PROVIDER - YORK LEARNING): making staff aware of programmes and services available to support residents into work, how eligible referrals can be made, ensuring that individuals do not fall through the gaps as they transition through services

CONTINUE TO RAISE AWARENESS AND TAKE-UP OF FREE ENTITLEMENT TO CHILDACRE FOR TWO YEAR OLDS: to support parents' transition back to work

CONTINUE TO USE PROCUREMENT AND COMMISSIONING: to create locally targeted employment, training and education opportunities by including targets into Council contracts

We ask you to...

AS PRIVATE & PUBLIC SERVICE EMPLOYERS.....IN PARTNERSHIP WITH THE COUNCIL:

OFFER MORE SUPPORTED WORK EXPERIENCE AND EMPLOYMENT OPPORTUNITIES: for young people and adults with high level learning disabilities, autism and mental health issues

AS TRAINING & DELIVERY PROVIDERS:

SUPPORT RESIDENTS TO ACCESS LOCAL JOBS, CAREERS AND 'BUSINESS START-UP' INFORMATION, INCLUDING SERVICES AVAILABLE THROUGH NATIONAL CAREERS SERVICE, JOBCENTRE PLUS AND MAKE IT YORK: helping residents to access information about jobs employers want to fill, the skills that they need and a better understanding of employers recruitment and selection methods, as well as how to start their own business

DEVELOP MORE INNOVATIVE 'SECOND CHANCE' EMPLOYABILITY AND RE-TRAINING OPPORTUNITIES IN NON-TRADITIONAL SETTINGS: including Family Learning Employability programmes and (all age) sector led training provision (supported by employers) that combines basic skills, employability and occupational skills in a more holistic and person-centred approach, providing individuals with both pre-employment and in-work support to increase the likelihood of sustainable employment..

PROVIDE CLEAR ROUTES FOR REFERRAL INTO SKILLS AND EMPLOYMENT PROGRAMMES FOR CITY-CENTRE AND COMMUNITY BASED FRONT-LINE STAFF WORKING WITH ADULTS: including accessible marketing materials, eligibility criteria and what services, support and interventions will be offered

CREATE BETTER SIGNPOSTING TO HIGHER LEVEL LEARNING AND VOCATIONAL PROVISION: and create career ladders for every sector to support resident's journey into work, as well as supporting in-work progression

ENSURE ACCESS TO FINANCIAL ADVICE: for those affected by welfare reform changes, ensuring that financial distress and unmanageable debt does not affect most of their adult lives

Note: ESOL; digital literacy

3. GROW THE APPRENTICESHIP OFFER

Creating jobs for young people and developing skills of existing staff

We will...

AS THE COUNCIL:

CONTINUE TO FACILITATE THE 'YORK APPRENTICESHIP HUB': a city-wide partnership network that brings stakeholders together to make sense and maximise the impact of national policy and funding opportunities for apprenticeship programmes to meet the needs of employers, young people and adults. The network will continue to work together to raise awareness, take-up and development of provision for apprenticeship training in the city.

GROW OUR RECRUITMENT PROGRAMME FOR APPRENTICES TO MEET SUCCESSION PLANNING NEEDS AS WELL AS USING APPRENTICESHIP TRAINING TO DEVELOP OUR EXISTING STAFF: with a focus on opportunities for disadvantaged and vulnerable young people., including care leavers and young people with disabilities.

HELP SCHOOLS TO BETTER UNDERSTAND THE BENEFITS OF RECRUITING APPRENTICES AS AN INTEGRAL PART OF A SCHOOL'S WORKFORCE: increasing the number of schools offering apprenticeship jobs

WORK WITH OTHER LEVY PAYERS IN THE PUBLIC AND PRIVATE SECTOR: to explore opportunities to develop apprenticeship programmes and provision to meet common skills needs and innovative programmes to support the development and retention of talent amongst our most disadvantaged and vulnerable residents

CONTINUE TO USE PROCUREMENT AND COMMISSIONING: to create education, employment and training opportunities, including apprenticeships, for local people by including specific targets within Council contracts.

We will...

IN PARTNERSHIP WITH LOCAL ENTERPRISE PARTNERSHIPS , TRAINING PROVIDERS & OTHER AGENCIES:

SUPPORT BUSINESSES TO BETTER UNDERSTAND AND MAKE THE MOST OF APPRENTICESHIPS, PARTICULARLY IN THE CONTEXT OF THE NEW APPRENTICESHIP LEVY AND REFORMS, INCLUDING: development of simple messaging , dissemination of information and an Apprenticeship Programme of support for:

- larger apprenticeship levy paying employers and
- smaller non-levy paying employers in the city

DEVELOP A CO-ORDINATED 'APPRENTICESHIP OFFER FOR SMES': that signposts SMEs to European funded services and grants available to support the recruitment of apprentices, aged 16-24 and programmes to support the use of apprenticeship training to develop existing staff

INCREASE THE TAKE-UP AND PROVISION OF HIGHER AND DEGREE APPRENTICESHIPS: to meet the high skills needs of employers in the city across all sectors and to provide flexible career progression routes for young people and adults already working in the city

SUPPORT PEOPLE TO ACCESS TRAINEESHIPS AND APPRENTICESHIPS AS A PATHWAY INTO AND PROGRESSION THROUGH REWARDING CAREERS, ENSURING THAT THE TALENT SUPPLY MEETS EMPLOYER DEMAND, INCLUDING:

- a co-ordinated 'York Apprenticeship Offer to Schools' and Jobcentre Plus clients , in the form of workshops, assemblies and small group activity to raise awareness of apprenticeships and traineeships as a pathway into and progression through rewarding careers and an alternative to achieving university level qualifications;
- York Apprenticeship Recruitment Events held at West Offices, to bring recruiting employers, training providers and young people together
- use of social media platforms, such as York Apprenticeship Facebook and e-vacancy bulletins
- further investigate the development of the York Talent Pool
- a focused campaign on raising awareness of apprenticeship training to support adults already working

CONTINUE TO CELEBRATE AND GIVE A HIGH PROFILE TO THE BUSINESS AND INDIVIDUAL BENEFITS OF APPRENTICESHIPS, INCLUDING:

- the annual York Apprenticeship Graduation and Awards Ceremony

4. MAKE BETTER USE OF HIGHER EDUCATION TALENT & RESOURCES

Creating graduate level jobs and ensuring access to higher level skills and learning for businesses and residents

We will...

AS THE COUNCIL:

CONTINUE TO OFFER WORK PLACEMENTS AND INTERNSHIPS TO UNDER-GRADUATES AND RECENT GRADUATES FROM THE LOCAL HIGHER EDUCATION INSTITUTES.

CONTINUE TO USE PROCUREMENT AND COMMISSIONING: to create education, employment and training opportunities for local residents (including HE students) by including specific targets within Council contracts.

SIGNPOST RESIDENTS AND EMPLOYERS TO THE HIGHER LEVEL LEARNING OPPORTUNITIES AVAILABLE AT THE DIFFERENT HIGHER EDUCATION INSTITUTIONS: through front-line staff working with residents and employers

We ask you to...

AS HIGHER YORK PARTNERSHIP (University of York, York St John University, Askham Bryan College and York College):

GRADUATE PROGRAMME FOR SMEs – strengthen opportunities for local employers to engage with and utilise students whilst they are learning in the city to increase the opportunity to keep talent to support businesses, including a simple graduate programme and ‘offer’ for SMEs

PROMOTION OF YORK CAREER OPPORTUNITIES TO YORK STUDENTS - Universities and colleges to proactively market York career options alongside national business graduate opportunities, including a complimentary stand at Careers Fairs for groups of York-based SMEs to promote opportunities across the York sector

ACCESS TO HIGHER LEVEL SKILLS AND LEARNING – to support the growth needs of businesses and to widen participation amongst in higher level learning amongst residents from all communities

5. TACKLE SKILLS SHORTAGES

Harnessing the employment and career opportunities across all sectors for the benefit of all residents

We will...

AS THE COUNCIL:

FACILITATE EMPLOYER-LED SECTOR SPECIFIC TASK & FINISH GROUPS - to target activity and interventions to address existing skills shortages, gaps and unfilled vacancies that are a barrier to growth in key employment sectors

WITH A FOCUS 2017-2020 ON:

- Health & Care
- Construction & Infrastructure
- Digital, Technology & General IT Skills
- Hospitality & Tourism



We ask you to...

WORK IN PARTNERSHIP WITH THE COUNCIL TO:

HARNESS THE EMPLOYMENT & CAREER OPPORTUNITIES IN ALL SECTORS (see page 6) , THROUGH

GREAT EDUCATION BETTER CONNECTED TO BUSINESS (#ESSENTIAL TO-DO NO.1):

- raising awareness of career opportunities and professional development across all key employment sectors in York
- reviewing and developing relevant technical and vocational pathways
- increasing the number of relevant businesses engaged with York schools 'Careers Education, Employability and Enterprise Offer'

GROWING THE APPRENTICESHIP OFFER (#ESSENTIAL TO-DO NO.3):

- ensuring that relevant businesses are made aware of grant funding and support available to incentivize them to recruit apprentices
- strengthening the advanced, higher and degree apprenticeship offer for these sectors to address the current and future skills needs

UNIVERSITY AND COLLEGE HIGHER EDUCATION GRADUATE TALENT (#ESSENTIAL TO-DO NO.4):

- Universities and Colleges to proactively market York career options alongside national business graduate opportunities
- Strengthening opportunities for local employers to engage with and utilise students whilst they are learning in the city to increase the opportunity to keep talent to support businesses

RECRUITMENT AND RETENTION (#ESSENTIAL TO-DO NO.2):

- shape support for unemployed, under-employed and not-working, not-claiming hidden talent of all ages to access training opportunities for these sectors
- connect people facing redundancy with jobs and retraining

TRAINING & DEVELOPMENT NEEDS:

- ensuring that relevant businesses, particularly smaller employers, are made aware of grant funding and training support available to develop their existing workforce
- work with local training providers and business networks (public and private) to ensure that the appropriate training is available to meet business needs

YORK'S SKILLS PLAN 2017-2020

APPENDICES

Rationale Behind Essential To-Dos

1. SUPPORT THE TRANSITION OF ALL YOUNG PEOPLE FROM LEARNING TO EARNING

Ensuring that Great Education is Better Connected to Business

Developing and retaining young people talent for this city is the **number one** priority.

Most children and young people in York consistently achieve levels of attainment well above national averages and, as home to two universities, York St John and University of York, caters for over 20,000 students per annum. The city also benefits from medical training at the Hull Medical School, two Colleges (Askham Bryan and York) and a broad range of training providers that serve the needs of apprenticeships, traineeships and other work based learning.

The majority of young people succeed in education and make a positive transition to higher learning and the world of work, with the 3rd lowest level of youth unemployment (aged 16-24) of 63 UK cities.

Despite all of these strengths, however, employers continue to report that some graduates, as well as younger school and college leavers, lack the attitudes, behaviours, creativity, customer service and problem solving skills they expect from new recruits and seek to develop in their staff to support business growth and productivity.

Businesses also report that they can't always find the right talent to fill jobs in key employment and growth sectors, such as Care, Construction, Digital and IT, Engineering, Hospitality and Rail, resulting in unfilled vacancies that impact on service delivery and growth.



50%
16-18 year olds
do not enter
Higher
Education &
seek
employment
locally

Primary
school pupils will
hit the job
market between
2020-30

1. SUPPORT THE TRANSITION OF ALL YOUNG PEOPLE FROM LEARNING TO EARNING

Ensuring that Great Education is Better Connected to Business

With 50% of young people in York at age 18 currently not entering Higher Education and seeking employment locally, along with a proportion of the 5000 graduates from the two local Universities, we need to ensure that there is closer alignment between young people's understanding of the actual jobs available in York and the surrounding area, the routes to access these careers, including apprenticeships and the development of their broader employability skills.

We need to challenge the perceptions of young people and parents - there are good career opportunities in growing employment sectors such as Hospitality and Catering, Tourism, Health and Care and Retail.

If we are to 'get it right' for **all** young people in York and ensure that **'no-one is left behind'**, the weakest outcomes of our current system are for those on the "wrong side" of inequality gaps. In particular, those with Special Education Needs, eligible for free school meals, in care or who are care leavers, involved in the Youth Justice System, or at risk of disengagement.

We need to work with these specific cohorts of disadvantaged and vulnerable young people and their families or carers to improve their attainment, better support their personal well-being, aspirations and employability needs and prevent them from falling into the Not in Education, Employment or Training (NEET) cohort at age 16-17.

Progress on reducing the total of NEETs and 'Not Knowns' has slowed in the city. Around 90% of this vulnerable group have not achieved 5 A* to C at GCSE or equivalent (Level 2) and 45% have learning difficulties and disabilities. It is imperative that we do more to prevent these young people from becoming disengaged and NEET, harness their full potential and ensure that unemployment does not affect most of their adult life.

Looking ahead to York's economy in 2020-2030, when Primary school pupils will be hitting the job market, they will require higher qualifications and skills than the current workforce in order to access opportunities. We need to support them, and their parents, to better understand the jobs and careers that will be available to shape ambitious and realistic aspirations for their own future

In summary, we want to better connect business to education to help develop the talent of all young people and support them to succeed in their journey and transition from learning to earning, with a particular focus on priority groups.

2. CONNECT MORE ADULTS TO JOBS & CAREER PROGRESSION

Targeting integrated ways of working with more disadvantaged and vulnerable adults

Despite the strengths of employment rates above national average and the lowest levels of unemployment of 63 UK cities, York still struggles with a long-standing and continued gap between those residents who are thriving from York's economic prosperity and those who are not.

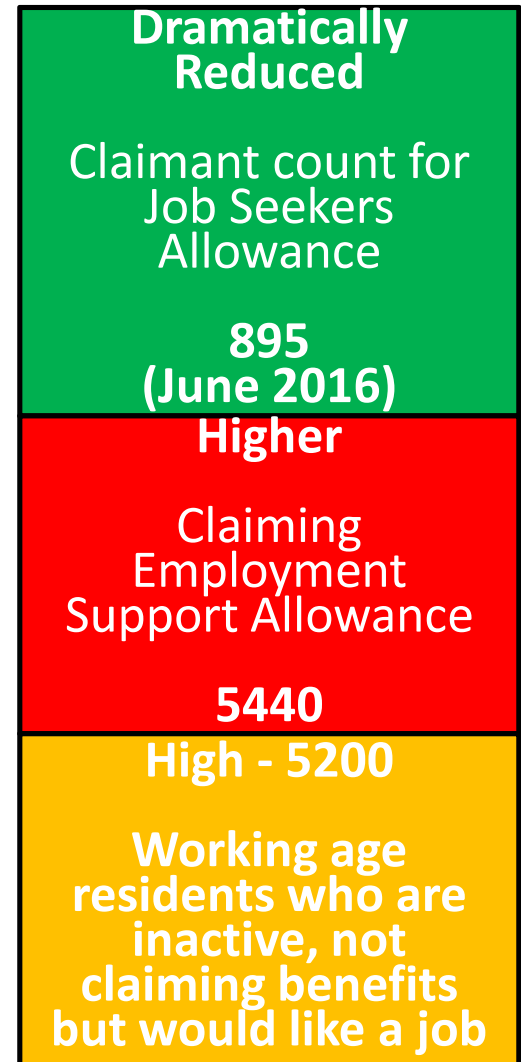
The challenge is two-fold. With large numbers of unfilled vacancies, one of the city's challenge is not about a shortage of jobs. Rather, how do we continue to drive up the city's employment rate by developing and retaining talent, whilst at the same time attracting talent for hard to fill vacancies.

With 80% of the workforce of 2020 already having left compulsory education, we need to help working age residents develop the right skills for recruiting businesses, better connect the high level of residents who are not working, not claiming benefits but would like a job to opportunities available, whilst also increasing the prosperity of all sections of the community, making sure 'no-one' is left behind.

With high levels of part-time employment (38%), especially amongst women, in lower skilled, lower paid jobs, York has a second challenge that whilst being in work, many people remain dependent on in-work benefits and fall into the trap of in-work poverty.

Despite a Living Wage Campaign in the city, some working households are struggling to survive because of rising housing costs and rents, increasing living debt and being stuck in low skills – low pay – part-time working conditions which provide less opportunity for training and progression.

So, whilst many residents can find paid employment in York, we need to support people to develop their skills so they can progress to higher skilled and higher paid employment.



2. CONNECT MORE ADULTS TO JOBS & CAREER PROGRESSION

Targeting integrated ways of working with disadvantaged and vulnerable adults

Access to employment, skills and training information and services for residents of working age is notoriously complex and over the next two to three years, there will be a plethora of new European and Government funded employment programmes available to support residents and employers, as well as changes to the benefits system with Universal Credit being fully implemented in York in June 2017.

With the setting up of the new Council-led multi-agency Local Area Teams, however, located out of Children and Family centres across the city, there is an opportunity to develop a stronger integrated approach to the employment and skills agenda for all ages at a neighbourhood level.

A resident could potentially have trusting and supportive relationships with a range of council officers or other community based organisations, including social workers, housing officers, floating support workers or disability advisers, GPs, playgroups, schools, libraries or faith based organizations which could be harnessed to create a wider impact. These relationships could become part of the access chain developed by the new multi-agency Local Area Teams and help signpost people into skills, training and employment services.

The ESA group will be targeted through further welfare reform and the DWP commissioned Work and Health Programme, from October 2017. Changes to the delivery of JCP services towards outreach and co-location offer opportunities for collaboration, but issues around intelligence about this group of residents, data sharing and coordinating services between agencies are currently limited to initiatives such as Troubled Families.

In summary, the Council aspires to be a lead agent of change in delivering co-ordinated skills and employment with our partners across the city, including employers, so that more local people, out of work or in low paid and insecure work, can improve their employment prospects and outcomes and we develop and retain the skills that local businesses are seeking.

If we are to 'get it right' for all residents in York, these include:

- young people who are Not in Education, Employment and Training at 16-17, 90% of whom have low level skills and 45% with special education needs and those who continue to be unemployed or are in and out of jobs between 18-24;
- adults 25+ with low confidence and poor employability skills;
- people with few or no formal qualifications;
- longer-term unemployed (two years+) or in & out of jobs;
- people with little or no employment experience
- people who are struggling with more complex issues such as learning disabilities and mental health problems which are barriers to work
- people who are made redundant and need to retrain to secure employment in a different sector and
- people who are inactive, not claiming benefits but would like a job

3. GROW APPRENTICESHIPS IN YORK

Creating jobs for young people and developing skills of existing staff

Apprenticeship opportunities and success rates, particularly for young people aged 16-24, are now thriving in York and bucking the regional and national trends as we work hard to match local talent to local businesses to support growth, create job opportunities and up-skill existing staff through apprenticeship training.

With significant apprenticeship reforms on the horizon from April 2017, however, including levies for larger businesses, public sector targets, new digital platforms to access information, vouchers for SMEs as well as new employer-led standards including the opportunity to develop more apprenticeship provision to degree level, there is more we can do to 'Grow the apprenticeship offer in York' for the benefit of residents and businesses.

Evidence suggests, for example, that some local levy payers don't know that they are levy payers, many don't fully understand the levy and how it can be used; some are neither currently recruiting apprentices nor intending to recruit apprentices nor use apprenticeship training to develop their existing staff. These employers would benefit from support to better understand how they can maximize the levy for their growth plans and economic benefits for York.

At the same time, many SMEs are pervious to the changes ahead; the city is behind the national average on the take-up and provision of Higher / Degree apprenticeships; and we still need to tackle a better understanding about apprenticeships as a career path and alternative route to university degree level qualifications amongst school staff, parents, employers and line managers in businesses, as well as young people.



**30% Growth in
Apprenticeship
Starts 2014/15**

1700

**Highest growth in
developing existing
staff 25+**

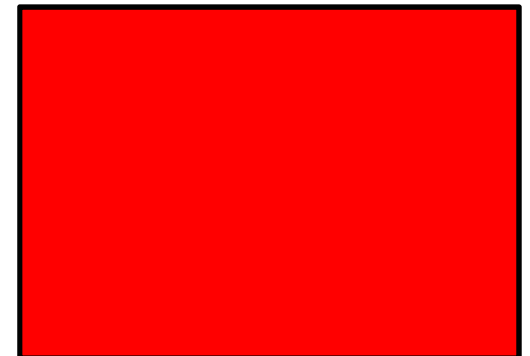
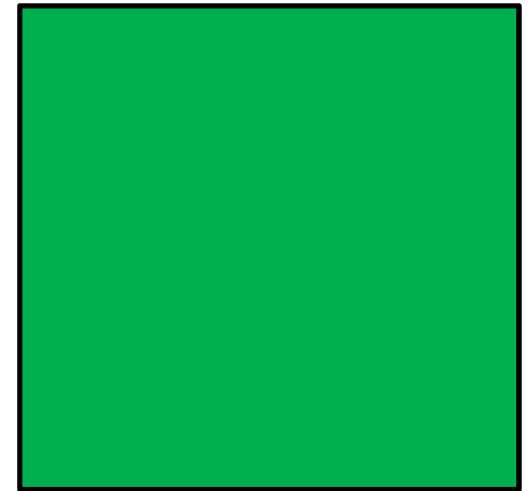
**2nd highest success
rates nationally**

**Behind national
averages on the
take-up and
provision of Higher /
Degree
apprenticeships**

4. MAKE BETTER USE OF HIGHER EDUCATION TALENT, RESOURCES & LEARNING OFFER

Creating graduate level jobs and ensuring access to higher level skills and learning for businesses and residents

To be completed by Higher York and partners



5. TACKLE SKILLS SHORTAGES

Harnessing the employment and career opportunities across all sectors for the benefit of all residents



Health & Care

18% of all jobs : 30% jobs growth to 2030

With an ageing population and residents living longer, the Adult Care sector is set to experience the **largest** growth in employment opportunities in the city to 2030.

York Adult Care Workforce Development Strategy 2015-2018:

“We will improve the quality of people’s lives in York by developing a skilled, confident and competent adult care workforce able to deliver truly person centred care. We want a workforce who can work in partnership with carers, families and communities to support individuals to retain and regain their independence, providing care and support with skill, compassion and imagination.”

Construction & Infrastructure (including Rail)

5% of all jobs : 11% jobs growth to 2030

We need to gear up to deliver ambitious capital projects in York that will allocate land for high value business and jobs as well as housing that residents can afford and maximize the associated employment, training and education opportunities for York residents. Major schemes include York Central Business District with 120,000m² of high grade office space and housing; York Station modifications to make ready for High Speed 2/3 rail connectivity; the £50mn Community Stadium; improvements to the Outer Ring Road and low carbon, sustainable transport initiatives around electric vehicles, Park and Ride and cycling. At the same time, the expected rise in demand for repair and maintenance as well as planning application submissions will place additional demands on the construction sector and labour needs, including new specialist construction techniques.



5. TACKLE SKILLS SHORTAGES

Harnessing the employment and career opportunities across all sectors for the benefit of all residents

Digital, IT & Technology Economy Jobs growth & skills need across every sector

Digital, IT and creative technology skills are highly sought after among businesses across all sectors in York, not just specialist digi-tech firms. As the demand for creative and digital sector skills continues to grow 2.8 times faster nationally, regionally and locally than the rest of the economy, the digital skills shortage poses a real risk to business growth across most sectors. There are specific shortages in coding, programming, software development and data analysis plus a need for everyone to become more digital and IT savvy for jobs at every level across every sector.



Hospitality & Tourism

13% of all jobs : 17% jobs growth to 2030

The City already relies heavily on its visitor economy (7 million visitors a year) and income through tourism and leisure (21,000 people employed in the sector).

With York's recent status as the first UK city to be awarded UNESCO City of Media Arts, new developments will continue to creatively grow York's tourism and culture offer and raise the profile as a quality visitor destination.

Business members of Visit York, the Hotelier Network and the new city centre Business Improvement District have all identified the need to attract talent, to address the consistent 5% unfilled vacancies in the sector (particularly in cheffing) as well as developing workforce skills to support the city to deliver the 5* products and services that visitors and local residents expect.

YORK'S SKILLS PLAN 2017-2020

APPENDICES

Essential Job Market & People Intelligence in York

YORK ECONOMY 2016 : EMPLOYERS SKILLS NEEDS

8,500
businesses

118,000
Jobs

107,600
Residents in
employment
(12.4% self-
employed)

Skills Employers Want:

1. All Jobs (at every level):

- **Attitudinal and personal life-skills:**
'can-do attitude', motivation and work ambition, willingness to learn, resilience, entrepreneurial thinking (drive and initiative)
- **Basic applied business skills:**
in numeracy, literacy and IT
- **'Softer' skills and competencies:**
customer handling (face to face, by email and telephone), working with others, creativity, problem solving, commercial awareness

2. Job Specific / Technical

- various higher level engineering, construction and IT / digital skills as well as care managers and chefs to fill vacancies and address skills shortages

Employer's Concerns:

- **skills gaps** – amongst some school / college / HE leavers
- **skills shortages** – in higher level engineering, construction, IT / digital
- **unfilled vacancies** – and retention issues in care and hospitality

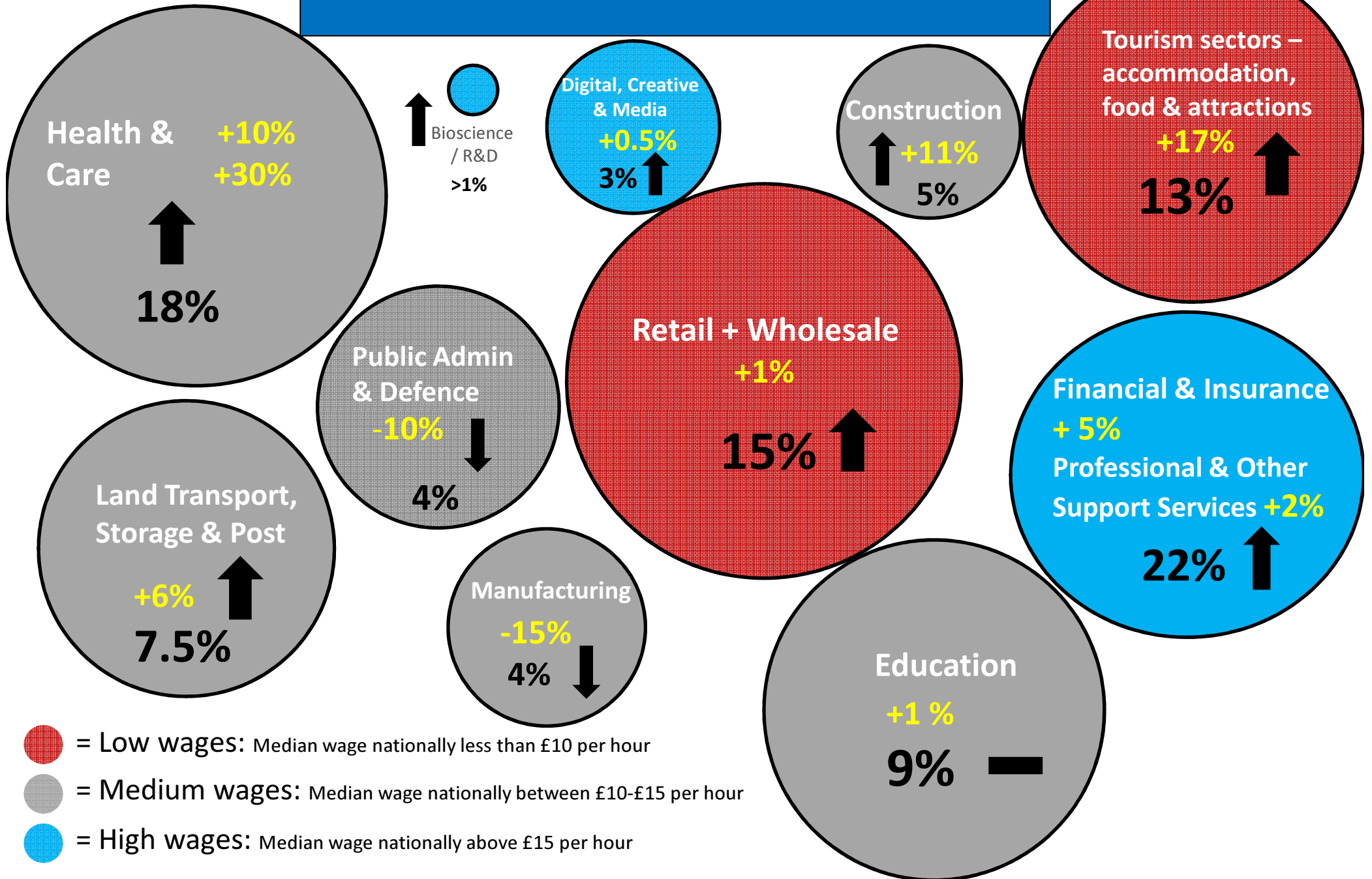
99%
of businesses are
small to medium
sized (> 250 staff)

79%
employ less than 10

46%
Jobs are
management,
professional,
associate professional
& technical

38%
are part-time, low-
paid, low-skilled

% OF JOBS BY SECTOR & GROWTH TO 2030



YORK'S TALENT POOL 2016

DEVELOPING & RETAINING TALENT : MAKING SURE NO-ONE IS LEFT BEHIND

80%
of the **2020**
workforce have
already left
compulsory
education
80%
of residents in
employment

26,000
Non-York
residents work
in York
21,000
York residents
work outside
of York

50%
16-18 year olds
do not enter
Higher Education
& seek
employment
locally

5000
Higher education
graduates
annually, some
of whom seek to
stay to work in
York

Primary
school pupils will
hit the job market
between
2020-2030

Lowest
Claimant count of 63 UK cities

Higher Numbers (5440)
Claiming Employment Support Allowance
40%
of residents in some wards have no or low level
qualifications, additional health problems /
disabilities & are not in work
High - 5200
Working age residents who are inactive, not
claiming benefits but would like a job

3rd Lowest
Youth Unemployment of 63 UK cities

Some graduates are doing lower-skilled jobs
that are suitable for other people with fewer
qualifications
90%
16-24year olds who are NEET have low
qualifications
45%
Have special education needs

Gaps
In attainment are
widening between
children & young
people on Free
School Meals and
their peers,
particularly in
English & Maths

YORK'S SKILLS PLAN 2017-2020

GET INVOLVED – MAKE IT HAPPEN

If you'd like to work with us on delivering York's Skills Plan to:

- Develop, retain and attract talent, to support the growth of local businesses

- Making sure 'no-one' is left behind, by putting everyone in a position to successfully gain employment and make progress in their working life

Contact us on:

skills@york.gov.uk

or

yorktalent@york.gov.uk

Or

01904 xxxxxx

