



**Notice of a public meeting of
Children, Education and Communities Policy and Scrutiny
Committee**

To: Councillors Baker, Daubeney (Chair), Fitzpatrick,
Heaton, Hollyer, Orrell and Webb (Vice-Chair)

Date: Thursday, 21 July 2022

Time: 5.30 pm

Venue: The George Hudson Board Room - 1st Floor West
Offices (F045)

AGENDA

1. Declarations of Interest

At this point in the meeting, Members are asked to declare any disclosable pecuniary interest or other registerable interest they might have in respect of business on this agenda, if they have not already done so in advance on the Register of Interests.

2. Minutes (Pages 1 - 4)

To approve and sign the minutes of the Children, Education and Communities Policy and Scrutiny Committee Commissioned Slot held on 28 June 2022.

3. Public Participation

At this point in the meeting members of the public who have registered to speak can do so. Please note that our registration deadlines have changed to 2 working days before the meeting, in order to facilitate the management of public participation at our meetings. The deadline for registering is **5.00pm on Tuesday 19 July 2022**. Members of the public can speak on agenda items or matters within the remit of the committee.

To register to speak please visit www.york.gov.uk/AttendCouncilMeetings to fill out an online registration form. If you have any questions about the registration form or the meeting please contact the Democracy Officer for the meeting whose details can be found at the foot of the agenda.

Webcasting of Public Meetings

Please note that, subject to available resources, this public meeting will be webcast including any registered public speakers who have given their permission. The public meeting can be viewed on demand at www.york.gov.uk/webcasts.

During coronavirus, we've made some changes to how we're running council meetings. See our coronavirus updates (www.york.gov.uk/COVIDDemocracy) for more information on meetings and decisions.

- 4. Permanent Employee Absence in Children's Services** (Pages 5 - 10)
This item provides the Committee with an overview of permanent employee absence within Children's Services.
- 5. York Skills and Employment Board Update** (Pages 11 - 76)
An update is provided to members of the Committee concerning the York Skills and Employment Board.
- 6. York Learning - Strategic Plan Progress Report 2021/22** (Pages 77 - 110)
This report presents the end of academic year performance report and data for York Learning for 21/22.
- 7. Annual update report: Libraries and Leisure Facilities** (Pages 111 - 142)
This report provides an annual update from Explore Libraries and Archives Mutual Limited (Explore) who operate the Council's libraries and archives service and from Greenwich Leisure Limited (GLL) who operate the Council's leisure and stadium facilities.
- 8. Work Plan** (Pages 143 - 146)
Members are asked to consider the Committee's work plan for the 2022/23 municipal year.

9. Urgent Business

Any other business which the Chair considers urgent under the Local Government Act 1972.

Democracy Officer

Jane Meller

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For more information about any of the following please contact the Democratic Services Officer responsible for servicing this meeting:

- Registering to speak
- Business of the meeting
- Any special arrangements
- Copies of reports and
- For receiving reports in other formats

Contact details are set out above.

This information can be provided in your own language.

我們也用您們的語言提供這個信息 (Cantonese)

এই তথ্য আপনার নিজের ভাষায় দেয়া যেতে পারে। (Bengali)

Ta informacja może być dostarczona w twoim własnym języku. (Polish)

Bu bilgiyi kendi dilinizde almanız mümkündür. (Turkish)

یہ معلومات آپ کی اپنی زبان (بولی) میں بھی مہیا کی جاسکتی ہیں۔ (Urdu)

 (01904) 551550

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City of York Council

Committee Minutes

Meeting	Children, Education and Communities Policy and Scrutiny Committee - Commissioned Slot
Date	28 June 2022
Present	Councillors Daubeney (Chair), Fitzpatrick, Heaton, Orrell, Wann and Webb (Vice-Chair)
In Attendance	Councillor Waller
Officers Present	Jamaila Hussain – Interim Director, Children’s Services Niall McVicar – Head of Innovation and Children’s Champion

1. Declarations of Interest (5.31 pm)

Members were invited to declare, at this point in the meeting, any personal interests, not included on the Register of Interests, or any prejudicial or disclosable pecuniary interests they may have in the business on the agenda.

None were declared.

2. Minutes (5:32 pm)

Resolved: That the minutes of the last meetings held on 13 April 2022 and 03 May 2022 were approved and signed by the Chair as a correct record.

3. Public Participation (5:32 pm)

It was reported that there had been no registrations to speak at the meeting under the Council’s Public Participation Scheme.

4. Children's Services Ofsted Report (5:33 pm)

The Interim Director for Children’s Services presented a report which outlined the outcome of the recent Ofsted inspection of Children’s Social Care under the Inspection of Local Authority Children’s Service (ILACS) framework. She introduced the

draft action plan in response to identified areas of improvement which had to be submitted to Ofsted by 12 August 2022.

She noted there had been some inconsistencies in practice and that decision making had sometimes been slow or delayed at leadership level. This had led to insufficient progress being made towards targets. The pandemic had been a factor in this, although it had been identified that social workers had been supported well during this time. Whilst work with partners had slowed down during the pandemic, the service was in a position to act quickly in the implementation of the improvement plan. One of the key areas for improvement was Children's Voice, particularly in relation to the Care Plan. The action plan would be owned by Ofsted and City of York Council (CYC) and Ofsted would check progress biannually or more often, as required.

The Head of Innovation and Children's Champion highlighted the areas that had been developed well such as the Multi Agency Safeguarding Hub (MASH) and the Targeted Families Support Service. He thanked staff for their efforts and noted that consistency, the ability to act quickly and a focus on quality was essential moving forward.

Cllr Waller, Executive Member for Children, Young People and Education, thanked staff and noted the short term deadlines. He identified the need to balance pace with capacity.

In response to questions it was confirmed that:

- Work was already underway on many aspects of the Action Plan and the deadlines were achievable.
- Regular updates to Scrutiny would be provided.
- Corporate parenting initial training and briefings would take place in July. A video briefing would be shared with all elected members.
- The additional financial investment had been spent on improving social worker recruitment and retention. The 'grow your own' scheme had two pods which would produce 10 qualified staff in September, there was to be one pod moving forward. Dedicated business support had been provided, freeing time for social work.
- Quality Assurance was in place through Heads of Service and regional support was available through ADCS (Association of Directors of Children's Services). Practice

standards had been agreed for the quality assurance framework and case sampling was taking place monthly.

- The Ofsted assessment of 'requires improvement to be good' recognises that the improvement journey has started but has not yet reached good.
- The protocol had lapsed prior to the Ofsted inspection for point e in paragraph 17 'the responses to children aged 16 and 17 who present as homeless'. This had since been updated.
- An unregistered placement was one that was not regulated by Ofsted. These placements were used when the registered care available did not match the needs of the child. This was a national issue and CYC had been working towards securing closer to home provision, especially for children aged 14-19.
- Future inspections by Ofsted will focus on the Action Plan and the pace of progress. The previous Joint Targeted Area Inspection (JTAI) from 2019 would also be examined and an assessment made of the progress since then.
- The Executive Member highlighted the key priorities, ensuring deadlines contained in the Action Plan were met and the voice of young people was heard. Public scrutiny meetings would ensure quality and consistency, he would also be investigating the performance of external partners.

The Chair confirmed that the Committee would monitor the progress of the Ofsted Action Plan, through regular updates at scrutiny meetings.

Resolved: That the report be noted.

Reason: To ensure the Committee was kept up to date with the Children's Services response to the Ofsted report.

Cllr S Daubeney, Chair

[The meeting started at 5.30 pm and finished at 6.25 pm].

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**Children, Education and Communities Policy
and Scrutiny Committee**

21 July 2022

Report of the Interim Director of Children's Services

Permanent Employee Absence in Children's Services

Summary

1. This paper provides members of the committee with an overview of permanent employee absence within children's services and the actions taken to support and address staff absence.

Background

2. Recruitment, retention, and absence within social work services is a national challenge. The challenge is most acutely felt within statutory services, such as those provided by Local Authorities.
3. Historically absence rates for children's and adults' services have been higher than for other parts of the Council. The context of the national pandemic, vacant posts and increased demand, has resulted in further stressors and this trend continues.
4. Consistently responding to employee absence in line with the absence management policy continues to be an area of focus for children's services.

Analysis

Current Position

5. At 8th July 22 there were 28 current absences for employees within children's services:
6. Duration
 - 12 absent for less than a week (to date)
 - 5 absent for between a week and a month (to date)

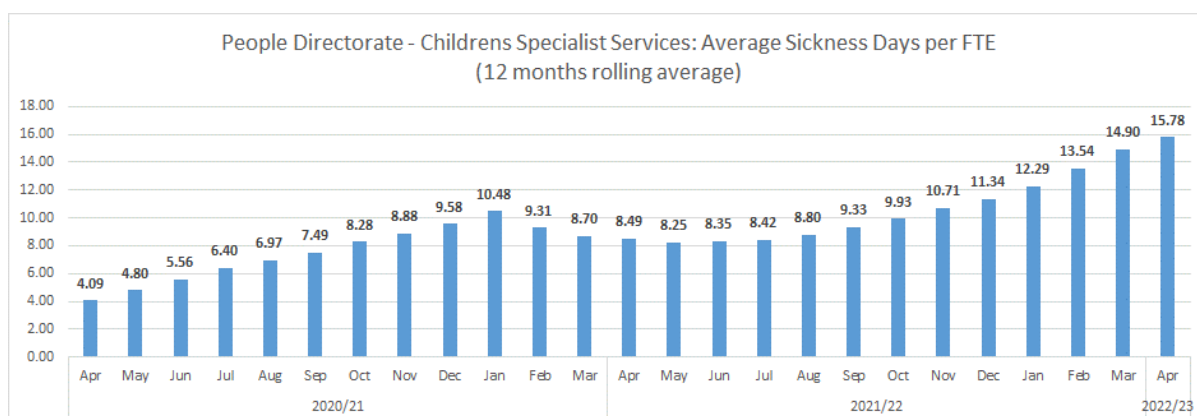
- 10 absent been for more than a month
- 1 absent for 3 months or more

7. Reason

- 3 absent with Covid
- 12 absent with Stress
- 13 a mix of pre-planned surgery, colds/flu, genitourinary & gynaecological disorders

8. Absence is across children’s services teams and not consolidated in a single area.

9. The below graph illustrates average sickness days year to date to April 22, and shows similar patterns to the wider organisation in that overall sickness has increased in the winter/spring period, after a reduction/settled period in summer 2021. With an increase in Covid cases in the last couple of months, it is likely that the number of sickness days will continue to rise.



Context

10. There has been considerable instability in children’s services over recent months with change and vacancies at a senior leadership level, at head of service and within team management.
11. Taken alongside social work vacancies this has created an environment where some employees have felt unsettled, and this is likely to have impacted on employee absence levels.
12. Some workers have felt unsettled by recent changes and turnover of staff. However, overall, most were positive about working for York and the support they receive. Source: Ofsted May 22

13. However, recruitment is now live at a head of service level and the key vacancies of Corporate Director of Children's Services and Director of Safeguarding have now been recruited too. These appointments and the head of service recruitment will enable stable leadership for children's service for the first time since early autumn 2021.
14. Progress has also been made with recent permanent appointments to service manager posts within Safeguarding and Corporate Parenting further strengthening this management level in terms of consistency and permanence.
15. Use of agency workers is still evident but permanent social work vacancies are being recruited too. A considered advertising campaign and a multi-faceted approach to recruitment including use of newly qualified social worker, Grown Your Own through Frontline and the change to Grade 10 for experienced social workers ensuring more competitive pay have all impacted.
16. A bespoke business support offer to the children's social work teams is enabling social workers to begin to focus more of their time on social work rather than administrative tasks and caseloads are considered to be at a reasonable level. Although absence can create pressures on performance, these are being managed.

Areas of focus

17. Absence is recorded and measured through a procured system - Medigold. An employee contacts Medigold to register their absence, the reason and expected return date. Upon return to work the employee contacts Medigold to close down the absence. The system advises Managers when an employee has hit an absence trigger, keep track of expected return dates, and prompts the manager to complete the return to work interview.
18. The return to work process is clearly outlined in the absence policy, including capturing the reason for absences, any patterns/triggers and any actions taken by the employee or by City of York to support improved attendance.
19. Following the return to work processes consistently and in line with the policy is an area which the children's management team are continuing to strengthen with focus on return to work interviews being carried out in a reasonable timeframe, so that employees feel supported in all aspects of wellbeing, and reduce further occurrences of absence.

20. Alongside individual management responsibilities, the internal monthly Workforce Development Board within children's services will now have strategic oversight of employee absence trends alongside recruitment, retention, and employee development. Membership of the Board includes the Director of Children Services, Heads of Service and colleagues from HR, Training and Development and Finance.

Implications

- 21.
- **Financial** None
 - **Human Resources (HR)** None
 - **Equalities** None
 - **Legal** None
 - **Crime and Disorder** None
 - **Information Technology (IT)** None
 - **Property** None
 - **Other** None

Recommendations

22. Members are asked to note this report.

Reason: To keep the Committee updated in relation to staff absence matters within children's services.

Contact Details

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Children's Services

Tel: 01904 555322

Chief Officer responsible for the report:
Jamaila Hussain
Interim Director People

Report Approved



Date: 11/07/22

Specialist Implications Officer(s)

Claire Waind – HR Manager (Performance and Change)

David Mountain - Accountant

Wards Affected:

All

For further information please contact the authors of the report

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Children, Education and Communities Policy and Scrutiny Committee**21 July 2022**

Report of the Assistant Director, Education and Skills

York Skills and Employment Board Update**Summary**

1. The purpose of this report is to update the members of the Children, Education and Communities Policy and Scrutiny Committee about the York Skills and Employment Board.
2. The York Skills and Employment Board is a partnership made up of representatives from Further and Higher Education providers, independent training providers, York employers, employee and business representatives, the Department for Work and Pensions, the Local Enterprise Partnership and Local Authority.
3. Since September 2020, the Board (chaired by Lee Probert, Principal and Chief Executive at York College) met monthly to actively drive the development of the *One-year plan: Skills for Employment in York* and *Skills for Employment: York's 10-year Strategy* (Annex 1).
4. This included building an evidence base - taking into account stakeholder feedback, emerging themes, national policy changes, regional (YNY LEP) research and strategies, and the drivers of the local labour market in supporting inclusive growth.
5. The Executive Member for Economy and Strategic Planning and the Assistant Director for Education and Skills actively represented the Council on the Board. The Council's democratic decision-making processes also provided opportunities for partners, residents, Elected Members and businesses to help inform the Board's work. Officer involvement has enabled alignment with the Council Plan and emerging strategies (such as the Economic Growth, Climate Change and York and North Yorkshire Adult Learning and Skills Engagement strategies).

6. Having approved the skills strategy in autumn 2022, the Skills and Employment Board has not needed to meet monthly. Members have instead harnessed the citywide partnership approach to support implementation, with the Board retaining oversight of delivery.
7. At the Annual Council meeting on 26 May 2022, Councillor Andrew Waller (now Executive Member for Children, Young People and Education) and the Assistant Director for Education and Skills were reappointed as Council representatives on the York Skills & Employment Board.
8. On 24 June 2022, the York Skills and Employment Board met to review its Terms of Reference (Annex 2) – taking account of planned changes in individual representatives, considering opportunities to broaden the range of voices and reflecting the shift in the focus from strategy development to implementation and delivery.

Recommendation

9. Members are asked to consider the information in this report, and how the Scrutiny Committee may wish to receive future updates on delivery of the commitments under the 10-year Skills Strategy.

Reason: To keep the committee updated and inform the scrutiny work plan.

Background

10. At his Decision Session on 22 September 2020, the Executive Member for Economy and Strategic Planning supported the Terms of Reference and remit of the York Skills and Employment Board as well as endorsing a framework for developing a new Skills Strategy for the city.
11. Updates on the work of the Board and opportunities to help inform York's one-year skills plan and 10-year Skills Strategy were provided via public Executive Member Decision Sessions (December 2020, March 2021, April 2021 and September 2021), a jointly commissioned Children, Education and Communities Policy and Scrutiny Committee, and Economy and Place Policy and Scrutiny Committee (1 February 2021), Economy and Place and Scrutiny Committee (25 May 2021 and 28 September 2021 (Informal meeting) and Executive meeting (17 March 2022).
12. *Skills for Employment: York's 10-year Strategy* was endorsed by the Executive Member for Economy and Strategic Planning at his decision session in September 2021. At its meeting in March 2022, the Executive supported the Council's continuing role in the city's partnership approach

to delivery of the strategy, and ongoing approach to consultation on skills via the emerging Economic Growth Strategy and sector delivery plans.

Skills for Employment: York's 10-year Strategy

13. York's 10-year Skills Strategy sets out the city's partnership approach to developing the skills infrastructure that will support inclusive and sustainable growth in York. It therefore does not reflect all of the skills activity that does, or will, take place across the city but focuses on those areas where the skills partnership can add the greatest value.
14. With Employer Representative Bodies (ERBs) and York's Further Education Colleges actively engaged in its development, the strategy presents York's perspective ready for inclusion in the area's Local Skills Improvement Plan (as set out in the Skills and Post-16 Education Bill).
15. It also acts as a guide for partner organisations across York and North Yorkshire, businesses, communities and residents to help identify opportunities to work together more effectively on York's skills priorities and prepare for opportunities such as the UK Shared Prosperity Fund and devolution.
16. One particular area is community outreach, with partners such as York Learning acting as a vital gateway to help connect people with upskilling and reskilling opportunities.
17. Under the Government's 'Way to Work' scheme, people who are capable of work are expected to search more widely for available jobs from the fourth week of their claim, rather than from three months as was the case. Increasingly, people will be looking to move sectors to access roles with immediate starts and not limit their search to a chosen field.
18. As the first Good Business Charter city, York is committed to supporting good jobs that meet employer need and helping residents to access them. Information, Advice and Guidance (IAG) linked to the local labour market is therefore key, to support sustained employment and access to life-long learning.
19. York's 10-year Skills Strategy puts in place the vision and steps to achieve a city workforce that is equipped, to not only weather the storms of economic shocks such as a global pandemic but to thrive and grow.

Implementation and Delivery

Commitment Groups

20. The work of the commitment groups, established under the one-year plan, has progressed and the priority projects have evolved to support the longer-term commitments of the 10-year strategy.
21. Each commitment group is led by a different partner, with representatives from each organisation and other relevant stakeholders actively engaged.
22.

<p>Commitment 1 - York Works for individuals Work within and across communities to provide access to skills for employment and self-employment for all.</p> <p>Commitment 2 - Empowered Employers Support local businesses to increase productivity and build resilience through training and upskilling their workforce.</p> <p>Commitment 3 - Pioneering Provision Work in partnership to create a flexible city-wide skills system that responds to local needs.</p> <p>Commitment 4 - York's Talent Pipeline Through high-quality provision and a culture of lifelong learning, ensure a pipeline of talent that meets business needs and attracts, trains, retains and re-trains people in the city.</p>

23. Group 1 (led by York College) and Group 2 (led by University of York) are collaborating to develop models (proposals) for a skills hub – to support businesses and provide localised skills and employment information, advice and guidance, particularly to people in community settings.
24. Group 3 (led by York St John University) is focussed on developing pathways across the city to support individuals and businesses to access provision and progress across institutions. This group aims to develop a shared and inclusive approach in areas such as leadership of partnerships, quality assurance, student support and joint accreditation.
25. Group 4 (led by Askham Bryan College) is collating and tailoring resources and developing a common language to help engage local SMEs in different types of placements (T-Levels, Traineeships, Apprenticeships, Internships, Graduate Placements, Supported Internships and Work Experience for all ages).

26. Communications Group (led by City of York Council) is focussed on 'communicating the offer' to promote the skills and training opportunities available to residents and businesses. Partners are also working together to communicate the city's partnership approach and opportunities for stakeholders to support delivery.

Sector Delivery Plans

27. York's 10-year Skills Strategy recognises eight priority sectors. This does not mean that they are the *only* sectors that offer good employment opportunities or can support inclusive growth in the city. However, the evidence base and work of the Board determined that focussing on these sectors would have the greatest impact.
28. The first sector delivery plan being developed is with the rail sector. The Rail Skills Working Group, comprising industry and skills partners (including NSAR), continues to collaborate on three priority areas:
- Inclusive Routes into rail - including pre-apprenticeship programmes
 - Pioneering partnerships - developing local pathways to the higher level digital and technical skills
 - Showcasing the sector - collaborating around careers engagement and communication
29. This group does not meet in isolation and is part of the Council's integrated approach to sector development, being led by the Council's Economic Development Team. Examples of outputs include promoting existing skills provision to employers and supply chain, helping to shape York's GBR Headquarters bid, exploring the opportunity to tailor future Government funded 'Bootcamps' for the sector and collaborating on a 'Railway Futures' event ([Railway Futures | National Railway Museum](#)).
30. The council's Skills Team continues to share and promote the 10-year strategy with the networks it facilitates (e.g. York Apprenticeship Provider Network, Careers Education Network), and opportunities to work with stakeholders to develop Adult Health & Social Care and Hospitality sector delivery plans are being explored.

Management and oversight

31. The Skills and Employment Board includes representatives from, and reports back to, the Higher York Board. The Executive Member for Children, Young People and Education (from June 2022) and the Assistant Director for Education and Skills represent the Council on the Board and maintain connections with the Council's democratic structures.

32. To date, members of the Board's Task and Finish Group (the Council and University of York) have co-ordinated meetings and commitment group activities, supported development of the evidence base and strategy, and managed engagement activities, such as the rail skills roundtable.
33. Whilst these individuals continue to support implementation of the strategy through their substantive roles, no one partner has capacity to provide the dedicated resource needed to effectively manage and monitor delivery on behalf of the partnership.
34. Work is therefore underway to prioritise areas for delivery and to recruit a co-funded Project Manager - who will take the lead in developing delivery plans that address both the needs of specific sectors and cross-cutting themes such as 'transferable' and 'green' skills.
35. Accountability for the delivery of the strategy remains with the governance structures of individual partners, since each partner has made commitments within the plan (not limited to the Commitment Groups).
36. Key Officers within the Skills, Economic Development, Communications and York Learning teams will support implementation of the strategy and their work will contribute to its delivery.
37. As well as working in partnership to develop, implement and measure sector delivery plans, the regular activities of the Skills Team supports engagement with young people, schools, Post-16 providers and partners to align careers education, information, advice and guidance (CEIAG) with the current and future opportunities within York's labour market. Examples of existing activity include:
 - the work of the Specialist Learning and Employment Advisers to support young people with specific identified needs to achieve ambitious, realistic and informed learning and employment goals
 - facilitation of the Careers Leaders network in York.
 - development of localised CEIAG resources and targeted programmes (thematic e.g. STEM, year group or specific need)
 - Supporting higher level skills and apprenticeship take up via the school apprenticeship programme and levy transfer process.
 - York Apprenticeship Hub including the York Apprenticeship Offer, provider network, taster days and recruitment events.
38. Colleagues across the council will also support the Skills Team to raise awareness of the strategy and identify interdependencies / opportunities to align engagement or delivery activity (e.g. green skills).

Consultation

39. The Skills and Employment Board comprises education and skills providers, local employers and representatives, employee representatives, the Local Enterprise Partnership and City of York Council. The Board met 9 times between December 2020 and September 2021, with members providing input into the strategy during and outside of meetings. At the tenth meeting on 24 June 2022, the Board committed to continue to meet every 6-8 weeks and plans to review the frequency towards the end of 2022.
40. Feedback provided via the Executive Member's Decision Sessions in September and December 2020, and March and April 2021 has been taken into account by the partnership when developing the strategy. The one-year skills plan was also a key agenda item at the commissioned joint scrutiny session (Economy & Place and Children, Education & Communities) on 1 February 2021. The 10-year Skills Strategy was considered at the Executive Member's Decision Session and Economy and Place Scrutiny Forum on 28 September 2021 and will feature as a complementary strategy to the developing Economic Growth Strategy.
41. The Council's continuing role in the city's partnership approach to delivery and ongoing consultation on skills via the emerging Economic Growth Strategy and sector delivery plans were supported by the Executive at their meeting on 17 March 2022.
42. Employer voice helped to build the local evidence base and shape the strategy. More than 250 businesses contributed to the development of the strategy through sector round tables, Talent and Skills Events during York Business Week, Our Big Conversation, Lord Mayor's Hospitality Summit and in-depth interviews with University of York student research teams.
43. Engagement with those not directly involved in writing the strategy remains core to the approach and is continuing post-publication. Ongoing and planned engagement will inform partnership implementation plans.
44. This has already involved the Council's Skills and Economic Development teams working with members of the Board and other stakeholders such as, Citizens Advice, community learning partners, rail industry partners,

Hospitality Association York, schools, Careers Education Network and York's Apprenticeship Providers Group.

45. At its most recent meeting, the Board committed to broadening the range of voices that help shape delivery, to include secondary education partners, relevant sector skills bodies and more industry representatives.

Council Plan

46. The Council Plan identifies eight priorities, five of which are relevant to this work:
- Well-paid and an inclusive economy
 - A greener and cleaner city
 - A better start for children and young people
 - Creating homes and world-class infrastructure
 - An open and effective council.

Implications

47. The following implications have been considered:

Financial – as agreed by Executive 17 March 2022

Human Resources (HR) – Officers will continue to support implementation and delivery of the Skills Strategy within the remit of their substantive roles

One Planet Council / Equalities – no implications

Legal – Any issues which may arise and require support will be discussed with Legal Services as and when necessary

Crime and Disorder – no implications

Information Technology (IT) – no implications.

Property – no implications.

Risk Management

48. Delay in the partnership recruiting a dedicated Project Management resource could affect the pace of implementation and delivery.

Contact Details

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Chief Officer Responsible for the report:

Maxine Squire
Assistant Director, Education and Skills

Report
Approved



Date 01 July 2022

Specialist Implications Officer(s)

Wards Affected:

All



For further information please contact the author of the report

Background Papers:

- Covid Recovery Skills Strategy and communication plan (EMDS 22 September 2020)
- Skills and Employment update (EMDS 22 December 2020)
- One-year plan - Skills for employment in York (EMDS 23 March 2021)
- Skills Strategy update (EMDS 27 April 2021)
- Oversight of Skills Board and Reporting Mechanisms / Skills Strategy Update (E&P Scrutiny Committee 25 May 2021)
- York's 10-Year Skills Strategy (EMDS 28 September 2021)
- York's 10-Year Skills Strategy (Executive 17 March 2022)

Annexes

Annex 1 – *Skills for Employment: York's 10-year Strategy*

Annex 2 – York Skills and Employment Board TOR DRAFT v3 – June 2022

List of abbreviations and key terms used in this report

BOOTCAMPS - Free, flexible courses of up to 16 weeks for adults aged 19 or over who are either in work or recently unemployed and live in England

CEIAG – Careers Education, Information, Advice and Guidance

ERB – Employer Representative Bodies (a business membership organisation that is independent of Government and whose primary purpose is to serve the needs of employers and businesses)

HY – Higher York (a partnership of Askham Bryan College, York College, University of York, York St John University and City of York Council)

IAG – Information, Advice and Guidance

NSAR – National Skills Academy Rail

SMEs – Small and Medium Enterprises

YNY LEP – York and North Yorkshire Local Enterprise Partnership

STEM – Science, Technology, Engineering and Mathematics

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Skills for Employment

York's 10-year Strategy



Foreword

Stakeholders from across the city have come together, recognising the importance of skills for employment in helping residents and businesses to fully experience the benefits of York's enterprising, resilient and inclusive economy.

Whilst we continue to concentrate on post-pandemic recovery and prepare for opportunities like devolution we recognise an increased need to support people of all ages into work, to progress or change careers, and to ensure that businesses can access the skills and talent they need to diversify or grow.

The city's one-year plan: 'Helping People Through Change' Skills for Employment in York york.gov.uk/YorkSkillsPlan was agreed in March 2021, setting out the five shared commitments upon which York's 10-year Skills and Employment Strategy will be delivered.

- **York works:** skills support for individuals
Support those entering, re-entering or displaced from the workforce to re-train or upskill and connect them with good jobs in sustainable and growth sectors.
- **Empowered employers:** skills support for businesses
Support businesses of all sizes to access national, regional and local skills provision to help them plan, diversify and grow.
- **Pioneering provision:** productive partnerships
Work in partnership to make the most of national, regional and local initiatives and adapt local skills provision in response to emerging needs.
- **Education to employment:** York's talent pipeline
Support positive progressions for all by preparing those transitioning from education or re-entering the world of work for a culture of lifelong learning and entrepreneurship.
- **York shares:** communicating the offer
Develop a coherent and effective marketing and communications strategy to ensure information, advice and guidance is provided at the point of need in a timely and effective way.

Building on this plan, this strategy puts in place the vision and steps to achieve a city workforce that is equipped, not only to weather the storms of economic shocks such as a global pandemic but to thrive and grow in a historic city that embraces the power of technology and digital transformation.

The essence of what makes this strategy different is that it is built on partnership and shared endeavour. The stakeholders and organisations that have contributed to this strategy are committed to making our ambitions a reality. We want people from all backgrounds and abilities to fulfil their potential and as regional plans develop, we look forward to working with partners across North Yorkshire to capitalise on the existing talent and highly skilled workforce that already exists in York.

Foreword

We will embrace technological advances to build on our distinctive assets in areas such as life sciences, agritech and biotechnology as well as transforming the visitor experience to reflect the digital age. Our long track record in high-value sectors such as the rail industry will also be enhanced by attracting young talent in STEM industries.

Above all, we are committed to ensuring that York is a place where everyone can thrive; harnessing and growing the city's existing skills-base to enable residents and businesses to make the most of future opportunities and make prosperity a reality for all.



Lee Probert

Principal and Chief Executive, **York College**
Chair of the Skills and Employment Board

Cllr Andrew Waller

Executive Member for Economy and
Strategic Development, **City of York Council**



Vision

Pioneering provision aligned to the needs of the city, its people and its businesses, developed and delivered in partnership to support economic growth and attract, retain and develop talent.

Principles that underpin our vision

- Foster a culture of **lifelong learning**.
- Put **mental health** and well-being at the centre of what we do.
- Focus on the **demand for skills** from businesses and residents as a priority.
- Ensure individuals have the all-round '**people**' skills that employers want.
- Build and champion **partnerships** to enhance all aspects of skills provision.
- Positively include **disadvantaged people** when planning and delivering skills provision.
- Embrace **technology and digitisation** to maximise opportunities for people and businesses.
- Contribute to **net zero** ambitions by proactively adapting and developing skills provision.

Foreword

Our partnership



Our 10 year vision for skills

Work is already underway to transform the way skills and training is delivered in York. We will work together not only to streamline and simplify skills provision in the city, but to introduce new opportunities for learning state-of-the-art skills that can harness technological change for the benefit of businesses and residents. We want the needs of business to be at the heart of transformation and seek to forge new and lasting partnerships to make this happen.

To achieve the city's net zero carbon reduction targets, new **green skills** must be embedded across all areas of learning.

Models of delivery are changing and we will support that change so that businesses, especially small ones, can be instrumental in crafting new courses in modular, bite-size, and on-demand formats. We want individuals to be able to access qualifications at a time and in a way that suits them.

York is resilient and we have put in place **skills support** for our residents and workers to deal with change and access support and training when they need it. This includes ensuring that those people more adversely affected by economic shocks such as Brexit and the pandemic (young people, women, people with lower-level skills and workers from hardest-hit sectors) are front and centre of our plans for the future.

Transferable skills are at the heart of this, especially for those leaving rapidly shifting sectors such as **retail and hospitality**.

Foreword

It is likely that the main sectors where we will see **job growth in York** over the next 10 years are health and social care, IT and digital, rail, professional services and construction. All of these sectors will be impacted by automation and new technology which will have many beneficial effects such as boosting productivity and reducing carbon emissions. It will however inevitably displace jobs, particularly in lower grade roles.

We have world-renowned facilities and expertise in **agritech, life sciences and the bioeconomy** and this will enable us to be at the forefront of the **green economy**. We can use this know-how to accelerate the pace of change by increasing the number of people with higher-level skills in this sector and those aligned with it such as **food manufacturing** and **construction**.

York is a historical city and the advances in digital technology mean that this unique **heritage** can now be accessed by a global audience. Businesses and individuals need the **digital skills and creativity** to respond rapidly and in innovative ways to these opportunities. For those visiting the city, we can harness new trends in tourism that will rely less on passive consumption and more on immersive, individualised experiences.

We know we have untapped talent in our workforce that we want to foster and utilise better. Many women are highly skilled but too few are finding work in these critically important sectors so there is work to be done on ensuring that **women** with the right skills are enabled to access good jobs in **STEM industries**. This also goes for people from **diverse backgrounds** who are under-represented in high-value jobs and senior positions.

York has huge capital investment schemes occurring in the next 10 years such as York Central which will rely on high numbers of people with **construction** skills in the workforce being readily available. There is also the challenge to address the deficit in low carbon construction skills to respond to the UK's net zero by 2050 ambition. We will encourage employers to take on apprentices at all levels and support the rollout of T Levels to ensure that there is a pipeline of talent to meet these needs and provide good jobs for local people.

Key to the decarbonisation agenda is the investment in the **rail sector**. There are c5,000 people employed in the rail industry and its supply chain in York and planned extensive investment in rail infrastructure in the next decade will require a substantial increase in the workforce particularly in the digitisation of the network, electrification, data analysis and signalling. This means that there are numerous and growing opportunities to work in skilled, well-paid jobs with prospects for future development.

Skills attainment is a major factor in transforming people's prospects especially if those skills help people secure high-value jobs that are in demand.

I. Introduction

Strengths to build on for a strong York workforce

- High proportion of higher-skilled, non-manual sectors such as education, finance and professional services contribute to resilience in the economy.
- Significant graduate pipeline that is attractive to employers.
- Low numbers of people seeking work compared to other cities.
- High-quality learning institutions.
- Growth in key sectors such as rail and construction with high demand for staff.
- Vibrant visitor economy which offers flexible work to a broad range of people.
- World-renowned expertise and facilities exist in important areas such as agritech, bioeconomy and life sciences.
- High-quality Information, Advice and Guidance (IAG) is routinely offered by good providers.
- York is an attractive city to live in with good schools and good transport links.
- High number of job vacancies in highly skilled sectors such as health and engineering.
- Existing partnerships such as Higher York, BioYorkshire and the Yorkshire and Humber Institute of Technology demonstrate the commitment of local organisations to boosting local skills.

Challenges

- Automation in industries such as retail and food manufacture reduces the need for people with lower-skilled jobs.
- Business models have rapidly altered to offer online access to goods and services, requiring new skills and resources to support these changes.
- People need new skills to access jobs in new sectors after they have been displaced due to automation or redundancy.
- The demand for digital skills at all levels outstrips supply.
- Changes to the available workforce as a result of Brexit, the pandemic and the ageing population put extra pressure on businesses trying to recruit locally.
- Graduates who wish to remain in the region may be unable to access graduate employment.
- Current models of employment do not always support people to fulfil their potential e.g. those with disabilities, low skills attainment, caring responsibilities, neurodiversity.
- High proportion of part-time jobs creates challenges with lower Gross Value Added (GVA) per resident.
- High number of hard-to-fill vacancies and skills gaps in important sectors such as health and social care, rail and technology.
- Ageing population is leading to a lack of skills as people retire from the workforce more quickly and in larger numbers than people can be trained or recruited.
- The demographics for people in highly paid, higher-skilled jobs in STEM industries do not reflect the population, with a lack of representation from all parts of society.

I. Introduction

Opportunities

- Putting business closer to the heart of skills planning.
- Rise of technology and automation creates new and exciting jobs in all sectors.
- Investment in large scale developments creates construction jobs in the medium term and a range of jobs in the longer term.
- Devolution brings more opportunities to shape and develop provision using funding more creatively to address local issues e.g. Adult Education Budget.
- Expertise at a high level already exists in the workforce and can be utilised to greater effect by high performing work practices.
- To work with Higher York to ensure that the strong graduate pipeline meets local and regional needs.
- Changes to local Government structures in North Yorkshire open a new chapter of cooperation between the two authorities.
- Big data offers new opportunities to individuals and businesses e.g. vacancy data from recruitment sites gives real-time information to support people to transition to new jobs mid-career.
- Technology offers innovation to traditional industries and opportunities for entrepreneurship among a wider group of people.
- High productivity levels compared to other cities regionally.
- To work with education and skills partners to better align careers education, information, advice and guidance with the needs of York's labour market.

Case study

Mediaworks and York St John University

Mediaworks (a market leader in this area) partnered with the York St John University Business School to offer an online course specialising in digital marketing. Together they have created an introductory version of the MSc Digital Marketing and Data Analytics to help local businesses learn more about the basics of digital marketing.

This was created during the lockdown period of the pandemic to respond to the needs of businesses that rapidly needed to adapt to an online offer. With several courses delivered during the year, this was an ideal way for people to build their skills through a 3-week taster course and gain the confidence to take their knowledge to a higher level, perhaps even enrolling on the full MSc programme.

2. Maximising new national initiatives for local benefit

There are a range of initiatives and forthcoming investments which will have skills and jobs implications across the city.

Building stronger links between the businesses and public sector organisations involved in those initiatives and the education providers will help ensure a pipeline of talent. Examples include:

York Central

A 42 hectare site, which will provide up to 2,500 new homes and create around 6,500 new jobs, with up to 1.2 million square feet of commercial development and an upgrade to the National Railway Museum.

In the short term, there will be significant demand for construction-related jobs at all levels. Long term the site has been designated as an **Enterprise Zone** providing demand for new high skilled jobs in a range of sectors including professional services, digital and IT and the rail engineering sector.



BioYorkshire

BioYorkshire is a strategic initiative that will use bio-based innovation to transform Yorkshire's economy through world-class research and translation facilities, a network of specialised business incubators, training, networking and entrepreneurial support generating up to 4,000 new jobs.

To support the demand for jobs and ensure the availability of technical and professional skills development in this sector, a bioeconomy skills academy will be established.



Guildhall Redevelopment

York Guildhall is being redeveloped to create high-quality office spaces with the potential to create an estimated 250 jobs in high-value sectors, especially the creative and digital sectors and creating an £848k annual income and an additional estimated £117m boost to the city's economy over the next 5 years.

An additional 50 jobs and £7m GVA will also be created during the construction phase.



2. Maximising new national initiatives for local benefit

York Accelerator

There are plans for the development of a business accelerator to expand the city's technology capabilities and support the creation of significant numbers of high-value and high-skilled jobs aligned to key growth sectors and national and international trends. It could also enable and support tech start-ups to succeed in the city and attract additional high-value inward investment.



Carbon Neutral Aims and the Green Economy

York has an ambition to be a net zero carbon city by 2030. This aim impacts many sectors including construction, engineering, transport and energy and will require investment in a wide range of green skills. It has been reported that the low carbon workforce is set to triple by 2030 so we must ensure our training and education providers engage with local employers to understand future skills needs. York is already well placed with York College having recently been awarded £150,000 to boost skills training in electric vehicle technologies.



The funding will be used to extend workshop space and technologies, helping to address a skills shortage around low carbon electric vehicle maintenance.



3. Our priorities for action

Commitment I York Works for individuals

Work within and across communities to provide access to skills for employment and self-employment for all.

Priorities

- Support entry-level and basic skills (including maths, English, digital skills, employability and transferable skills).
- Enhance skills opportunities and IAG for entrepreneurs and those seeking self-employment with a focus on hard-to-reach communities.
- Utilise talent more effectively so that people from all backgrounds get better chances to access good jobs.

Our rationale

- Support entry-level and basic skills (including maths, English, digital skills, employability and transferable skills).

York benefits from a workforce that is more highly skilled than comparators in the north of England and this makes the city more resilient. We can build on this skills base to enhance and transform the local economy but we must ensure that those without the fundamental skills to enter and sustain good jobs are enabled to gain them. If we do not focus on enabling adults to achieve functional levels of maths, English and digital skills we risk them falling behind in their chances of a fulfilling future with good jobs and prospects.

For adults in low skilled sectors, digital skills have become as important as maths and English to enable people to access jobs in new sectors. Provision in the city therefore must enable those without basic skills to attain them in a flexible and supportive way. We also want to ensure that people displaced from traditional service (and often low paid) sectors are supported to gain skills in sectors with job vacancies (such as the health and social care sector).

There is an established and well-regarded offer of adult and community learning delivered in the city and this has been able to adapt as demand for learning evolves.

For people who are in work but on low incomes, the prospect of reskilling can be challenging and confusing. It's therefore important that information, advice and guidance can be accessed in community settings and helps people to understand the training that will help them progress in employment or self-employment.

Community outreach will be key, with York Learning and North Yorkshire's Adult Learning and Skills Service acting as a gateway to upskilling and reskilling opportunities.

3. Our priorities for action

- Enhance skills opportunities and IAG for entrepreneurs and those seeking self-employment with a focus on hard-to-reach communities.

Start-ups, given the right support to nurture talent and ambition, can be the SMEs of tomorrow. It is critical that people embarking on self-employment or starting a business for the first time get all the help they need to maximise their chances of success in the longer term. This is especially the case if those budding entrepreneurs are not from conventional business backgrounds or live in disadvantaged neighbourhoods. Developing 'an enterprise for all' culture with the appropriate facilities, advice and training will be essential to ensure both new and existing start-ups not only survive, but thrive and hopefully, in the long term provide new jobs across the city.

- Utilise talent more effectively so that people from all backgrounds get better chances to access good jobs.

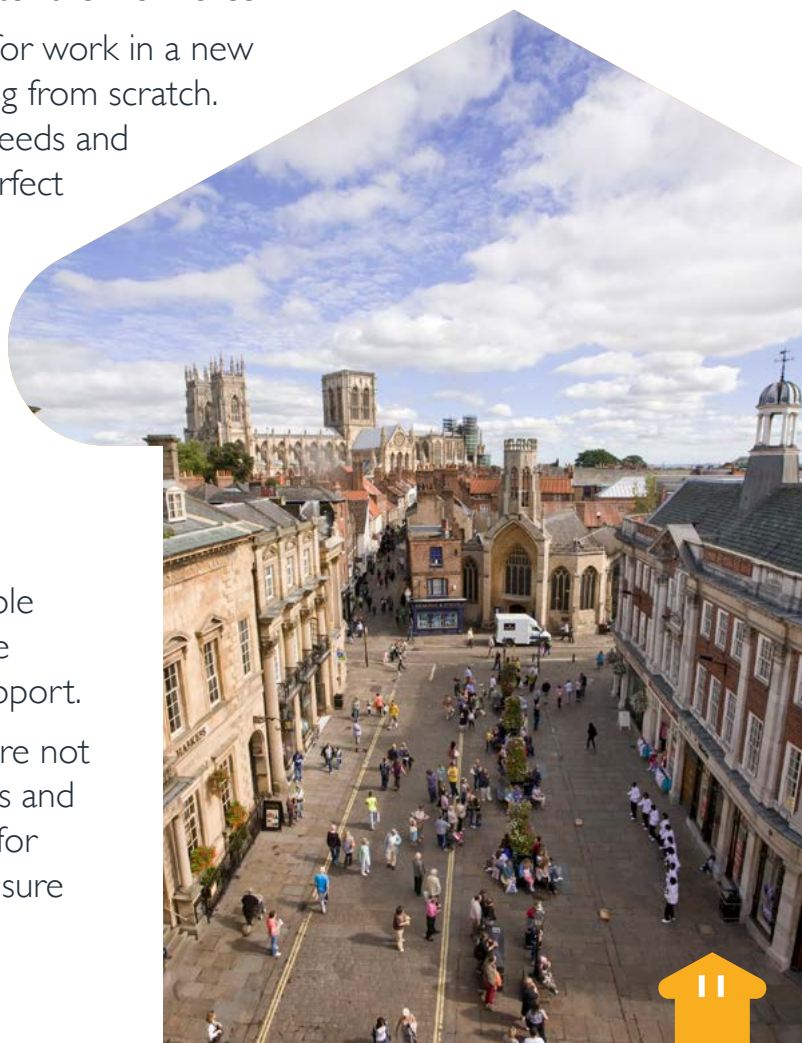
Prior to March 2020, around 1% of the working-age population was claiming out of work benefits which represented the lowest figure for decades. However, as Brexit and the pandemic impacted the economy, this figure sharply rose to 3.6% (around 5,000 people) by March 2021. In comparison with other areas, this increase is not as pronounced. Our challenge is to support people looking for work to gain the necessary skills for available jobs. It is therefore essential that those who are seeking work have access to high-quality advice and guidance as well as the relevant skills and retraining to help them re-enter the workforce.

What can be disheartening for people looking for work in a new sector is the perception that they will be starting from scratch.

The reality is that many jobs have similar skills needs and those with experience in one field may be a perfect fit in another. The challenge is connecting the two together. Information about how people can migrate from one sector to another, using their transferable skills is high on our agenda.

People who have multiple barriers to work either from a skills perspective or due to other factors now have a greater challenge to secure employment. Support is needed to enable people furthest from the labour force and with multiple barriers, to access training and wrap-around support.

We also know that some highly skilled groups are not represented as they should be in high-value jobs and we, therefore, want to maximise opportunities for people from minority groups and women to ensure that they fulfil their potential in our workforce.



3. Our priorities for action

Case Study

Bettys and Taylors Group and York College

Over a number of years, York College has worked with Bettys and Taylors Group to adapt engineering provision to suit the specific needs of the company as it has expanded and modernised the production of its world-famous range of products.

In order to increase productivity Bettys and Taylors Group has retrained existing staff to support the food manufacturing operation by building on its apprenticeship programme and Performing Engineering Operations NVQ and offering bespoke training in engineering skills that are specific to their business. This includes welding, engineering maintenance, fitting, health and safety and refreshers in IT and maths skills.

Reviewed regularly, plans are in motion to offer advanced manufacturing training in mechanical maintenance and robotics to reflect technological advances with an emphasis on efficiency and continuous improvement.

Commitment 2 Empowered Employers

Support local businesses to increase productivity and build resilience through training and upskilling their workforce.

Priorities

- Invest in the sectors that drive prosperity in York.
- Support businesses to access talent, tailored provision and support for upskilling.
- Focus on helping small and micro businesses to thrive.

Rationale

- Invest in the sectors that drive prosperity in York.

The partnership has selected eight sectors to focus on in the coming years. Evidence tells us that these are the sectors that are critical to the future prosperity of York. These priority sectors reflect the distinct nature of the workforce in York, building on strengths such as the knowledge base and facilities in the bioeconomy as well as addressing challenges that must be tackled in the coming years.

3. Our priorities for action

Health and Social Care for example accounts for the biggest deficit in the availability of skilled employees whilst the heritage sector and visitor economy is rapidly changing to reflect new ways in which businesses operate online and therefore require new digital and technical skills.

Large scale developments in the city require a boost in workers with modern construction skills and these skills must contribute to the ambition to deliver net zero carbon emissions in the next decade.

The eight priority sectors are;

- ▶ Adult Health and Social Care
- ▶ Agritech, Bioeconomy and Life Sciences
- ▶ Property and Construction
- ▶ Creative and Communications
- ▶ Engineering (includes food manufacture, transport and rail)
- ▶ Heritage
- ▶ IT and Digital
- ▶ Tourism, Hospitality and Retail

More detail on the priority sectors can be found in Section 5.

- Support businesses to access talent, tailored provision and support for upskilling.

Forward thinking leaders have remodelled their operations, sometimes radically, to future-proof their business. Businesses with highly effective leaders invest in their staff and adopt high performance work practices.

The use of technology to enable safe, remote working in sectors that can accommodate it has become the norm rather than the exception. Business models have swiftly altered to offer accessible online access to goods and services requiring new skills and resources to support the changes.

These rapid changes inevitably have a knock-on effect in terms of skills requirements both in the short and long term. Not only the skills to enable employees to utilise technology but also interpersonal skills needed for managing remote teams and performance management.

Businesses have told us that they value personal skills such as resilience, adaptability and teamwork as much as the technical skills required in their sectors. They have also become much more aware of the importance of mental health and are committed to their responsibilities to ensure mental well-being in the workplace and know how to support their employees in times of mental ill-health.

Demand for health and well-being, business resilience and managing through change courses are growing in demand as businesses look for ways to support their staff in a holistic way.

3. Our priorities for action

- Focus on helping small and micro businesses to thrive.

One of the challenges that businesses tell us they face is that they do not have enough information or advice about the most appropriate provision for their needs. The complexity of the offer and bureaucracy involved puts a barrier in the way of training. There is little to be gained by embarking on skills training without a robust understanding of the impact it will have so it is important that training needs analyses are offered as well as a coherent and coordinated offer that is communicated well.

Skills provision for businesses, especially small and micro ones (which account for the majority of businesses in York) regardless of the sector need to be offered in ways that are accessible. This means bite-size, modular, responsive and flexible.

With the rise of e-commerce, businesses report an increase in the need for digital skills. This ranges from day-to-day digital skills that enable staff to operate in an increasingly technical world, to more complex skills that are required to handle complex online business models.

Commitment 3 Pioneering Provision

Work in partnership to create a flexible city-wide skills system that responds to local needs.

Priorities

- Use the partnership to join up provision across the city to deliver a united and streamlined skills offer.
- Ensure provision is aligned to future growth sectors and skills needs in the city.
- Embed the business voice into provision and planning by fostering more links between Further Education, Higher Education, Independent Training Providers and businesses.

Rationale

- Use the partnership to join up provision across the city to deliver a united and streamlined skills offer.

York is fortunate in having high-quality learning institutions which serve the city and offer good provision at all levels. However, it is not always clear to individuals and businesses what is available and how it will meet their needs. Information can be full of jargon which can be confusing for local people and this prevents them from accessing qualifications and skills that can transform their lives.

The relationships between the institutions and the routes for progression are sometimes unclear and difficult to navigate. We want to ensure that there is a joined-up approach to skills and clearly articulated progression pathways.

3. Our priorities for action

We also want to transform the curriculum so it increasingly meets the needs of businesses. Whilst there are good examples of businesses working with colleges and universities there is lots more that can be done. We want to develop a framework for partnership working that will enable innovative, agile development of new provision with employers at the heart of it.

- Ensure provision is aligned to future growth sectors and skills needs in the city.

The focus on a low carbon economy will also create significant demand for new jobs and new skills. This includes not only skills in the low carbon and environmental goods and services sector, but also those needed to help all businesses use natural resources efficiently and sustainably to become resilient to climate change. Dedicated low carbon education and training programmes as well as ensuring that green skills are embedded in existing qualifications will be a major focus of curriculum developments.

Efforts to rapidly upskill the existing workforce in new green skills is paramount in our priority sectors. For example, we want to enable local businesses in the construction industry to gain the skills needed to retrofit existing buildings to achieve greater energy efficiency.

As businesses digitise, there has been an increased demand for entry-level right through to higher-level digital skills with acute demand for coding, programming and software engineering.

- Embed the business voice into provision and planning by fostering more links between Further Education, Higher Education and businesses.

The Skills and Post-16 Education Bill introduced in May 2021 set out the expectation from the Government that further and higher learning institutions embed business needs in the curriculum to a much greater extent than is currently the case.

York has a good track record of employer engagement but this must be dramatically enhanced and barriers overcome if provision is to properly reflect the current and future needs of the economy.

We commit to working with employer representative bodies and businesses to make this ambition a reality.

Initiatives such as the Yorkshire and Humber Institute of Technology (IoT), of which York College, York St John University and Askham Bryan are partners, is an example of how business and education can work together to transform facilities and technical provision in the area. The IoT has enabled investment in learning facilities and is set to be further developed to produce a step-change in higher skills attainment which is linked to growth sectors in the city.

3. Our priorities for action

Case Study

Aptamer Group and University of York

Based in the Bio Centre at York Science Park, Aptamer Group develops Optimer[®] binders as antibody alternatives for use as therapeutics and in diagnostic tests. Optimer binders can be targeted to bind a specific molecule to inhibit, activate or label the target for use as therapeutics or as diagnostic and research reagents. Additionally, Optimer binders are being used to deliver drugs and gene therapies to specific cells and tissues within the body, to improve the therapeutic efficacy. The company works with a range of pharmaceutical, biotechnology, diagnostic and research partners to enable new treatments, tests and analyses.

Operating in such close proximity to the University of York has increased ties with the institution to offer graduates commercial experience during their training and improve collaborations with academics across several fields.

Aptamer Group engages with the University in several ways, including establishing research collaborations that have helped validate Optimer technology and allow researchers to use novel reagents to advance their projects, PhD student internships, graduate recruitment, and equipment access.

The University's PAPI (Product and Process Innovation) project supported Aptamer Group with a £20,000 grant to purchase equipment to boost its cell-based Optimer development process, ensuring safety while increasing the process throughput to meet demand.

From working closely with the University's scientists, Aptamer Group has gained information about useful targets to pursue through our development pipeline that can fill gaps in the current reagent market and offer new solutions to help drive translatable research. Aptamer Group has also recruited several staff members from the pipeline of talented graduating undergraduate and PhD scientists.

Commitment 4 York's Talent Pipeline

Through high-quality provision and a culture of lifelong learning, ensure a pipeline of talent that meets business needs and attracts, trains, retains and re-trains people in the city.

Priorities

- Focus on occupations in highest demand e.g. nurses, caregivers, and software developers, and help people who are underrepresented in high-value professions to enter them.
- Increase apprenticeships especially at higher levels and in STEM industries.
- Ensure talent pipeline of graduates and people with higher-level skills is enhanced and aligned with priority sectors.

3. Our priorities for action

Rationale

- Focus on occupations in highest demand e.g. nurses, caregivers and software developers, and help people who are underrepresented in high-value professions to enter them.

One of the biggest challenges we face is generating a pipeline of people with the right skills for current and future jobs. This is because the skills needs of many professions are changing rapidly due to innovation and advances in technology, and skills acquisition for high-level jobs takes years to accomplish. Even with a focus on the occupations that are most in-demand, this is not a quick fix.

It is therefore critical that we focus on helping people make the right choices and also ensure that information, advice and guidance is available for individuals at every stage of their working life.

We will continue our commitment to helping people from diverse backgrounds and from under-represented groups get access to the same opportunities as others so that they can get the skills and confidence needed to enter occupations that are in the highest demand.

- Increase apprenticeships especially at higher levels and in STEM industries.

There is a collective and long-standing commitment to apprenticeships in the city. Efforts over recent months have resulted in over 150 apprenticeship vacancies available in York across a wide variety of sectors and levels which is a testament to the commitment that businesses have made to apprenticeships. Whilst this is a positive picture, data shows us that those from disadvantaged backgrounds are less likely to participate in apprenticeships.

Therefore, there is a job to be done in York to open up the accessibility of apprenticeships to people from disadvantaged backgrounds. At the same time, we need to keep the momentum going at the higher and degree level of apprenticeships to ensure businesses can recruit staff with the requisite skills. For our priority sectors such as agritech, the bioeconomy and construction, an emphasis on STEM subjects is paramount.

The role of independent training providers and colleges is critical here in building further on the expertise and commitment to apprenticeship provision in the area. Independent training providers are also agile when responding to business needs and are often able to provide tailored solutions in timescales that are challenging for larger institutions.

3. Our priorities for action

- Ensure a talent pipeline of graduates and people with higher-level skills is enhanced and aligned with priority sectors.

The workforce in York is characterised by its high proportion of people with at least level 4 qualifications but evidence shows us that this is falling. The majority of graduates leave the city once they have gained their degree (level 6). We need to work with businesses more closely to ensure that there are suitable graduate jobs available and encourage a stronger partnership between Higher Education (HE) institutions and businesses.

High-quality Information, Advice and Guidance (IAG) is routinely offered by good providers and this should be applauded. The best providers understand ladders of opportunity in the local area and tailor their offer to enable people who are starting at a low level to understand the trajectory they are on from the outset. This also means aligning their offer with other providers especially when it comes to progression pathways within the city.

York is well served by HE provision but the majority of young people who go on to HE choose to leave the city to study at degree level. The challenge is how to attract talent back.

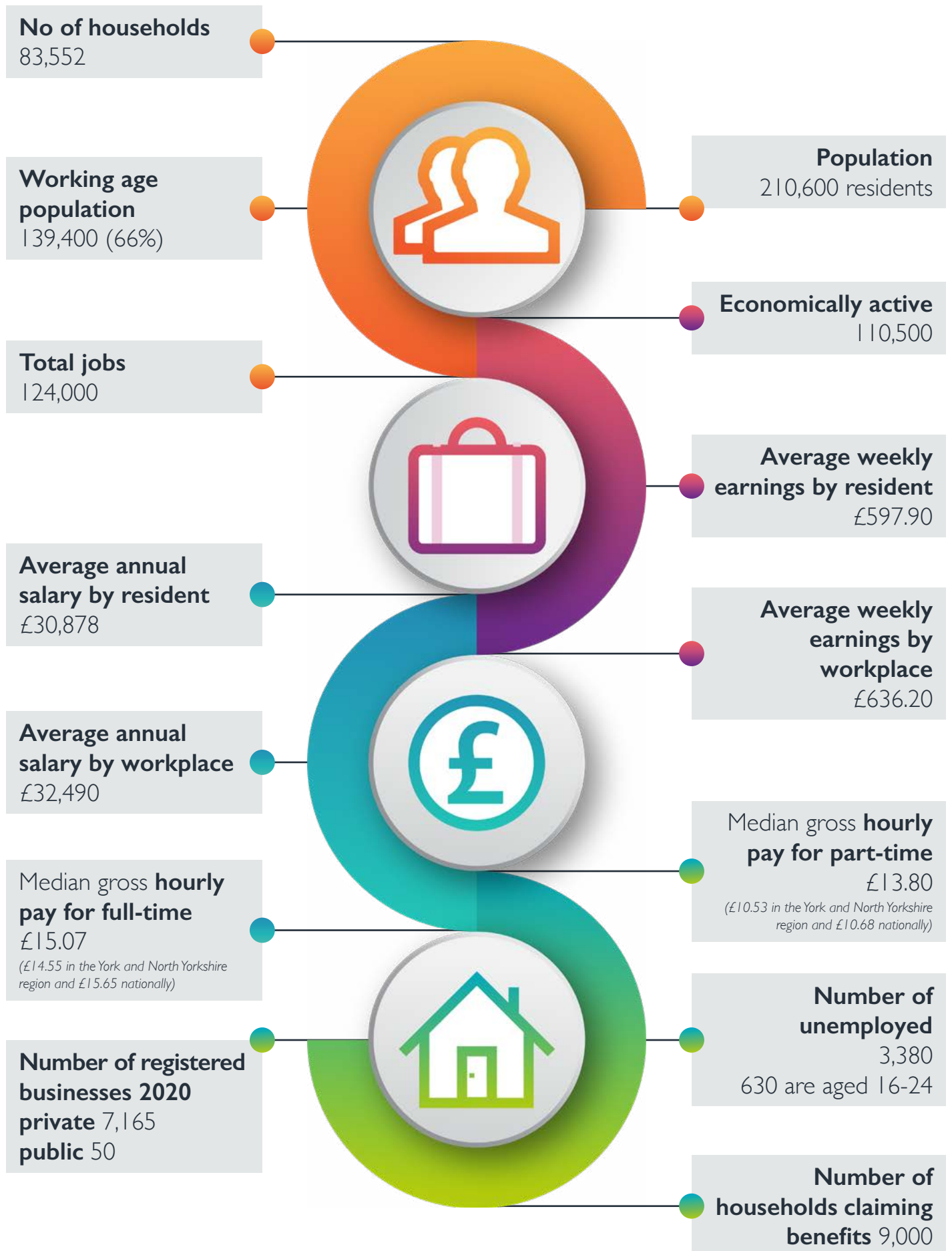
The mix of provision for undergraduates could be adapted to better reflect skills requirements in York and this is exacerbating the challenge that employers have when trying to recruit people with the technical skills they need.

People from disadvantaged groups are less likely to study for a degree. New and innovative approaches to tackle the issue are needed, for example scrutinising the potential biases in recruitment processes within organisations rather than a focus on individuals in outreach settings.

Progression routes from Further to Higher Education for adults need to be strengthened which is one of the key aims of this strategy. It is particularly important for progression pathways to be clearly articulated for adults already in the workforce to enable those from under-represented groups to gain level 4 or above qualifications.



4. Economic data (as available in September 2021)



5. Priority sectors now and in the future

The partnership has selected eight sectors to focus on in the coming years. Evidence tells us that these are the sectors that are critical to the future prosperity of York. These are not the only sectors important to York but they are the ones in which skills partnership efforts can bring about the greatest impact.

Many skills are relevant across different sectors and an aim of this strategy is to support the smooth movement of employees across different industries so that businesses attract the right talent at the right time.

- **Adult Health and Social Care** - a substantial and growing need for skilled people now and in the future, to respond to skills shortages, an ageing population and an ageing workforce. By 2038 a quarter of people in York will be over the age of 65 compared with one in five now and this will intensify the demand for care.
- **AgriTech, Bioeconomy and Life Sciences** - growth sector and distinct for York with its world-renowned facilities and expertise.
- **Construction and Property** - to keep pace with demand, prepare the workforce for low-carbon construction skills, encourage diversity and support capital developments. The construction sector is buoyant in York currently and with large investment projects such as York Central in the pipeline, it looks set to grow further. Skills shortages in most areas of the sector mean that we must train young people from all backgrounds and adults already in the workforce to take up jobs in the sector. Construction provision in the city is high quality and offers a breadth of provision at a range of levels including apprenticeship provision. There is also a growing, responsive part-time offer that enables people mid-career to re-train or gain higher-level skills in the sector.
- **Creative and Communications** - there are 62 professional arts and heritage organisations operating in the city and over 140 creative enterprises. Attracting and developing new talent as well as being a major contributor to the international reputation of York as a cultural and heritage centre makes this sector critical for the city. This aligns with the York Culture Strategy (makeityork.com/culture/yorks-creative-future-york-culture-strategy-2020-2025/) which highlights skills needed to enhance the sector.
- **Engineering (includes food manufacture, transport and rail)** - high-value jobs in sectors that increase productivity, however businesses struggle to recruit people with the right STEM skills.

5. Priority sectors now and in the future

- **Heritage** - using the uniqueness of York to utilise technology in innovative ways which enhance the cultural offer and create new, digitally-enabled visitor experiences. York has a strong reliance on the consumer-facing service economy and occupations linked to hospitality, tourism and accommodation and this brings its own long-standing challenges with service related skills. The way that visitors plan their visit and choose to spend their time (and money) is changing - it is more individualised and online. This is exciting for York which has a strong heritage and cultural offer and world-renowned visitor attractions. Significant opportunities in entrepreneurship in this sector are likely as we see the increased use of Artificial Intelligence (AI), Augmented Reality (AR) and Virtual Reality (VR) in our heritage offer.
- **IT and Digital** - skills needed at all levels now and in the future. As businesses have rapidly digitised there has been an increased demand for digital skills at all levels and tech companies providing digital services have experienced exponential growth. That means that people with high-level technical skills are in great demand and companies report difficulties filling vacancies.
- **Tourism, Hospitality and Retail** - the highest proportion of the workforce is in these sectors but all are vulnerable to changes in the economy and the advances of technology. The workforce is often part-time, with low pay and can be transient.

Adult Health and Social Care

Now

- 16,000 employees (15%)
- 50/50 full-time/part-time split
- Average national salary: Nurse £32K, Care Assistant £19K, Doctor £42K
- Nurses and health care workers accounted for the top two job vacancies in 2020
- Majority female demographic
- Mental Health (14,669) / Learning Disabilities (9,691) / Primary Care (3,877) are significant skills for Yorkshire and Humber region

Future

- Increasing aging population leading to greater needs for health and care
- Public perception of the sector adversely affects recruitment though this could be positively affected by COVID-19 and Brexit
- Around 70% of roles at high risk of automation are currently held by women
- Globalisation and technological change are also changing approaches and creating new opportunities

5. Priority sectors now and in the future

Agritech, Bioeconomy and Life Sciences

Now

- Around 1,400 (2%) employees
- 62% are full time
- Average national salary: Agricultural Engineering Technician £35K, Biochemist £41K
- World leading knowledge, facilities and potential for growth but under-developed job opportunities
- Priority sector for area and subject of significant investment
- Relatively few direct employees but a growth sector nonetheless
- This sector is strongly impacted by Brexit

Future

- BioYorkshire - a partnership between University of York, Askham Bryan College and FERA to deliver on the green agenda, create jobs, boost the regional economy and develop sustainable solutions for environmental challenges
- Growth potential due to the existing expertise, skills and facilities, business base in the sector and policy commitments by leading institutions and strategic bodies



5. Priority sectors now and in the future

IT and Digital

Now

- 315 enterprises
- 1,800 (2%) employees
- 83% full time
- Average salary: IT Technician £31K, Cyber Intel Officer £53K, IT Project Manager £54K
- Computer consultancy activities is the largest sub-sector in York
- High level skills such as programming, developing and coding are at a premium and in short supply, recruitment of people with these skills is challenging
- Majority male dominated - around 80%

Future

- Industry will be in the process of constantly reskilling and learning as technology develops, employees must enjoy continuously learning and be flexible
- Key sub-sections of this industry have and will continue to increase such as data science, machine learning and AI
- Creativity and critical thinking skills are essential for the future
- Communication and leadership skills will be essential in making teams effective



5. Priority sectors now and in the future

Heritage

Now

- 15 enterprises
- 1,000 (1%) employees
- Average national salary: Museum Curator £25K, Visitor Attraction Manager £35K
- 50/50 part-time and full-time
- The strength of the heritage offer is critical to the success of other sectors such as hospitality

Future

- New trends in the way visitors 'consume' the York experience will require digital skills as standard
- Opportunities for entrepreneurship in this sector as niche, individually tailored tourist 'experiences' increase
- Attractions that have an older demographic will need to change to attract younger audiences who are digitally savvy

Creative and Communication

Now

- 3,250 employees (3.5%)
- 230 of enterprises
- Average national salary: Digital Marketer £39K, Community Arts Officer £26K, Social Media Manager £43K
- 64% of workers are part-time
- Most self-employed or freelance

Future

- Industry crucial for the survival of many retail businesses
- New Creative Centre at York St John University
- Links with the York Culture Strategy, which sets out steps needed to create a vibrant, evolving and flourishing cultural offer

5. Priority sectors now and in the future

Property and Construction

Now

- 4,000 employees (4%)
- 75% full-time, predominantly male workforce
- Average national salary: Quantity Surveyor £43K, Construction Site Supervisor £29K, Construction Project Manager £41K, Electrician £31K, Labourer £28K
- Skill shortages are a national problem for this sector
- Industry bodies such as CITB are active in addressing skills needs

Future

- Adapting to green construction and automation is a priority
- Large scale developments in the city such as York Central will create a demand for construction jobs that will continue for years to come
- Challenge to recruit a more diverse workforce and attract new entrants

Tourism, Hospitality, Retail and Leisure

Now

- 1,605 enterprises
- 20,000 employees (18%) c2/3 part-time
- Average national salary: Waiter/ess £17K, Retail Supervisor £20K, Barista £22K, Store Manager £20K, Head Chef £24K
- Consistent growth in the industry, an increase of 7.8% from 2017-2020

Future

- Challenge of supporting people displaced from retail jobs into new employment with prospects
- Digital skills and confidence with technology will be essential in this sector
- Core skills such as customer service are sought by employers in most sectors so transferable skills may be at a premium if targeted correctly
- Whilst traditional large store retail is in decline, online retailing is on the increase with a 60% surge occurring in 2020
- Long term and persistent issues with skills shortages (e.g. chefs)

5. Priority sectors now and in the future

Engineering (including manufacturing, rail and transport)

Now

- 8,000 employees (7%)
- 78% full-time and 22% part-time
- Average national salary: Rail Engineering Technician £34K, Track Maintenance Officer £34K, Train Driver £57K, CAD Technician £45K, Manufacturing Systems Engineer £44K, Production Manager £62K
- General engineering skills deficit of Mechanical Engineering, CNC/CAM (Computer Numerical Control and Computer Aided Manufacture), Electrical Electronic Engineering, Manufacturing / Production Engineering (inc robotics / PLCs), Maintenance Engineering, Engineering Design (inc CAD/E Computer-Aided Design/Engineering)
- An ageing workforce and predominantly male
- Institute of Technology is developing high tech provision and increasing skills levels

Future

- New sustainable technologies and technological uncertainties threaten to cause structural unemployment at the lower-skilled end but also offer opportunities
- The rapid change from fuel to electric and alternative sources of energy
- Requiring high skilled flexible workforce to be able to adapt to new technologies quickly
- Significant opportunities in the rail sector particularly in the digitisation agenda. Jobs in data analysis, signalling and electrification
- Automation is replacing low skilled workers
- Growth sector generating high skills and well paid jobs
- Potential for apprenticeship growth
- New Bosch embedded vehicle technology centre to be opened in York

6. What we will do and how we will do it

The partnership will oversee progress and provide accountability. The partners will contribute resources to making the strategy a reality and structures will be put in place to coordinate activity.

We will evaluate the success of the partnership to deliver our ambition and the extent to which the partnership itself is an engine of change for the city's skills provision. Emphasis will be placed on the added value of the partnership rather than a sum of its parts but we will also track appropriate metrics to assess the impact of our work.

An implementation plan will be developed with actions and outcomes. This will be developed in the months following the adoption of the strategy. Measures of success will be partially assessed by publicly accessible metrics but the emphasis will be placed on the added value of the partnership.

Our implementation and evaluation strategy will use three themes to measure the impact of our partnership to deliver the changes we seek.

1. Accessibility - the extent to which information, provision and support is available to those that need it.

2. Sustainability - activity is self-generating and able to continue 'naturally' in the city.

3. Scalability - activity is repeatable and scalable to other places.



7. Further reading and sources

Publically available data on skills

[NOMIS](#) - Office for National Statistics dashboard

[Data.gov.uk](#) - Government dashboard of open data sites

[Office for Students](#) - website containing policy documents, data and analysis of Higher Education in England

[Explore Education Statistics](#) - Government dashboard hosting statistics on apprenticeships, FE and HE

[Migration Advisory Committee Skills Shortage List](#) - using SIC codes this scholarly article is used to indicate skills in short supply

[ONS UK Productivity Analysis](#) - analysis of productivity data across UK 2010-2019 (latest figures available)

[FE Data library](#) - Government site holding FE data

Government policy documents

[National Skills Fund](#) - part of government's Plan for Jobs to support adults to achieve skills that improve job prospects including Level 3 entitlement, and boot camps

[Institutes of Technology](#) - investment in higher level technical skills

[Skills for Jobs White Paper Jan 2021](#) - sets out government's plans to create Local Skills Improvement Plans (LSIPs) led by employer representatives such as Chambers of Commerce, an opportunity to develop college business centres and a duty for colleges to review how well their provision meets the needs of employers

[UK Shared Prosperity Fund](#) - House of Commons briefing paper on plans to date relating to the funding which will replace European Structural and Investment Funds

[Hospitality Strategy](#) - recently launched plan to support the recruitment and skills challenges in the hospitality industry

7. Further reading and sources

Skills reports and resources

Apprenticeships - Government site containing information and search options for learners and employers plus information for influencers

British Chamber of Commerce - policy reports and publications

CIPD Knowledge Hub - wide range of resources on human resource management, leadership, diversity, organisational development and future trends

WISE - resources, information, reports and data to support women in science, technology, engineering and maths

The Gatsby Foundation - aims to strengthen science and engineering skills in the UK by developing innovative programmes and informing national policy. Influential reports on the need to increase Level 4 and 5 technical skills

The Missing Middle and **Beyond the Missing Middle**

Learning for Life; the role of adult community education - Local Government Association report on the impact of learning on community

Association of Colleges

Skills Futures Singapore - aspirational plan to unite skills provision in lifelong learning in Singapore

NESTA The future of skills 2030

Centre for Cities Levelling Up - setting out how investment decisions can support fairer Government decisions

APPG on Diversity and inclusion in STEM - report from British Science Association on equality on STEM

Local reports on York skills

York and North Yorkshire Labour Market Analysis 2021 - in depth review of data and evidence related to local workforce, skills supply and demand.

York and North Yorkshire LEP Skills Strategy 2021-26 - sets out the main skills priorities and actions for the Y and NY LEP

WYCA Employment and Skills Framework 2021 - West Yorkshire Combined Authority

Skills Strategy

7. Further reading and sources

Sector bodies

[Skills for Care](#)

[Skills for Health](#)

[CACHE](#) - specialists in care sector qualifications

[National Skills Academy for Rail](#)

[COGENT](#) - Sector Skills Organisation for science

[LANTRA](#) - sector awarding body for land based sector

[Enginuity](#) - sector body for engineering

[CITB](#) - Construction Industry Training Board

[IEEE](#) - technical and advanced electrical engineering skills

[Federation of Small Businesses](#) - skills hub for small businesses

[Financial Skills Partnership](#)

[People 1st](#) - sector body for range of service sectors including retail

[Creative and Cultural Skills](#)

[National Skills Academy Food and Drink](#)

[Engineering Construction Training Board](#)

Sector specific reports

[Back on Track - Rail Industry Skills](#)

[A Workforce in Crisis - Saving our Early Years](#)

[Ten Point Plan for a Green Industrial Revolution](#)

[UK Digital Strategy](#)

[Circular Economy Strategy YNY LEP](#)

[Building Skills For Net Zero](#)

[IET Skills for a net zero green recovery](#)

7. Further reading and sources

COVID-19 response plans

[Build Back Better](#) - UK Government plans to rebuild the economy after the pandemic

[Greener, Fairer, Stronger](#) - COVID-19 response plan from YNY LEP

[IES Getting Back to Work](#) - Institute for Employment Studies report on economic challenges brought about by COVID-19

[CBI Economics - The revolution of work report](#)

[AOC Skills Led Recovery Plan](#)

Transferable skills and IAG

[EMSI](#) - economic modelling site contains free resources and paid for services

[Building Bridges Towards Future Jobs](#) - City and Guilds and Burning Glass Technologies report into how people mid-career can transfer to new sectors

[National Careers Service](#) - provides online support for adults seeking career support

[Career and Enterprise Company](#) - national service giving employer focussed careers education information advice and guidance to young people in schools and colleges

[NYBEP](#) - York based careers advice aimed at young people and young adults

[NESTA Mapping Career Causeways](#) - groundbreaking report into ways adults can navigate from one career path to another using transferable skills

[Go Construct](#) - website for careers and information in the construction industry

[York Learning and North Yorkshire Adult Learning and Skills Strategy](#) - sets a clear strategy for adult learning across York and North Yorkshire

If you would like this document in an alternative format, please contact:

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Publication date: **March 2022**



York Skills & Employment Board – Draft Terms of Reference

1. The York Skills and Employment Board - initially formed out of Higher York in response to the emerging impact of the pandemic on the city's economy - is a partnership made up of representatives from Further and Higher Education providers, independent training providers, York employers, employee and business representatives, the Department for Work and Pensions, the Local Enterprise Partnership and Local Authority
2. Formed in September 2020, the Board has developed and is responsible for implementing and overseeing the delivery of the One-year plan: Skills for Employment in York and *Skills for Employment: York's 10-year Strategy*.
3. The Board is aligned with the city's emerging Economic Growth partnership.
4. 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
5. The Board comprises representatives from:
 - City of York Council
 - York College
 - University of York
 - York St John University
 - Askham Bryan College
 - West and North Yorkshire Chamber of Commerce
 - Federation of Small Businesses
 - YNY LEP
 - TUC
 - JobCentre Plus and DWP
 - Independent training providers
 - Small, medium and large employers in the city
6. Through ongoing and tailored engagement, the range of voices will be broadened, for example to include secondary education partners, relevant sector skills bodies and industry representatives.
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 Project Manager who will also provide secretariat for the Board and 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 6-8 weeks, with frequency of meetings to be reviewed by the end of 2022 and then annually.
11. The Board may establish sub-groups, with members committing their own organisation's support/resources to undertake projects on a task-and-finish basis.
12. 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 Economic Partnership.

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**Children, Education and Communities
Policy and Scrutiny Committee**

21 July 2022

Report of the Assistant Director (Communities and Equalities)

York Learning – Strategic Plan Progress Report 2021/22

Summary

1. This report presents the end of academic year performance report and data for York Learning for 21/22.
2. This report forms part of the service's governance reporting arrangements, which are crucially important for the service in demonstrating to Ofsted that it has secure and robust governance arrangements in place. Since the last scrutiny meeting it was approved that York Learning would need a York Learning Improvement Board to meet Ofsted's requirement and give more weight in the level of challenge and scrutiny we receive.

Recommendations

3. Members are asked to:
 - Comment upon the performance of York Learning and seek clarification on any areas of concern.

Reason: To help monitor the service, guide managers and ensure robust and accountable governance arrangements.

Background

4. York Learning is a council service, which delivers a range of adult learning programmes to support people into employment, to improve their skills and to support their personal development. The service is funded almost exclusively from external contract funding and fee income. The service has reported income for the academic year 2021/22 in the region

of £4.4m.

Significant highlights in performance.

5. The services have performed well against measures set out in the strategic plan for 2021/22. This is reported in Annex A. The services performance in supporting 16-18 Learners and Special Education Needs (SEND) students is good. The 16-18 programme is highly valued, but the impact of the pandemic has reduced overall funding which is challenging and relies on other areas of the service over performing to cover any shortfall. The 16-24 Special Education Needs (SEND), programme numbers continue to over hit targets, which again challenges budgets. However, both offers are part of a statutory duty on the council and therefore if oversubscribed or underfunded it is out of York Learning's control.
6. We have concentrated over the last 18 months to improve our partnership links with community groups and to involve those groups within the development of our courses (Annex B). Examples of what we have created alongside those partners are:
 - a) Bespoke IT course which ended with learners receiving their own reconditioned laptop at the Travellers Trust, with English planned for September;
 - b) Bespoke IT course with MySight York;
 - c) Cookery class for Young Carers and a singing class for York Carer;
 - d) Art and craft sessions with York Carers and NHS – early intervention into Psychosis service and planned for next year Millinery at Murton Museum of Farming (and The Guild of Spinners, Weavers and Dyers);
 - e) Create a Garden Bench out of Pallets at Men's Shed.
7. **Digital Inclusion** - The service continues to provide a wide range of courses and provide significant partnership working to reduce the numbers of those who suffer from lack of digital access and skills. Covid highlighted significant impact on residents and learners relating to accessing digital devices and digital connectivity. Through Covid we could connect those who needed free access through additional funding, but this is no longer available. However, there are opportunities to get discounts or free access with broadband providers and we signpost whenever we can.

- a) Our teams are involved in workstreams within the 100% Digital Partnership led by CYC in partnership with Explore York focussing on Digital Skills/Training and working with the ITReUse Scheme. We have joined together with others to identify the skills and training needs to support improvement and greater signposting to the training that is available. Working and identifying with; ITReUse; CYC Local Area Coordinators; CYC Welfare and Benefits strategy; Changing Lives; York Cares; Live Well York; who are all working with harder to reach sectors of the population. This has allowed us to share what we currently offer for increased signposting to ourselves but also signposting to other opportunities to support various levels of digital need.
- b) The new Essential Digital Skills qualifications are supposed to develop the Entry and Level 1 skills needed to overcome digital exclusion. However, the qualifications are presenting challenges as they are pitched too high for the levels presented. From August 2022 these are the only qualifications we can continue to fund for free via the Digital Skills Entitlement that suit our learner demographic. The Level 1 and 2 ECDL(ICDL) qualifications will no longer be funded, and these had provided us with a proven route to build confidence in using digital work skills as part of our employability offer. We have therefore created for August onwards a range of non-accredited courses that we can fund via community learning to cover those Level 2 skills that we will provide for free to those who earn below £18,525.
- c) Our older learners have no interest in learning digital skills with a qualification and we provide a wide range of courses such as – Get to know your laptop; Emails; Avoid Online Scams; Windows; Laptops for Beginners/Improvers; Online Safety. Alongside these we create bespoke courses to meet our partners needs e.g. MySight; Travellers Trust; York Menfulness; Kyra; York Over 60s Centre.
- d) The offer is fully flexible to learners who can choose from four centres over 6 days a week all year round with a range of times to choose from.
- e) We have successfully bid as part of a wider consortium to launch a Digital Skills Bootcamp focussing on an introduction to coding in September which will be free at the point of delivery for the learners. This is a growth area within the economy and are delighted that the

first Bootcamp is already full. We have been granted funding to run a second Bootcamp in January 2023.

- f) We are working with the groups to produce a 'skills map' related to digital skills and improving the search options on Live Well York to correctly identify the various offers.
- g) We have/are creating courses with partners which have included gaining a reconditioned laptop with ITReUse to engage residents to come on courses and enable them to leave the course with a device of their own.
- h) Working with ITReUse we have managed to match 40 learners to reconditioned laptops of their own to support their study and ITReUse are signposting to York Learning to encourage those who claim a device to take Online Safety training with ourselves. The lead at ITReUse has moved on to another role and a member of the team is supporting the project, but a new person has not yet been recruited which has stalled the progress a little and we are working alongside them to get things moving again.
- i) A new digital lead has been recruited within the libraries as part of 100% Digital and we hope that this post will keep the partnership's working move forward.

8. **Post Covid Recovery** - The service has again switched its delivery model from fully 'online only' through Covid, back to primarily face to face classroom delivery. However, alongside that we have also retained and improved the delivery with Hybrid and Online models in courses that are primarily Level 2 and above in accredited provision such as GCSEs, Languages, Counselling, and some leisure classes particularly. Learners have needed increased support with access to digital equipment and we have handed out over 40 recycled devices to support learners as well as increasing our bank of loan laptops.

Recognising that there are increased stressors on our learners we have started a new method for collecting additional support being provided to our learners from our tutors. There has been an increase in the number of learners who need additional 1-1 support before and after class which is proving successful in helping us to retain our learners. We have also been successful in accessing funding to train a mental Health Lead to

support us with creating a Wellbeing Strategy for our learners and York Learning teams. Request for help to purchase study resources, travelling costs etc. to support learning has also increased.

The National Skills Fund L3 was introduced in April 21 but as we didn't already have pathways to many of the qualifications offered, we are still not fully spending this funding. Delays in starting courses due to lockdowns have also delayed this work. We are looking at where we can work with employers or other partners to help identify other areas we can realistically respond to.

- a) Key challenges we have found are: Increasing impact on the social emotional mental health needs of our young people particularly has created additional and, challenging at times, support being needed to be put in place.
- b) Increased costs of travelling on learners and tutors reducing enrolments and increasing drop out of classes.
- c) Increasing vacancies in learner workplaces has created less time for them to study due to expectations on taking additional shifts which are often unsociable hours. This affects their attendance and is affecting higher drop out within apprenticeships and work based learning particularly.
- d) Finding appropriate venues for delivery due to previous venues no longer being available.
- e) Increased costs of room rental, resources and tutor pay when each course, accredited particularly has not generated increased funding payments in line with increasing cost of delivery.
- f) Cost of living crisis has an impact on our ability to increase prices to cover our increasing commitments, it is a balancing act as we don't want to price ourselves out of the market but still need to cover our costs.

We are optimistic that 22/23 will come with increased recruitment in accredited programmes as more learners start to move through our non-accredited programmes and into progression routes at Entry/Level 1.

9. The increased need for our own venue has never been clearer, due to COVID. and significant support is required to have a fully accessible and fully visible adult learning base, which can celebrate and visually motivate adults to embrace lifelong learning. This would enable us to grow our

higher-level accredited pathways, increase eco-skills delivery and our ability to create pathways to green skills. Having a base would enable us to invest in the appropriate tools, setup of workrooms and adequate storage for portfolios and tools that are related to this type of learning. It would also enable us to use the building in the evening to support the wider community learning programmes in culture, health and leisure which would help to keep those programmes overall costs down and keep it accessible to those with lower incomes. Solutions are being discussed with CYC Head of Property, but there may not be a solution in the short term.

Concerns

10. The service received ESF funding via external contracts to support some of the most vulnerable people across the city. Two of these projects are respectively called “Action towards Inclusion” and “Positive Progressions”, these two programmes offer high levels of support to individuals over a significant period, allowing individuals to gain confidence, raise their self-esteem and gain qualifications to prepare them for work. There are numerous examples of work with very vulnerable individuals having significant effect on their life chances and on their general health and wellbeing. Funding in these projects will end March 2023 so discussions are ongoing regarding potential future UK Shared Prosperity Fund (UKSPF) and possibilities of any support in the gap year between ESF funding ending and UKSPF funding kicking in during 2024 subject to process and approvals. The service also has a contract with the Manchester Growth Company to support rehabilitation of offenders back into communities and this is also partially funded by ESF. We do not at present know if this will be able to continue after March 2023.

Options

11. This report is for discussion and comment. There are no options to consider.

Corporate Objectives

12. Any plans and strategies developed are set within the context of the council plan but also respond to a number of sub-regional, regional and national policy objectives.

Implications

13. **Finance:** The service is fully funded via external contracts and grants. Whilst the service has robust procedures in place to ensure the services maximises income this is not without some risks. Also some of the areas that York Learning cover are a statutory duty of the council to support and external funding does not always cover the subscriptions to the service.
14. The report has no Human Resources, Equalities, Legal, Crime and Disorder, Information Technology, Property or other implications.

Risk Management

15. There are no risks to consider that arise from this report.

Contact Details

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Chief Officer Responsible for the report:

Charlie Croft
Assistant Director (Communities & Equalities)

**Report
Approved**

Date 11/07/22

Wards Affected:

All

For further information please contact the author of the report

Annexes

- Annex A York Learning Strategic Plan 21_22 York learning
- Annex B York Learning Partnership Work
- Annex C York Learning Delivery and Funding areas

Abbreviations

UKSPF	UK Shared Prosperity Fund
ESF	European Social Fund
CYC	City of York Council
ECDL	European Computer Driving Licence
ICDL	International Computer Driving Licence
SEND	Special Education Needs

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	York Learning Strategic Plan	2021/22			
	Areas covered across City	Whilst there isn't a course running in every ward, all residents have a choice from a range of offer they can attend centrally, online or nearby			
	Last Ofsted Rating	Good (Nov 20)	Self-Assessment Rating	Good (Jan 22)	
	Total Learner Enrolment numbers 20/21	5,659	Total Learner Enrolment numbers 21/22	5,573	
1	York Learning identifies the following key priorities from the Council Plan that we support and contribute towards.				
1.1	Safe Communities and Cultures for All	Nos/Enrolments 20/21	Target for 21/22	Progress to date	Commentary
	Modern Foreign Languages	683	700	560	<p>Understanding and participating in a language develops an understanding of other cultures and encourages a more equal and diverse approach to others. We believe that this helps encourage a mutual respect within communities.</p> <p>Unfortunately, numbers are down in languages across the region. This is believed to be due to fewer people going on holiday and therefore less wanting to learn a language before they go. Continuing classes are running well but the drop in numbers appears to be related to less beginners starting. Retention is at 96.6% which is good.</p>

	ESOL	77		162	<p>A new course is being developed to share Ukrainian Language and Culture with host families and employers of incoming Ukrainian refugees.</p> <p>ESOL however (English for speakers of other Languages) is a growing area which has continued to increase due to Syrian, Afghan refugees and Hong Kong Nationals arriving.</p> <p>Further info 2.4 pg 14 ESOL</p>
	Heritage Skills & Visual Arts	650	700	525 283	<p>This wide offer develops personal interest and skills to support the cultural visual arts and crafts environment that York has to offer. Many learners go on to become self-employed artist, designers or benefit from improved mental health and wider social interactions to prevent feelings of isolation.</p> <p>Learner numbers have recovered post covid, but financial pressures are expected to affect numbers for next year. Retention is good at 97.7%. Achievement is at 95.5% and this slight drop is due to a small number of learners having increasing work pressures with increasing vacancies at their workplace, increased financial pressures and personal health issues.</p> <p>We continue to struggle to grow an accredited arm of this provision due to no fixed premises of our own in which to store not only complementary tools and equipment but to enable storage of portfolio work as</p>

					well. Part of the combined authority's strategy will be to increase funding towards skills that relate to Green Skills (green energy, environment supporting) and again lack of premises is stopping us being able to develop this.
	Community Arts Events	7 events 194 enrolments	8 events 250 enrolments	8 events 53 in class Working with various partners this time received 500+ birds for Flight	<p>There are varieties of events that run as introductory free activities to engage with residents. they enable us to engage with a wide range of groups across our communities particularly;</p> <ul style="list-style-type: none"> • different style of craft groups, • schools, • charities etc. <p>These events include Adult Learning in York Week, Inspirations Art Show, International Women's Week; York City Festival; A Fashion Show; Place Where I Live and Flight. These events enable us to engage with a wide range of community groups and bring them together.</p> <p>This year we are exhibiting the 'Flight' murals where different individuals and groups have created birds to go on an exhibition at the York Explore. Over 500 birds have been collected for this display.</p>
	Prevent, Safeguarding, Digital Safeguarding	986 video induction views (due to all classes being online this is	500 tutor talks/video	355 Tutor Talks 216 online views	York Learning has good Prevent and Safeguarding processes, all tutors are trained 3 yearly and highlight these to all learners as part of course induction. This supports our learners and partner organisations. Prevent and safeguarding both feed into safer

		individual learner count)			<p>communities and supports our residents understanding of what to do if the need should arise.</p> <p>York Learning carried out an audit on digital safeguarding. This identified gaps in the understanding of how to stay safe online. In response we launched a free online scams workshop (oversubscribed) and a regular rolling free workshop called 'Stay Safe Online'.</p>
1.2	Well paid Jobs and an inclusive Economy	Enrolments 20/21	Target for 20/21	Progress to date	Commentary
	Improve Essential Skills – English, maths, Digital, Employability	339	460	499	<p>We have had a good response to a return to the classroom for this academic year. There have remained alongside online learning opportunities and blended learning. Numbers are up but not yet at pre pandemic level.</p> <p>Further detail 2.8 English maths pg 15, 2.6 digital skills page 13</p>
	1-1 Careers Information Advice & Guidance And + full assessments	84 524		402	<p>All accredited courses provide individual advice & guidance and assessment opportunities. There is also a free careers guidance sessions residents can book into which supports individuals to understand their skills, identify gaps and what opportunities are available in the city for employment, volunteering, progression. However, drops in unemployment numbers have led to a drop in those seeking guidance.</p> <p>Our IAG teams have been supporting requests from Migration and Refugee services in the region for careers</p>

					guidance and providing connections with employers through our link to the CYC skills team, Jobs Fairs.
	Apprenticeships, Work Based (wbl)/ Vocational Learning & Level 3+ skills	61 (new apprenticeship starts) 90 (WBL)	160	46 (new starts) 66 WBL starts	<p>Providing both apprenticeships and higher-level learner loans to support learning in the workplace. Covering Childcare, Adult Care, Business Admin, Management. Recruitment to L3 Skills is growing (35 Learners)</p> <p>There has been a nationwide drop in apprenticeships and high drop out. Our recruitment also has dropped below target. We are supporting employers with recruitment and working hard to keep learners engaged and motivated and to see the long term aim rather than a short term pay rise by leaving. However, this is difficult in the current financial climate as apprentices are the lowest paid and struggling with living and travelling costs etc.</p> <p>Retention is good at 79%, Achievement currently shows as low at 59.1% but it is predicted achievement rate to be around 70% once all exams are taken.</p>
	Job fairs	0	2	2	They are back with reduced exhibitors due to Covid and good attendance. Further info jobs fair 2.3 pg 11
	Counselling Programme L2,L3,L4	127	130	208 starts	Most learners progress from L2 up to L4 to gain employment or self-employment in counselling. The area is hoping to launch a Level 5 Children & Young People Counselling Studies in September 2023 due to local demand.

					Attendance is good overall retention is at 97.7% and achievement is currently predicted to be 95% (benchmark is 86.7%)
	Vocational courses aimed at employment or to support Self Employment	66 enrolments	80	87	<p>Whilst we cover English, maths, digital Skills, Counselling and other work-based learning above (some of which is designed to support Job Centre Plus Clients) which is all aimed at local employment need. There are also a range of courses to support those who want to reskill when not in the workplace or to become self-employed. These include Bookkeeping and Payroll L1-L3; Putting a Business together/tax/marketing etc.; web design and Coding; There has been a slow return to numbers to these courses, but it is growing again with improved learners' numbers.</p> <p>To support residents to move into areas of work that will become growth areas we are adding courses to our offer in 2022-23 to cover: -</p> <ul style="list-style-type: none"> • Coding; • Social media for business; • Web design; • Creative digital industry;
1.3	Good Health and Wellbeing	Enrolments Performance 20/21	Target for 20/21	Progress to date	Commentary
	Arts, Crafts, Fitness and Leisure opportunities	2,082 (inc. 741 Heritage skills)	2,500	2,112	September saw a return to the classroom for large parts of this offer alongside, online programmes and other blended/hybrid styles. Courses are supported

					<p>with small part of the Community Learning Funding to support those who have low income, target group activities, classes that haven't 'quite' filled enough to cover all the costs and to fund residents who are being socially prescribed onto our courses to support their wellbeing.</p> <p>Learners articulate that these classes support them in a variety of ways including: -</p> <ul style="list-style-type: none"> • Getting out of the house and reducing Loneliness and Isolation; • Improve their mental health and keep the brain ticking over and memory recall; • Chance to meet other people and/or new people; • A chance to concentrate on themselves rather than family/work/life issues such as caring responsibilities; <p>These courses providing access to specialist classes like 'Chair Exercise classes', Crafts and Singing for Carers, Crafts within NHS settings, charities etc.</p> <p>The return to face to face highlighted that not all venues we used previously have been available or financially viable and continue to seek our own venue to enable this offer to grow continue/again.</p>
	Positive Progressions (PP), Action Towards Inclusion (ATI), Activity Hubs (MOJ)		60	48	ESF funded projects that enable us to work with those furthest away from the job market. These projects enable us to engage on a 1-1 basis to discuss barriers to employment and learning we can support them by

					setting targets and actions to enable participants to improve their life opportunities. Positive Progressions (PP) and Action Towards Inclusion (ATI) projects are funded until March 2023. The MOJ Activity Hubs are currently partially funded by ESF funding which will also end at the same time. We are looking into how to fund these programmes moving forward as UKSPF does not kick in until 2024 and not all of these projects may meet future expected projects criteria.
1.4	Better start for Children and Young People	Enrolments Performance 20/21	Target for 20/21	Progress to date	Commentary
	Family Learning	133	80	50	The Family Learning team has been working directly with seven of our primary schools this year specifically looking at key areas such as parent input in developing wider reading with younger children. Further detail Family Learning 2.5 pg 12
	Routes 16-19 Study programme Positive Outcomes	14 70%	18 75%	11 To early to report	The study programme runs at Winterscale House near Fishergate and is targeted at those young people who have struggled with school and are not yet ready for an apprenticeship or college and do not have the life skills to get a job. Capacity has reduced over the 2 yr Covid period to allow social distancing. We have seen a change in the landscape for NEET over the last two years, and we are seeing a greater divide in our young people. There appears to be a greater gap between those able to go straight to college and those

					<p>who have more social and emotional health needs. New delivery methods are being devised for those young people who are struggling to come back to learning with phased timings between how much delivery will be face to face and how much will be solely online.</p> <p>With the changing needs of our young learners, we realise we need greater access to resources that support 'living skills'. A partnership with York college and United Response will, develop easier access to those resources.</p> <p>It is recognised that there are increasing 'challenging' demands on tutors and managers to support the increased emotional needs in our young people and further training is being put in place.</p>
	High Needs Support and Special Educational Needs 16-24	95	114	126 learners	<p>An application to access increased funding to cover more learners has been successful however we continue to be oversubscribed. Delivery partners are:-</p> <ul style="list-style-type: none"> - United Response - Tanghall Smart - Toolbox - Go Get - Blueberry - Choose 2 Youth - Ad Astra <p>We provide all partners with good guidance and support alongside rigorous quality management systems. Further details 2.2 pg 10 High needs</p>
2	Key Areas of Focus	Target Date	Performance 20/21	Target for 21/22	Progress to date

2.1	Consolidate partnership working with North Yorkshire County Council and agree a strategy for future collaborative working	New Joint Head Paul Cliff Starts on 1 st September	Starting afresh with new post	June 2022	<p>New strategy consultation to close at the end of July, with teams encouraged within both services to then help devise mission and value statements. Senior teams at both organisations to then work together on the creation of an operational plan for the strategy, to incorporate a greater number of ‘front door’ entry points into provision that are then able to map to skills plan outputs forcing collaboration with city skills partners, and through the work of the Development Manager for Engagement, the community and voluntary sectors and intra-authority opportunities.</p> <p>Restructure in North Yorkshire now complete offering greater opportunity for collaborative working.</p> <p>Multiply investment plans are submitted and awaiting DfE feedback ahead of September funding release, additional shared posts to manage this operation.</p>
2.2	Continue to secure and extend provision for High needs support students as part of a “Personalised Learning” for 16–19-year-olds and for 19-24 with learning	Ongoing	102	112	<p>The service has successfully increased their ESFA funding contract from 95 to 105 however we currently have 112 learners. As costs for services and resources are increasing due to inflationary issues and the further reduction of travel funding for learners attending multiple sites continues to create challenges.</p> <p>As the local offer increases there has also been a larger cohort of post 19s remaining in education which is creating pressure on places. This has been picked up as</p>

	difficulties and disabilities				part of the national SEND review and from CYC LA 's own Ofsted review who are now working across departments to review and strengthen processes and policies to challenge this
2.3	Deliver jobs fair as part of a strategy to support York residents into work	1 st by end of October 2021	0	2	<p>There has been a positive return to job fairs in October and February. October was still limited by COVID restrictions in terms of; exhibitor numbers; what was possible within the hall; number of attendees in the building at any time. The Job Fair in March 2022 had much more of the 'buzz' associated with previous Job Fairs.</p> <p>February saw an increase of exhibitors (up to 60) but was still less than usual (covid). All exhibitor slots were filled with a waiting list. Next time we will return to pre-COVID number of 80 exhibitors in the Job Fair planned Autumn in October/November 2022. A total of 402 prospective job seekers attended the February event.</p> <p>Work based Learning team were promoting information about apprenticeship courses with local and regional employers in the area and promoted 23 jobs with local employers. The IAG, Functional Skills, ESOL and Family Learning teams have reported 17 referrals onto their courses from the jobs fair and the Digital Skills offer had 16 referrals to courses.</p>
2.4	Continuing to develop further English for Speakers of Other	31/07/2022	77	85 number to date	ESOL (English for speakers of other Languages) is a growing area which has continued to increase due to Syrian, Afghan refugees Hong Kong Nationals and now

	<p>Languages programmes in response to demand</p>			<p>Ukrainian families arriving. The team have worked hard to support and develop a hub at The Citadel (old Salvation Army building on Gillygate) for the refugee communities that have been and are arriving.</p> <p>ESOL is available from Pre-Entry up to Level 1 at present and progression can be into general FS level 2 or GCSE depending on skill level. There is work looking at developing cross service routes into digital skills, counselling and Supporting in Schools.</p> <p>Funding is a mix of Adult Skills Funding and refugee resettlement funding.</p> <p>Partnership work continues to be a key part of the success and growth of these programmes and we are linking up with other council departments, other ESOL and education providers in the city, including both universities, and support agencies, Refugee Action York and York City of Sanctuary, to provide a joined-up approach to the challenges faced.</p> <p>We are playing an active part in the local authority response to the Ukrainian refugee situation, providing language assessment and support for the new arrivals, as well as information for host families and training for volunteers. There has been a lot of very positive feedback from host families regarding both our own and</p>
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					the council's support and how quickly it has all come together.
2.5	Revise and develop new Family Learning Programmes to reinvigorate the programme and develop further support for learners	31/07/2022	68	85	<p>Covid has affected recovery in this area of learning. Parents have struggled with children often isolating at home and restricting their ability to attend. Numbers are slowly growing, and schools are starting to engage for classes.</p> <p>The team has been working with Reception teachers in seven schools within the Early Talk for York (ETFY) project (multi-pronged approach to reducing speech, language and communication gap at age 5). Whilst engagement with parents/carers has continued to be challenging, there have been some clear successes with some of the families identified as priorities at the start of the project. Courses have been designed in a bespoke manner to suit the schools and their parents and this is creating a new model of working with schools to build from. We are working with Shine and Huntington Research/ ETFY teams to evaluate the work.</p> <p>External funding from the Shine Education Trust finishes this year and all the schools involved are wanting to continue the work next year. Therefore, we are looking into other match-funding options to build this work to link directly with target schools.</p>

					The new strategy also sets out some clear direction for this area and this will continue into next year with courses related to supporting parents with a child's transitions at different stages;
2.6	Improve recruitment to digital skills from entry point's up to workplace competence and those digitally excluded.	31/07/2022	40	96 accredited learners (240 starts overall)	<p>Enrolment has continued to pick up with a vast majority preferring face to face delivery. We continue to support learners to access IT equipment whether its via loaned equipment which is returned at the end of the course or reconditioned IT equipment so that they can access courses from home and keep those devices for themselves.</p> <p>We have rolled out the Essential Digital Skills qualification at Entry 3 and Level One but this qualification framework has its challenges as its design that doesn't clearly reflect our clients' needs.</p> <p>Retention is at 97% retention which is very good considering difficulties with the Essential Digital Skills qualification exams delivery (third party repeated technology fails). Due to issues this year we are changing our provider for the Essential Digital Skills qualification in 2022-23 to at least remove the issues with taking the exams.</p> <p>A challenge moving forward is the removal of funding on digital skills at Level 2 which specifically focused on work skills. There has already been one failed appeal to this and further are planned. We have developed our</p>

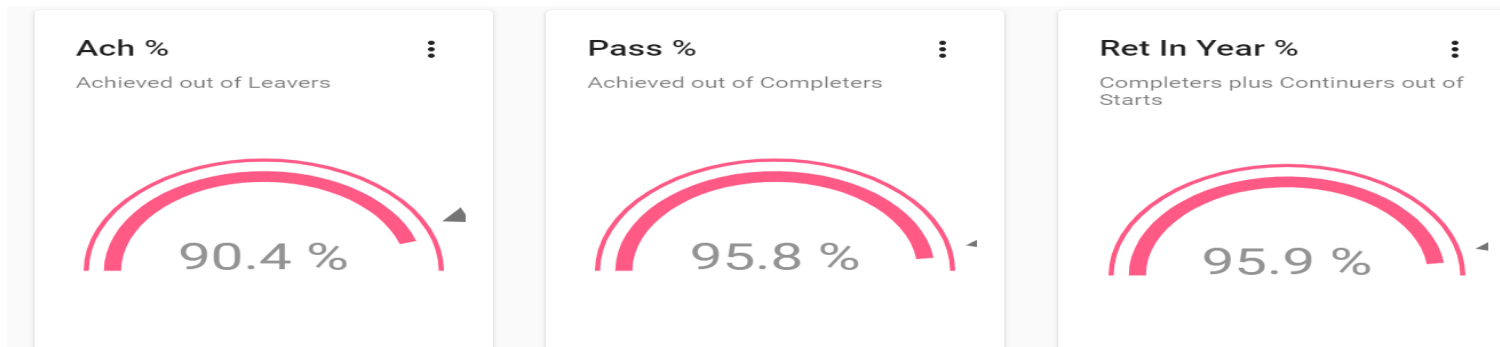
					non-accredited offer to cover some of these skills to help plug the gap in any way we can.
2.7	Develop new community links to enable access to courses for social prescribing purposes and to target disadvantaged groups	31/07/2022	8 new connections	12	<p>New partnerships have been formed with a variety of groups to support meaningful course development such as; York Carers & Young Carers; Yorkey Dads; a fuller list is detailed in Annex B. A new social prescribing model has been rolled out over the last 12 month with York CVS and Kyra; and we hope to roll this out further with our Local Area Teams. Social prescribing is helping supporting their clients health and wellbeing development and the impact has been positive on meeting their needs.</p> <p>We have delivered; Arts course for various NHS services to support wellbeing; cookery for Young Carers; Singing for Carers; Digital course at Travellers Trust which included all participants receiving their own repurposed laptop; Digital course at MySight; Eco course St. Nicks.</p>
2.8	Increase enrolments to Essential skills in English And maths	31/02/2022	85 English 155 maths	161 English 216 maths	<p>Enrolments were slow at the beginning of the year, but we have gained momentum through the year as learners have gained confidence in coming back into the classroom. We are still not back up to pre covid years, but it is a positive improvement.</p> <p>Retention is Very Good with English Retention is 91.3% and Maths 92.1%</p>

					<p>The continuation of offering online flexible learning opportunities at the higher levels particularly has enabled us to improve recruitment this year. We have continued with fully online delivery with GCSEs and self-study courses to maximise opportunities.</p> <p>There have been challenges with recruitment of maths tutors particularly but feel up to the challenge of Multiply.</p>
2.9	Develop a new curriculum incorporating creative digital design and digital editing skills, marketing, photography	31/09/2022	New	New	<p>This curriculum we believe will support progression towards Higher level digital and creative training needs. These skills are identified as in demand and will develop higher-level skills to meet the future skills needs. We are working across curriculums to develop a rounded offer. This course should complement the following areas; Digital & Coding, Art & Photography, Work Based and Apprenticeships, 16-18 Study Programme and may suit a small proportion of the High Needs Learners.</p> <p>Developments so far: -</p> <ul style="list-style-type: none"> • New tutor has been recruited • Exam board has been identified • Outline of courses has been decided <p>New for next year will be: -</p> <ol style="list-style-type: none"> 1. Digital Skills Bootcamp focussing on Coding (Funding has been successfully obtained via the LEP) to run in Autumn and Spring.

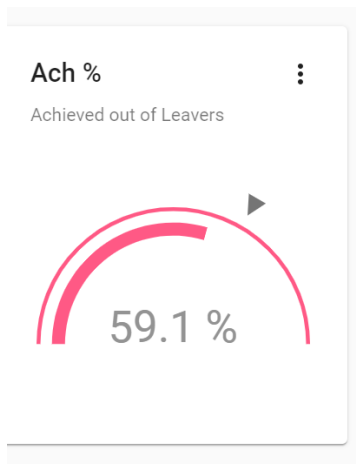
					<p>2. Creative Digital Design starting as small modular units and building up from that.</p> <p>3. Creative Digital Editing</p>
2.10	Develop strong community signposting and delivery of information advice and guidance using the Community Hubs and volunteers to support new Skills hubs moving forward.	31/07/2022	New	New	Working within the community hubs network to 'develop' volunteer's skills. So far there have been 3 workshops that have run. The aim of this is to train volunteers to that they can signpost to learning and skills building opportunities across the city. The Community Learning Partnership and new strategy will see a greater steering and commissioning role for York Learning within this to support community groups to develop but also to be community advocates for our wider provision
2.11	Develop joint courses with local colleges to create entry pathways for adults in communities to higher level learning at college	05/01/2022	New	5 courses identified	<p>A working partnership is in development alongside York College, to deliver 'introduction' style courses to support progression to their offer. We plan to develop introduction courses to pathways such as; Policing; Teaching; Hospitality; Painting and Decorating; Learner numbers and assessments of their entry level skills such as English, maths and Digital will be addressed by us to support those learners' progression as per the new proposed strategy.</p> <p>Work has started in a similar vein with Askham Bryan but unfortunately current pressures at the college has put a halt to this for now.</p>

Data

Education and Training 19+ and Community Learning



Apprenticeships



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Annex B York Learning - Partnership Working

For the last 18 months we have been working alongside existing and new partners, building new targeted relationships to grow our offer and better meet our community's needs.

Where possible, these partnerships are 'ground up planning' – where our partners are working on the ground and gives us clear indications as to what their clients would like in terms of training, whereby we arrange/create a course to suit.

Partnerships can run in parallel across multiple curriculum areas at the same time, meaning a user of an organisation can access multiple YL provision simultaneously.

- **Job Centre Plus YL** weekly presence; IAG and Project referrals; referrals for IAG, English, maths and ESOL; recent request from NHS to provide literacy and ESOL support to cleaning employees.
- **Action Towards Inclusion partners** mutual referrals including ICT classes, CVs and job applications, counselling, debt and money management, energy support, mental health.
- **CVS - Social Prescribing Teams Ways to Wellbeing and the NHS Primary Care Link Workers**; referrals for York Learning courses funded by community funding streams for individuals with health, social, economic, and educational barriers in the community. Leading to a social prescribing offer with **CYC LAC teams**.
- **Family Information Service, CYC, Health Visitors, Early Health Teams** - cross working referrals to course and developing courses to support projects.
- **CYC HR; WDU; and York Apprenticeship Hub** related to sharing information and specific training courses for CYC including a wellbeing offer.
- **Restart Scheme LEM** - NE & Humber monthly regional meetings - with an employability related theme **and EN:Connect** employment and Skills in Communities Forum- for housing projects in the region.
- **CYC housing teams** – L2 IAG training and networking; **Tenancy Ready courses** (around managing money and accessing services for those going into housing for the first time) and **RetroFit courses** (where housing staff are assessing needs.)
- **Partnership with two local AAT providers** (bookkeeping, accountancy) cross referrals relating to levels of learning.
- **IT ReUse**: we signpost learners in need to for free refurbished tech – we provide free guidance and training/IAG for all their recipients.
- **Changing Lives**; partners on 100% digital and developing digital skills

- **100% Digital York:** cross-organisational steering group –
- **Various local employers** both large and small such as Childcare & Adult Care providers.
- **Men into Childcare** to promote more men working in early years settings.
- **Future Intentions Yorkshire and Local Foundation Partnership** providing IAG training/support.
- **Hull/Doncaster University related to** - Level 5 CYP Management learners progress to their BA Hons Degree in Early Years (distance Learning course).
- **Yorkshire Education:** ‘Teacher Assistant Induction Course’ as an introduction to TA work, and sign posting of potential candidates for the TA qualifications to us.
- **Menfulness/Yorkey Dads** – to enable easy access to courses and development of identified courses.
- **Our City Hub** - Myriad of work for ESOL and MFL course developed to support host language skills with an ‘Ukrainian - Intro to Culture and Conversation’ course.
- **York Explore Libraries;** long running partnership with access to classrooms, exhibition space and joint projects.
- **North Yorkshire Adult Learning & Skills Service** – supporting their development of a new Counselling programme and cross referrals.
- **Local and national agencies that offer a counselling service.** Counselling learners at level 4 work at different services as placements.
- **Early Talk for York project,** heavily involved in developing a model where children in reception are learning alongside their parents & with the **Shine Education Trust.**
- **Various primary-secondary schools** supporting parents needs and transitions to and from.
- **Foxwood and Tang Hall Community Centers** providing training on giving out information and guidance to residents.
- **Refugee Action York (RAY).**
- **York City Church (The Citadel)** – many of our ESOL learners and refugees are supported widely here and has enabled us access to additional premises to help us meet increased demand. Room for Creches/cookery classes have helped learners get through food and hygiene certificates, ESOL cookery workshops.

- **York St Johns** – as a university of sanctuary, have given us two classrooms for Ukrainian learners free of charge on a short-term basis
- **City of Sanctuary** – signposting Ukrainians to our classes
- **Migration Yorkshire/ MESH** – signposting Hong Kong British Nationals (Overseas) to our classes.
- **I am Reusable (John McGall)** maths initiative plans in the pipeline, under Multiply
- **Restore** charity getting homeless people into their own accommodation.

Bespoke training created for various organisations to their design, including:

MySight York, **The Bungalow** (adults with SEN), Blueberry Academy, **York Travellers Trust**, CFO Hub York (probationers), **St Sampson’s Over 60’s Centre**; Refugee Action York, **KYRA**, Early Talk York, **St. Nicks Field**, York Carers; **York Men’s Shed**; and the **NHS – early intervention into Psychosis service; NHS fibromyalgia clinic**

Community Arts Activities and Events – (This year ‘Flight’)

- **Foss Park Acute Mental Health Hospital, York Hospital Renal ward, Amitola Care Homes** (adults with mental health and learning difficulties),

Arts for Wellbeing at -

- **York Art Gallery**; Ecotherapy creative writing group, **St Nicks; Derwenthorpe Crafts Group; Door 84**;
- **Murton Museum of Farming (and The Guild of Spinners, Weavers and Dyers)** and **St Nicholas Fields Eco Centre**. Access to specialist spaces & equipment

Within our 16-18 Study Programme

- Danesgate, Huntington House (Mental Health for young adults) Orca House (was Lime Trees), CAMHS;
- **GLL (Greenwich Leisure Limited)** - Building relationships to develop the PSD and Employability curriculum with guest speakers and promoting health/wellbeing:
 - Developing work placement opportunities for learners
 - Providing discounted activities for young people to get involved in.
 - Promoting part time/casual employment opportunities to learners.
- **Rowntree Park** -Working in partnership to develop the PSD curriculum, healthy lifestyles and sustainability
- **York College** – Access to specialist facilities and developing referral pathways

- **Ministry of Justice Project known as - The CFO Hub**

Wide ranging network of referral partners and support agencies supporting ex-offenders in York Learning's probation project across housing, drug and alcohol rehabilitation, health services, debt and money management; education and other specialist agencies, including:

- **York and North Yorkshire Probation Service**
- **Changing Lives**
- **St Giles;**
- **Foundation and CYC housing/ Resettlement Services**
- **CAB**
- **NY - Liaison and Diversion Team**
- **NY Police**
- **Sacmha Counselling**
- **Age UK**
- **Shelter**
- **Experience Counts**
- **JCP**
- **NHS Sexual Health, HIV Services, Family Health**
- **York City Football Club Foundation**
- **York College**
- **York Menfulness**
- **York St Johns**

Commissioning – SEND partners

- **Blueberry**
- **Choose 2 Youth**
- **Ad Astra**
- **ToolBox**
- **United Response**
- **Tang Hall Smart**
- **Get Go**

19+
Adult Skills Training
accredited programmes – English, maths, Digital, ESOL, Counselling, Employability, IAG, careers guidance, Adult Care, Business and Accounting

19+
Community Learning
Engagement into English, maths, digital and ESOL, Family Learning, Arts, Crafts and Design and Health and Wellbeing

16-18 Learning/NEET
Routes to Success
Neet 16-18 yr olds Routes Programme
Apprenticeships
SEND Personalise Learning

Apprenticeships
Levels 3/4/5 and Learner Loans
16-18 Apprenticeships
19+ Apprenticeships offering - Adult Care
Childcare
Business Admin
Customer Service

19+ National Skills Funding & Advanced Learner Loans
Offering at Levels 3, 4 and 5
Adult Care,
Childcare,
Counselling
Management

SEND
16-25 Young adults provision working with sub-contractors who can supply personalised learning opportunities that meet the needs and interest of a range of learners. - (121 Learners)
Blueberry, United Response, Choose 2 Youth, Ad Astra, Toolbox, GoGet

Separately funded Projects York Learning has successfully acquired

- Positive Progressions: - Better Connect funded until March 2023 – working with those furthest from the workplace and in long term unemployment
- Action Towards Inclusion; - Better Connect, funded until March 2023 but may be extended a programme to work with those furthest from the workplace
- Activity Hubs: Funded by the ministry of justice via the Manchester Growth Company - this project is until the end of 2023 to help those on probation become better integrated into their communities whilst improving their skills and knowledge.
- Early Talk York; - Shine charity - Limited funding to support Early Talk York project with primary schools giving us access to additional teaching time and resources.
- Assisted Digital – Allowing us to help those who are currently digitally excluded to access crucial online services. This project has only just started
- Multiply – City of York funding to improve numeracy. This is flexible funding which we can use to plug gaps in numeracy for a variety of organisations, employers and individuals.



**Children, Education and Communities Policy
and Scrutiny Committee**

21 July 2022

Report of the Assistant Director of Customer and Communities

Annual update report: Libraries and Leisure Facilities

Summary

1. This report is providing members with an annual update from Explore Libraries and Archives Mutual Limited (Explore) who operate the Council's libraries and archives service and from Greenwich Leisure Limited (GLL) who operate the Council's leisure and stadium facilities.

Background

2. **Leisure Facilities:** GLL is a charitable social enterprise which entered a Design, Build, Operate and Maintain (DBOM) contract with the Council for 13 years on 16 November 2017 and currently operate five facilities:
 - **Energise Leisure Centre** (Large and small swimming pool, hydrotherapy pool, large fitness gym, large sports hall, dance studio, spin studio, climbing wall, crèche, café, outdoor tennis courts and full size synthetic pitch).
 - **Yearsley Swimming Pool** (Edwardian 50 yard swimming pool)
 - **Burnholme Sports Centre** (Large sports hall, fitness gym, dance studio and spin studio, outdoor grass sports pitches and synthetic sports pitch).
 - **The LNER Community Stadium** (8,500 all seater stadium and associated facilities).
 - **York Leisure Centre** (3 pools, sports hall with viewing, clip and climb, large fitness suite and dance/spin studios, café, outdoor synthetic sports pitch and play park).
3. **Libraries and Archives:** Explore Libraries and Archives Mutual Limited (Explore) is an independent Industrial and Provident Mutual organisation

which entered a service delivery contract with the Council for 15 years on 1 April 2019 and currently operate:

- **York Explore:** the city centre flagship facility where all services are available including the Archive & Local History Centre
- **Explore Library Learning Centres:** Acomb Library, Clifton Library and The Centre@Burnholme in Tang Hall
- **Explore Gateways:** Smaller community libraries are located at; Bishophthorpe, Copmanthorpe, Dringhouses, Dunnington, Fulford, Haxby & Wigginton, Huntington, New Earswick, Poppleton, Strensall and York Stadium
- **Virtual Libraries:** E-library services including; E-books, E-magazines & newspapers and online reference library
- **Reading Cafes:** Homestead Park, Hungate and Rowntree Park
- **Mobile Library:** One large vehicle covering the smaller settlements around the edges of York on a two week timetable.

Performance Management Arrangements

4. As part of the new contractual arrangements for both Explore and GLL there is a performance management framework that requires them to report formally to the Council quarterly against a set framework. Each service has a service specification with performance measures around availability of services, required outcomes and where required, measurements.
5. The performance and monitoring framework also acts to financially penalise poor performance or non-compliance, as well as rewarding over achievements.
6. An annual report is also a requirement of the contract and to present this to the Council, so as a minimum going forward this will provide scrutiny members with an annual update of both contracts.

Options

7. This report is for information and there are no options to consider.

Council Plan

8. Explore and GLL contributes to a number of corporate priorities including the aim of placing “Good health and wellbeing” and “Safe communities and culture for all” at the heart of their service planning to ensure that all

residents, particularly the least advantaged, can access reliable services and community facilities.

Implications

9. **Financial:** The Council makes an annual management fee payment to both Explore and GLL under the terms of the contract. The management fee in 2021/22 to GLL was £875k and Explore £2.46m.
10. The report has no implications relating to: Human Resources, Equalities, Legal, Crime and Disorder, Information Technology, Property.

Risk Management

11. This report is for information and there are no risks to consider.

Recommendations

12. That members comment upon the activities of the Explore and GLL update reports.

Reason: To support the Council's role in performance management of the library and leisure service contract.

Contact Details

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Explore

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GLL

Chief Officer Responsible for the report:

Charlie Croft
Assistant Director Customer & Communities

**Report
Approved**



Date 11/07/2022

Specialist Implications Officer(s)

None

Wards Affected

All

For further information please contact the author of the report

Background Papers:

[Executive meeting 21 June 2018](#) – Item 7. The Library and Archives Service:
Procurement of Operator Report

[Executive meeting 9 September 2014](#) – Item 32. Community Stadium &
Leisure Facilities Update report

Annexes

Annex A: Explore Report

Annex B: GLL Report

Abbreviations

Explore	Explore Libraries and Archives Mutual Limited
GLL	Greenwich Leisure Limited

Explore York Libraries and Archives Report against contract July 2022

At Explore York Libraries and Archives, this is our vision:

We inspire everyone to challenge their imagination, explore their potential and connect with each other, supporting and enriching our communities.

We make a difference to the communities across York and deliver on the requirements of our contract and achieve this vision by focusing our work on these six key purposes:

1. **Strong and Sustainable** – we are well governed, financially sustainable and entrepreneurial
2. **Connect communities** – we build stronger communities by being a safe, welcoming space where all can belong, enjoy new experiences, and connect to each other and the wider world
3. **Share the joy of reading** – we enable everyone to share the joy of reading and literacy
4. **Support Digital Inclusion and Information Literacy** – we support digital inclusion and enable access to trusted information
5. **Challenge Imaginations** – we inspire people to learn, imagine, create and share ideas
6. **Wellbeing** – we support individual and community wellbeing

Overview

The financial years 2020/21 and 2021/22 have positioned Explore at the beating heart of local communities, recognised as an essential service. We supported the city and its residents through the pandemic and then we supported recovery as the city emerged from the crisis with new and growing challenges.

- In March 2020 our Explore Labs won a prestigious Edge Award, but just two weeks later lockdown happened and the whole service had to close. As York residents moved to life online, Explore was at the forefront of making that happen. Our staff were involved in national work to create a toolkit for libraries and to set up a series of web links to support people at home. We transformed our Explore Centres into community hubs and Explore staff

volunteer to support vulnerable residents to stay safe in their homes while we obtained their medicines and shopping.

- During the second lockdown in Winter 2020 libraries were declared an essential service nationally, and their staff were designated as key workers. This meant we could open our three largest Explore Centres to provide access to computers and the internet, so that online services so many people take for granted were accessible for all. At a time when being online was so important, Explore also led on a 100% Digital York Partnership to give everyone the opportunity to be online. Most importantly, we provided up to date, accurate health information about the pandemic, the latest Government rules, and access to resources to support wellbeing as residents shifted to living their lives within the confines of their home. In 2020 we really were here for everyone.
- 2021 was the year Explore bounced back. We welcomed everyone back into our spaces in droves, restarted work with partners, volunteers and Friends groups, and continued to grow our online offer. After a cautious start, visits increased month-on-month as the year progressed, with a full in-person events programme returning across the whole organisation from October. Our spaces became vibrant, busy, owned, loved and laughter-filled once more, and we continued to support City of York Council with emerging city-wide challenges post-pandemic: doing the things we have always done so well - supporting wellbeing, improving digital confidence, and helping to rebuild literacy levels.
- Looking ahead, in 2022, we continue to build and grow, further contributing to the City's agendas. We offer free access to information, books, Wi-Fi, PCs and free events and activities for families struggling with the increase in the cost of living, as well as supporting mental wellbeing, improving digital confidence in our communities, and supporting families with their literacy skills.

How we delivered against our 6 key purposes:

1. Strong and Sustainable

1.1 Overall performance

As we brought more people together through the year, our footfall figures grew month by month, we ended the financial year 2021/22 in the fantastic position of

being back to 75% of pre-covid footfall figures on average. At the end of April 2021, we were at just 24%, so this is a considerable achievement, testament to Explore's staff teams and the communities across York, and evidence that Explore can and does make a difference.

At the start of the year, only book borrowing, and PC use was available to customers, but as our full offer was introduced, customers came together in our reading cafes and participated in our events. Volunteer support bounced back too, with 1700 hours of support given to Explore by volunteers - 70% of our pre-pandemic volunteering levels.

Our real value to the community is shown by the way our safe welcoming, accessible spaces support wellbeing, and are places of cultural activity.

Library Visits	Apr	May	Jun	Jul	Aug	Sep
18/19	71112	67228	72015	87353	81439	77638
19/20	72065	76511	78403	83689	86249	78443
20/21	0	0	0	6521	7144	21210
21/22	17105	23688	29198	34575	43172	44675
21/22 as % of 18/19	24%	35%	41%	40%	53%	58%
Library Visits	Oct	Nov	Dec	Jan	Feb	Mar
18/19	84315	77104	59547	81439	74116	78118
19/20	84567	76680	60433	81201	75249	48339
20/21	27341	7782	15843	5873	4345	5358
21/22	48879	50831	37143	47187	49005	59515
21/22 as % of 18/19	58%	66%	62%	58%	66%	76%

1.2 Performance Trends

We identified several emerging trends which will influence and inform our decision-making and our delivery models as we move forward into the next financial year:

- Hybrid use** Customers have moved to using us in an increasingly hybrid way: while our physical book issues returned to 90% of pre-pandemic levels, our e-Book issues, which had more than doubled during lockdown, remained at significantly increased levels even following the opening of physical libraries. Our customers are making use of both online and physical buildings to access our services and events audiences are still engaging online as well as in-person. Some who were previously excluded due to disability or other

challenges can access our programme now it is online. We have introduced new metrics to capture the growth in this area.

- **PC usage is reduced.** We do not necessarily expect PC use to return to its pre-pandemic level. Nationally PC use in libraries has been on a downward trend for many years, so arguably 80% would constitute a full post-pandemic recovery. In a survey of our PC users just before the pandemic, 40% said that one of their main reasons for using library PCs were that they did not have a computer/internet connection at home. Some of those respondents (where they had the means) may have been forced to find alternative solutions during lockdown. Library PCs remain a very important offer to which Explore is committed.
- **Evening footfall** has been slower to recover. By end 2021, evening footfall began to increase, but was still less than half of former level. As more people continue working from home, it remains to be seen whether evening usage will return to pre-pandemic level, and we may decide to adapt our evening offer. We continue to monitor this closely.
- **Event attendance** increased rapidly in 2021 as confidence grew, from 29 events attended by 597 people in Q1, rising to 545 events in Q4 with 5,959 attendees. During 2021/22. total of 1305 public events and activities were attended by 14,931 people.

1.3 Financial overview

When we entered the contract with City of York Council in 2019 there was a debt of £902k from the first contract. It was agreed that this would be re-paid over the first four years of this new contract at £225k per annum. It was therefore important to us to show that we can manage our budget so that we could meet these debt repayments and thanks to increased funding from CYC and close monitoring of our finances we have exceeded our budget in each of the first 3 years of this new contract. Towards the end of the first financial year, the Covid-19 pandemic struck and for the whole of the 2020/21 we were either in lockdown or operating under various restrictions. We were grateful for the financial support we received from both central and local government, and we were able to fully re-open our services during 2021/22. Except for the first full lockdown, we operated as much as we were able to so that we could both help our customers and keep as much income coming in as possible. The Reading Café in Rowntree Park has flourished, and we feel that this is partly because we are open 7 days a week consistently and were open throughout the pandemic.

- **Financial Controls** To help manage our finances we have improved our financial reporting and a full pack of management information is reviewed by the Strategic Management Team, our finance committee attended by 2 board directors, as well as a monthly update meeting with CYC. Variances are looked at to ensure that any permanent cost variances are taken into account in the monthly forecasts we prepare.
- **Budgeting** We have improved our budget process and following the procurement of the new contract have included more contingencies to allow for unforeseen items of expenditure and to provide for a drop in income. In the current year's budget with inflation increasing each month we have included significant contingency for heat and light. We treat our budget as a baseline of what we need to achieve, but we target to exceed the budget as much as possible and we do this by having an income generation and fundraising strategy. The aim of this strategy is to maximise all our income streams as well as developing new income streams which are in line with our vision and values.

In the procurement of the new contract, it was a requirement to increase our spending by year 4 in bookstock and in repairs to maintain our buildings and we have done this. We intend to increase further in both areas in the years ahead, whilst also continuing to invest in our staff.

- **Future financial growth** As mentioned above we have developed an income generation strategy which will help us cope with increased running costs, and it will also help us build more capacity so that we can provide more services and activities for our customers. As part of our income generation strategy, we aim to improve our messaging, so we need to look to additional funding sources to support the growth of Explore. Whilst our funding from CYC is significant, we also need the income as generated via our successful reading cafes and via some of our activities and as some costs increase by more than inflation, we need to increase this external income by exploring other routes. We have applied to become an Arts Council National Portfolio Organisation, which will mean significant additional funding and reputational gain, we and will apply for other grant funding where appropriate. We have developed a three-year strategy which will be incorporated into our budget each year ensuring we have adequate resources to meet our plans.

1.4 Quality and Excellence

- **Archives Accreditation** was achieved in July 2021, further embedding quality in an already excellent and nationally recognised service. City of York Council have recently committed to purchasing Preservica for its born digital records, securing the preservation of the archive of the future and continuing CYC's unbroken run of around 900 years of council records. A key element in Explore retaining Archives Accreditation (when we go through the process again in 2 years' time) is having a strategy for managing born digital records, so this purchase is crucial for us.
- **Public Library User Survey October 2021.** 2000+ customers took part in our Public Library User Survey with 95.8% of them stating they were either satisfied or very satisfied with the service. Scores for Library Attractiveness were highest at Tang Hall, New Earswick and Mobile; and lowest at Haxby and Clifton, which strongly endorses the council's commitment to the investment programme in terms of libraries already refurbished and those identified for imminent improvement. For the first time, we collected evidence that our larger multi-purpose sites are used in quantifiably different ways – more services are used in a visit, and customers linger longer. 74% of customers indicated that libraries had helped them in one or more of the ways indicated, which were social impact terms such as “your job” or “family and relationships”. Specifically, 38% of customers indicated that using libraries had helped with their health and wellbeing, and this figure was higher among long term sick or disabled customers (50%), and widowed customers (49%). There were approximately 900 free text comments, in which the themes which came up most often were praise for staff (c215); requests for more books (c90), and comments on opening hours (c50). A sizeable minority of the comments contained practical suggestions which have since been addressed, by measures such as reviewing our holdings of classic novels; increasing the rotation of the audiobook stock; and bringing in an additional storytime at Tang Hall.
- **Staff wellbeing survey December 2021.** This showed 100% of staff who completed the survey are proud of the work they do and are proud to work for Explore – fantastic statistics demonstrating the commitment of the whole staff team.
- **National Recognition for Explore staff** Barbara Swinn, Head of Strategy and Engagement received a British Empire Medal (BEM) in the Queen's Birthday Honours in June 2021 for her work developing York Explore as cultural hub,

and Fiona Williams, Chief Executive of Explore also received a BEM in the 2022 New Year's Honours, recognising her work and that of the whole staff team of Explore.

2. Connect Communities

Our communities are at the heart of Explore. As a mutual organisation Explore is two thirds owned by the community. We had 787 community members at the end of March 2022, 242 volunteers and 8 local library Friends groups all advocating for Explore and contributing to our outcomes.

During lockdown and throughout 2020, Explore demonstrated how we were there for our communities. Explore pivoted its services online immediately and offered alternative ways to access books and digital services once the country emerged from lockdown. We provided safe, welcoming spaces across all our venues as residents emerged, hesitantly at first, from the national lockdown. We gradually reintroduced more and more services (always with customer safety and possible anxiety in our considerations). For example, we reintroduced baby rhymetimes as bookable events to manage numbers and keep everyone safe.

2.1 Capital Developments

- 2020 saw Explore open 2 additional venues, thus broadening access to the number of communities who have ready access to our service. We opened a new reading café in Hungate, and a library at the Community Stadium at Monks Cross. Both have received excellent feedback from residents.
- In January 2022, we secured £7.7m capital to develop the Explore Centres at Clifton and Acomb into multi-partner Explore Centres offering cultural opportunities, access to expert advice and information from city-centre agencies, and safe, welcoming, accessible spaces for all. The investment also enabled the development of Oaken Grove Community Centre in Haxby, to provide a fit for purpose library for residents who have been without a library in Haxby & Wigginton since 2015.

Explore led community conversations about the 'live' developments at Clifton and Haxby & Wigginton and in both cases, residents who were involved expressed 90% support for the 2 new libraries. The new library in Haxby &

Wigginton will open this autumn. More focus groups with residents are planned and these will inform the detail of the design at Clifton.

- We continue to explore partnership opportunities in other local communities with the possibility of co-locating our other libraries with like-minded community partners

2.2 Volunteers

Explore continues to support community resilience by offering a growing range of opportunities for residents, thus contributing to development of skills and confidence, and wellbeing. The number of volunteer hours given to Explore have remained stable since re-opening post-pandemic – on average these are around 50% of pre-pandemic levels, with a slight up-surge in March 2022 to 70%. As a significant number of our volunteers are older people, this may perhaps explain some reluctance to return, given the vulnerability of this group during the pandemic. Our focus is now on building and growing our volunteer opportunities as we work towards achieving Investing in Volunteers Accreditation in 2023. The work we do would not be possible without the support of the volunteers from within our communities and whilst they are crucial to us and what we can do, we know that we are also invaluable to them:

(volunteer)..... is recovering from a stroke and is taking small steps towards getting out and about on his own & regaining a sense of normality, doing something for himself He is doing great, and every week is finding it that little bit easier and is able to do more. He is becoming more confident and is starting to chat more to staff and able to engage with customers

2.3 Diversity & Inclusion

In March 2022 Explore hosted the inaugural Our City Festival, bringing partners and local communities together for a one-day festival at York Explore to celebrate inclusion and difference. The project brought together people of different backgrounds, faiths, and countries to share their stories and passions. An important outcome of the event was the commitment to develop a regular Our City Hub, and this was launched at York Explore in June 2022. The Hub will bring communities together regularly in our safe, welcoming, accessible space.

3. Joy of Reading

3.1 E-books, newspapers, and magazines

- Use of e-books more than doubled during lockdown and was valued by both adult readers and by families with children. Generous donations from

publishers, and cash grants from City of York Council and the Government, meant Explore kept up with a hugely increased demand for e-books. Use of e-books has remained stable as we emerge from lockdown and our trend is now for hybrid use, with customers using both physical and e-books for their reading.

- In 2020, we introduced PressReader which gives free access to a wide range of online newspapers and magazines – including some we could never have offered in hard copy. Explore is very grateful to City of York Council for providing emergency funding to buy the subscription in April 2020. PressReader's ongoing popularity means Explore will continue to fund it going forward.

3.2 Early years – how Explore's support helped improve the literacy attainment gap

- Rhyme-time and storytime sessions were re-introduced in libraries as soon as we were able as the government's covid-19 restrictions were relaxed. These sessions are invaluable in supporting language and cognitive development and provide a good foundation for literacy.
- Explore supported *Early Talk for York*, rolled out to 7 participating schools, by providing the Family Learning Team with Bookstart's *Time to Read* packs for targeted families. Explore also worked closely with CYC's Healthy Child and Early Years Teams so that targeted families received the packs but were not made to feel 'targeted'. The Early Years Team also identified the settings that receive highest funding, so packs are gifted universally in these settings and the Healthy Child Team also directly gift packs to families identified during 9–12-month visits.
- All our frontline staff and volunteers received training from the NSPCC on *Look, Say, Sing, Play*, a city-wide initiative to embed a common language across all organisations with a link to early years provision, enabling parents to hear a consistent message on the power of engaging with young children to support their development.

3.3 Children: Summer Reading Challenge

The Summer Reading Challenge continued in 2020 and 2021, despite the pandemic.

The 2020 Challenge was digital only, with 305 children signing up with 46 completing - lower than in previous years, a reduction seen across the region. To support the

challenge, we provided additional on-line activities: 4 craft activities had a total of 197 visits to the webpage and 2 videos had a total of 142 views. We recognised the significant challenge and barrier to digital participation for many children and families, and to address this we successfully applied for Ward Funding to provide 840 Summer Reading Challenge bags, which included books and craft activities as an alternative to the digital challenge.

In 2021, the Challenge returned to being in-person and 2,344 children and young people took part, 499 children and 58 adults joined the library as new members, and children who took part in the challenge across libraries came back and told us about 7,067 books they had enjoyed reading. 108 volunteers gave 355 hours of their time, and 50 were young volunteers. We received £6,636 in grant funding which meant that the total cost to Explore (not including staff costs) was £536.60.

We were alert to the effects of the pandemic on literacy. Extra support was offered to children from disadvantaged families. Working with the Early Years Team at CYC we approached nurseries with higher-than-average disadvantaged families to help them run the Summer Reading Mini Challenge we arranged a storyteller and library visits and put families in contact with their nearest library. As a result, parents read more with their children and said that children's reading skills, concentration and confidence improved. We also introduced a targeted offer this year - 120 disadvantaged children received a bag containing the Summer Reading Challenge folder and stickers, a bookmark and game, as well as a fiction book. These were distributed through York's Holiday Activities and Food (HAF) summer schemes. As one nursery owner fed-back:

"I knew that it had been worth doing, when a hard-to-reach Mum said how much she had enjoyed some quality time reading with her son and that she was going to continue this every night as her baby daughter sat engaged with it also. Result. We have continued the "lending library" for the nursery and the interest in books has increased

3.4 Adults: Reading Together

Our Reading Together initiative supported three groups: people with dementia and their families, people at risk of isolation and loneliness, and people whose first language is not English. We had received funding from Libraries Connected Yorkshire and Humber in 2020 to run groups in partnership with Fiona Shaw and Daisy Hildyard from Reading Together, but due to covid, the groups were deferred to 2021.

Tang Hall Explore: a weekly session in partnership with the Wellbeing Co-ordinator at Mossdale Residence was organised for a group of residents with dementia and their families/companions. Average attendance was 8 people each week, with 3 residents and the Wellbeing Co-ordinator attending all sessions.

Acomb Explore: Local Area Co-ordinators referred people to the group and other recruitment was through local promotion. Grant funding for this group included money to train and mentor a volunteer and the Reader Development Librarian to continue to run the group after the main funding ended. Attendance was 70% over the 10 weeks and at least 9 members wished to continue attending.

York Explore: This group was for people whose first language is not English. Recruitment was done through the Community Involvement Officer (Minority Communities) and York Learning. The group included people who were new to the city from Hong Kong, Romania, Spain, Italy, Syria, Korea, and Japan. Many participants want the group to continue.

Looking ahead, our focus shifts to the return of our popular Big City Read which engages communities across York in the joy of reading together, bringing people together to share their experiences of reading the same book.

4. Support Digital Inclusion and Information Literacy

Libraries' role in encouraging and enabling digital inclusion and access to IT was made prominent nationally during the pandemic, when visiting a library to access IT was identified as one of the reasons that a person could leave the home in the second lockdown of 2020. Libraries were established as safe, trusted places where people can get access to a) support and b) equipment to get online. This gave vital access to the internet for those without it at home and 1,200 people used this service at this time (access was pre-booked and PCs available were reduced due to social distancing). This was at a time when online access made such a difference to people's lives. We gave them the chance to apply for jobs and benefits and keep in touch with family and friends.

4.1 100% Digital York

Lockdown highlighted the disadvantages for people who are not online. Recognising this gap, CYC organised a digital inclusion seminar facilitated by Citizens Online and Explore. 84 organisations came together to consider how this gap might be closed, and the 100% Digital York partnership was born. The key priorities for the partnership are to ensure everyone can embrace digital, or if they choose not for whatever reason, they have access to digital support. The partnership continued to develop during 2021, working together to develop common terms of reference, stakeholder mapping and workstreams. Funding was achieved to create a post within Explore to take forward this significant area of work in 2022, establishing a network of digital champions across the city.

4.2 Supporting City of York Council's channel shift

Aligned to the city-wide 100% digital strategy, Explore has played a key role in enabling the roll-out of City of York Council's digital channel shift agenda. Frontline staff have supported residents with applications for the Household Support Fund, residents' parking permits, the reporting of housing repairs, Council Tax rebate and energy rebates, enabling them to access funds they are entitled to, and this has been particularly important as the cost-of-living increases.

4.3 Trusted information

In 2020 our Libraries at Home web pages provided links to accurate information about the pandemic, health information, support for home schooling, and a huge variety of content for people to explore and be entertained or learn something new. So that people could easily find what they needed, we refreshed the Explore website using a new tile design to highlight and link to specific content. Our re-design was used as an example of good practice at a marketing seminar facilitated by The British Library and was praised for its simple layout and ease of access. As lockdown eased, but students could not return to class, we also partnered with both universities to provide bookable study spaces for university students in the city centre.

4.4 Providing information and advice through partners

Explore Centres regularly host partners who provide information and support for communities. A few examples include:

- Wilberforce Trust - providing free information and guidance to individuals with or supporting those with sight/hearing loss.
- North Yorkshire Police – promoting their Community Messaging service and to encourage people to sign up to this initiative.
- National Careers Service - help and guidance for anyone looking for employment, a change of career, CV help etc
- Yorsensory - mobile outreach service. Providing free professional help and advice for sight and hearing loss.

5. Challenge Imaginations

Creating opportunities for exploration is at the heart of what Explore does every day. Our ambition is to create a dynamic environment for collaboration and transformative experiences, challenging imaginations and igniting dreams. Our Arts Council funded *World Turned Upside Down* lockdown project which combined poetry and archives resources to create an online participatory experience, received national recognition at the Annual Libraries Connected Seminar in October 2021.

5.1 City of York Cultural Strategy

In July 2020, Darren Henley, Chief Executive of Arts Council England was a keynote speaker at an online event hosted by Explore. He applauded the city for recognising the role of libraries in enabling communities to access cultural activity. In December 2020, York's Creative Future: York Cultural Strategy 2020-2025 was launched. It positions Explore as a key player in the cultural life of the city and over the next few years we will work with the Cultural Forum to deliver the strategic outcomes.

5.2 Arts Council National Portfolio Organisation (NPO).

Explore applied to become a National Portfolio Organisation (NPO) in May 2022. This will cement the role of our libraries as safe, welcoming accessible spaces, where communities can engage in high quality cultural experiences. We will find out if we are successful in October, but in the meantime are working on embedding the NPO framework of investment principles across the organisation, with an emphasis on sustainability, dynamism, diversity and equality, and ambition and quality.

5.3 Innovative access to archives

In November 2020 we used a podcast for the first time to bring an original, archives-inspired audio play, *The Nuisance Inspector*, to a wider audience as part of Explore Your Archives week. Based on the story of the Hungate clearances and inspired by letters, maps, books and photographs from the internationally significant Past Caring archives, *The Nuisance Inspector* used drama, comedy, and live music to transport audiences into a powerful and poignant past. Learning how to create a podcast meant we grew in knowledge and experience which will help us bring in new audiences

5.4 Children and families: affordable live theatre for families and schools

York Children's Trust funded performances of *The Snow Bear* by Hoglets Theatre and gave additional funds to buy a book for every child attending. 7 family performances were delivered in Acomb, Clifton, Tang Hall, and York Explore Centres. These venues were chosen because they are in wards with most disadvantaged families. To identify the families, we worked with Local Area Co-ordinators, York Learning and Social Workers. 285 adults and children attended the family performances, including refugee families, children in foster care, and families on low incomes. Carr Infants and Tang Hall Primary School were invited to free schools' performances: these schools serve some of the most disadvantaged families in the city.

5.5 Adults: Northern Girls performance and workshops.

Explore hosted 8 writing workshops in partnership with Pilot Theatre for a targeted group of young women. Workshop participants and professional writers created 8 monologues which were rehearsed at York Explore and performed to audiences on Library Lawn over 4 evenings in October 2021. Bookings were high with a total audience of 200 playing at 100% capacity. As part of the partnership, Pilot Theatre also delivered a community workshop at Acomb Explore, attended by 18 people.

Film performance. Northern Girls on Library Lawn was professionally filmed and edited for screening. The film was shown at Acomb Explore in February 2022. The screening was introduced by Hannah Davis, who had written one of the pieces and she led a Q & A with lively discussion about feminism and female identity after the screening. The film will be made available on YouTube in due course.

6. Wellbeing

Explore continues to play a key role in supporting mental health recovery after the pandemic, as individuals feel safe and less isolated in our spaces with our programme of events and activities bringing people together. Customers, volunteers, and partners have told us a wealth of stories about the positive impact of using our services in their many forms. For example, a customer told us their first post-pandemic outing to a public space was to York Explore Library. They came to us because they felt safe and reassured and it helped increase their confidence.

6.1 Online reading groups

During the pandemic, we ran online reading groups, in partnership with Joseph Rowntree Housing Trust and Ways to Wellbeing, to combat social isolation and improve health and wellbeing. The groups read aloud together, then talked. No preparation was needed, so people who did not necessarily have confidence with literature and did not often access cultural services felt comfortable attending. The sessions were promoted specifically to people who were socially isolated and vulnerable during the pandemic lockdowns.

6.2 Creative Cafes

at Tang Hall and Acomb Explore were funded by CYC and Ways to Wellbeing. The participants were either self-referred or referred by a social prescriber. The impact on wellbeing is clear from the comments of participants:

"I have really enjoyed the course, particularly the cheerful and supportive input of the 2 artists. I did not expect that to be so influential. I would definitely like to do more craft activities as they are very calming."

"Got new ideas for creativity, met people with lively chat. After covid with deaths of friends etc. and isolation, this class has been essential for my mental and emotional well-being."

6.3 Books on Prescription - work with partners

We received 15 sets of Books on Prescription core collection, Shelf Help and Reading Well for Children and Young People, funded by DCMS. We offered the collections to trusted partners on a long-term loan aligned to Health Information Week. The partners included Ways to Wellbeing, Snappy, Door 84, NSPCC, CYC Early Years' Service, St Nick's, and Kyra. We also linked to Foss Park Hospital and GP surgeries via the link workers.

6.4 Converge@theHaven

This programme is aimed at individuals who access mental health services in the city. An archivist delivered sessions (one via zoom and one in person) focused on *The York We Have Lost* looking at aspects of the city and civic life that have changed beyond recognition. While the zoom session went well, the social interaction and discussion that followed the in-person session was clearly of the most benefit to this group. The archive sessions were very well received. Tutor workshops and training on teaching individuals with mental health issues was attended before the sessions providing Explore staff with a valuable development opportunity.

7. Looking Ahead

Explore has demonstrated how we provide an essential service to residents and communities, now more than ever, as we supported people through the pandemic and now as we emerge and recover and continue to strengthen our communities. We are here to support residents as they deal with the various challenges facing them. We are continuing to help people to get online or to access information online, making sure that everyone is connected, and nobody is left behind. We continue to bring people together, re-connecting them with each other and with their sense of place, strengthening local communities and improving individual wellbeing. We are working with children and young people to support and improve literacy through our fun reading programmes that enable children to develop through the joy of learning. We have an increased focus on children in receipt of free school meals as we partner with the HAF programme. We look forward to continuing to work with and support the council and other city partners on these wider issues – leading the 100% Digital partnership, as a partner supporting delivery of the Early Years' strategy, and with cultural and creative organisations across the city as we play our key role in delivering on York's' Creative Future (Culture Strategy 2020-2025). Of course, we are excited about the capital developments at Haxby & Wigginton and Clifton, and look forward to creating even more safe, welcoming accessible spaces for everyone in these communities. Explore is continuing to strengthen and build up our financial position, with the outcome of the bid to become an Arts Council National Portfolio holder expected in October. We are also growing our social

capital as we build our board of directors with 2 new appointments to be made directly from the local community and we continue to recruit to our army of volunteers to support our work and cement our excellence in this area as we work towards the Investing in Volunteers Accreditation quality standard next year. We have strengthened the future of the City's archive by working with the council towards a solution for the archive of the future and ensuring that records that are born digital will remain accessible for future generations. We are supporting the City's ambition to be carbon neutral by 2020 as part of the Sustainability Leads group across the city and we are also involved in national libraries work to mitigate climate change.

Our staff teams are constantly amazing, and they have played a pivotal role in enabling and building stronger communities. They have emerged more resilient from the challenges of the past few years, with a newly formed Staff Advisory Group made up of a cross-section of the staff team and they directly influence the direction of the organisation. As one staff member puts it:

"One thing that stands out is the ability of Explore staff to innovate and change. Discovering this about our organisation will inform everything we do in the future."

Scrutiny Report – Greenwich Leisure Limited (GLL)**July 2022**

1. GLLs vision is:

“To empower local communities to achieve better quality of life”

2. Our aim is to increase participation in leisure, sport and culture to improve health and social wellbeing outcomes through the promotion, provision and delivery of quality facilities and services.
3. Better is the customer-facing brand from GLL, a not-for-profit Charitable Social Enterprise committed to delivering a better quality of fitness and leisure, libraries and performing arts facilities for everyone. We are committed to providing access to great community facilities. We manage over 258 facilities in England and Wales. We add social value by working for the benefit of everyone; the public, the communities they work in, the environment, their staff and their partners.
4. The GLL contract with City of York Council operates under a Design, Build, Operate and Maintain contract (DBOM), which started in December 2017 for 13 years. This enables us to run the following leisure centres in York: Burnholme Sports Centre, Energise Leisure Centre, Yearsley Pool and York Stadium Leisure Complex.
5. During the Covid19 pandemic GLL was nationally seen at the forefront of getting the leisure industry approved to reopen with close working relationships with UK Active, local authorities and the Health and Safety Executive. The measures put in place gave reassurance to the customers in the centres.
6. In the year from April 2021 – March 2022 the four leisure centres had a total patronage of 606,347 people. We also welcomed 53 clubs to the facilities who used our facilities for a total 5,642 hours.
7. Significant investment occurred with regard to technology during the pandemic; this allowed the enhancement of the Better UK app which enabled users to book sessions/activities online and complete virtual workouts at home. The continued use of the app has empowered our customers to book sessions like swimming at the time they like. GLL also transferred its entire front of house booking system to a new system that it now partly owns, as it was deemed that off the shelf bookings systems were no longer compatible to the growing needs of the leisure industry. Continuous updates are

occurring and it is envisaged the system will be fully complete next year to the high levels that GLL is requiring.

8. Capital investment into the centres along with ongoing maintenance ensures that all of the facilities are maintained to a high standard. In 2021/22 £206,466 was invested into centres of which £63,900 was into the stadium. It is planned for 2022/23 that this will increase to £314,451 with £96,000 being reinvested into the stadium to enhance operations and customer experience.

Burnholme Sports Centre

9. In January 2020 GLL took over the operation of Burnholme Sports Centre from the City of York Council, Sport and Active Leisure department following a £1.2 million capital investment. Unfortunately, the centre then closed on March 20th 2020 due to the Covid19 pandemic.
10. The centre was designed to be cashless in order to keep staffing levels down to enable for it to be affordable to City of York Council and GLL. The centre now has a good base of Health and Fitness memberships, along with a growing Healthwise programme that integrates with the NHS outpatient physiotherapy departments and CYC Health Trainers at the centre.
11. The sports centre has now become a hub for the community working in partnership with local organisations such as Explore, Tang Hall Smart, Choose2Youth and York Down Syndrome Football.
12. The Better Gymnastics programme launched in April 2021 at Burnholme Sports Centre following 3 earlier delays associated with the pandemic. With support from partner British Gymnastics, the facility has seen steady growth of the programme and now has additional qualified instructors who are actively promoting the scheme with increased capacities.
13. GLL approached a number of health services over the past 12 months to offer its facilities to assist with colocation of services for the local community. This enabled the centre to become a Covid19 vaccination centre, from October 2021 the centre hosted twice weekly vaccination session providing booster vaccinations. By January the partnership had enabled over 10,000 vaccinations for local residents, as well as a regular service for blood taking. We are also now working with the York Teaching Hospital on relocating outpatient services such as physiotherapy i.e. Musculoskeletal (MSK).

Energise Leisure Centre

14. Partnership work at Energise Leisure Centre with York High School (YHS) continues to develop to ensure that the pupils at the school are accessing their PE curriculum space when required at the highest possible standard. This is monitored through the termly school liaison committee with a Ward Councillor, Executive Member for Leisure as well as representatives from CYC, GLL and YHS.
15. The centre has recently had an investment of £85k in the reception area which saw the reception desk removed and the reception area opened up, and the introduction of access control gates that enhances the security of the centre for staff, public and revenue protection. A staff member is still available to assist with enquires and take card payments and bookings.
16. A further planned investment in the fitness suite will see the expansion of the indoor cycling studio to increase the number and replace with new Technogym bikes along with the addition of extra equipment to be utilised by the Healthwise team.
17. Better Swim School was relaunched in September 2020, with disability specific lessons returning in April 2021 complimented by an increase in Level Water funding providing 1:1 swimming lessons for disabled children.
18. With our commitment to lowering our carbon footprint GLL invested in pool covers for the main pool and small pool, new controls for variable speed drives, along with LED lighting in reception, concourse and changing rooms. In the summer of 2022, the lights in the pool hall and fitness suite will also be changed to LED lighting.

Yearsley Pool

19. A staged reopening of Yearsley Pool took place during the Covid19 pandemic, this allowed us to gradually return staff from furlough whilst maintaining service to the customers.
20. A formal pool programme review took place in line with the DBOM contract due to the opening of York Stadium Leisure Complex, this review allowed a significant programme change which enabled the pool to become a specialised club swimming pool on an evening. This gave the many clubs stability on the long course training that is essential for competitions, and also allows Energise Leisure Centre and York Leisure Centre to maintain additional public swimming session.

21. Recent investment into the centre life cycle maintenance including pool filter media change, new pumps and probes along with a new Building Management System (BMS) has ensured that Yearsley Pool is being maintained in line with the contract.
22. GLL is also investing resource into further carbon reducing measures with full length pool covers that can be placed on the pool overnight which will reduce gas and electrical consumption.
23. In partnership with Refugee Action York, we have supported a group of female refugees with access to swimming lessons; many of which have adverse experiences to water. We are currently running female only swimming lessons at Yearsley Swimming Pool, with juniors incorporating into general swimming lessons. The feedback has been increasingly positive with many of the participants stating they enjoy the sessions.

York Leisure Centre

24. York Leisure Centre is part of the York Stadium Leisure Complex which successfully opened in December 2020. Due to the pandemic some services could not open due to the restrictions imposed by central government however the sports hall became a Covid19 testing station for the residents of York in partnership with City of York Council, and football and rugby games were permitted to be played behind closed doors.
25. The residents of York are now enjoying the investment into the complex that enables the people in the north of York and beyond to enjoy the services of the centre including the swimming pools, fitness suite, Clip n Climb and large sports hall with spectators seating.
26. GLL is the landlord to the tenants below and ensures that all key stakeholders have a venue that can showcase their organisations but also to the city of York and further afield. The complex consists of the following organisations:
 - Better York Leisure Centre (GLL)
 - York Against Cancer (YAC)
 - Little Gym
 - York City Knights (YCK)
 - York City Football Club (YCFC)
 - York Stadium Management Company (SMC)
 - York Explore and Archives
 - Little Yorkshire Coffee Company
 - NHS York and Scarborough Teaching Hospital

27. York Leisure Centre along with the other centres in York was recently inspected under the Sport England's continuous improvement scheme called Quest. It successfully gained a Very Good rating which permits further progression when it gets reassessed in 2023.
28. The membership base for health and fitness and swimming lessons continues to grow and its carefully balanced pool programme works in partnership with the other Better centres to ensure public swimming is facilitated across the city.
29. SWIMBiES launched at York Leisure Centre and later extended to Energise LC. Our SWIMBiES programme takes babies from three months old to age three, preparing them for the next stage of their learn to swim journey allowing parent bonding with babies while exercising gently in the water, improving coordination, developing muscles strength and motor skills from an early age.
30. The new play park was opened in April 2022 which is the external junior offer instead of the high ropes and also includes an external workout area that can also be used by the community.

LNER Community Stadium

31. The LNER Community Stadium is managed by the York Stadium Management Company (SMC) who is a sub subsidiary of York City Football Club on behalf of GLL.
32. The stadium officially opened in May 2021 with the focus on delivering 4 key areas for users of the stadium (being the licensed clubs and other third-party hosts):
 - Match day operations
 - Ticketing
 - Facility maintenance
 - Corporate services (i.e. finance, legal, IT, marketing etc.) to support the above operations
33. Initial capacity was limited to 2,000 by the City of York's Licensing Officer due to delays in embedding the required licensing criteria; however, this was subsequently increased to 4,000 in August 2021 and then to unrestricted capacity (8,510) in September 2021.
34. Since opening in May 2021 a total of 59 fixtures have been held at the stadium up until March 2022:

- York City Football Club (YCFC) - 29
- York City Knights (YCK) - 15
- SMC – 15 (for Leeds United, Leeds United U23s and Hull City U23s)

35. The number of tickets sold for the above fixtures from May 2021 – March 2022 totalled: 107,330:

- YCFC – 78,430
- YCK – 24,839
- SMC – 4,061

36. In September 2021, SMC instigated a robust turnaround and performance improvement plan which has been successfully delivered. This involved:

- The appointment of a General Manager with credentials that combine business transformation and executive leadership of elite sports clubs.
- The appointment of an experienced Stadium Manager & Ground Safety Officer (from Hull City) and an Operations Manager.
- Setting out a detailed Action Plan across all 4 key operating areas that was presented to City of York Council and closely monitored by GLL

37. As at 31 March 2022, the SMC was fully compliant with its Match Day Agreement obligations and continues to work positively and constructively with GLL, City of York Council and the licensed clubs to deliver continual improvement initiatives.

38. The SMC's planned initiatives continue to be aligned to the overall vision of becoming the Region's Leading Community Sports Stadium by way of:

- The ultimate seamless ticketing journey.
- An outstanding stadium experience (for spectators and user clubs, working towards 'UEFA-standard' infrastructure).
- The highest standards of operational compliance, and
- A regional and national awareness building campaign alongside key strategic partners to capture future events from high profile clubs and governing bodies.

39. The following provides an update on progress/initiatives since that will continue into 2022/23:

- Ticketing & Customer Experience.
- The ticketing system has been upgraded to the fully integrated 2022 version with ongoing improvements being made based on user feedback and ongoing training – benchmarking against Premier League football clubs using the identical system.

- Investment into a ticket office 'hatch', and potentially also mobile kiosks to provide additional support and guidance to spectators in their ticketing journey, particularly for match day purchases. Investment in mobile ticket booths was put on hold until the IT / ticket system upgrade was completed and the effectiveness of the hatch monitored. It is extremely likely that the mobile booths will be required should crowds consistently exceed 5,000.
- Additional way finder signage around the stadium to assist supporters and minimise turnstile congestion.
- Transfer of current IT network to SMC bespoke, protected VPN network securely. This has allowed all SMC operations (such as CCTV, ticket office, phones etc.) to stand alone.

40. SMC continues with a transition towards using its own/preferred stewards (increasing loyalty, competence & reducing cost to users) and cleaning staff, as casual employees – mitigating exposure to third party providers'.

41. Ongoing feedback and support from the Sports Safety Advisory Group continues to be extremely positive, notwithstanding recent incidents (i.e. pitch invasions), with the SMC taking a proactive stance on public safety measures generally (e.g. improved signage, risk categorization of matches, introduction of stadium-wide allocated seating only and discussions regarding safe standing seats)

42. Investment in pitch quality/rating equipment to support maintenance and advocate quality settings (fit to hold up to 3 matches per week). The pitch renovation during June/July to comply with pitch warranty took place as planned.

43. Further stadium improvements have either been completed or are being sought to enhance the stadium operations and match day experience including:

- Investment in stadium-wide TV connectivity for greater match day experience duly completed, with access to Sky TV now in place.
- Shared investment in a new scoreboard continues to be explored between SMC and the licensed clubs.
- Investment in upgrade review to current floodlight lux planned once pitch renovations complete.
- Investment in external TV showcasing at turnstiles planned – allowing external messaging at entrances by SMC on ticket use, warnings, ground regulations, next events etc.

- Work on a 4th changing room will shortly commence, meeting the requirements in hosting RLWC21 and without which the opportunity to host elite and community events in future may be adversely affected
44. The creation of a stadium user group is planned – bringing together representatives from different demographics within the supporter base of both licensed clubs to (i) understand the operation of the SMC generally and (ii) provide direct feedback for continual improvement.
 45. A visibility and awareness building campaign continues to be developed that includes strategic alliances with broader community and regional partners, with the ultimate aim of attracting recurring stadium users (already approached by NFL, England FA, England RFU, World Strongest Man whilst contractual terms for the hosting of RLWC2021 have been agreed.
 46. Enhancement website functionality and communications, including drone footage and 360 coverage of the stadium's design and configuration – enhancing the customer journey.
 47. Venue Hire Agreements have been secured to host Leeds United pre-season first team friendly in July with also the renewal of use by Leeds United U23s for 6-8 matches. Hull City U23s agreement for 2021/22 is to be replaced by Sheffield United's U23s during 2022/23.
 48. A 'soft' internal audit approach has been set out with GLL to demonstrate ongoing compliance with FMA and MDAs
 49. Given the capture of data that has become possible over the last 12 months, SMC will be able to define operational KPI's to (i) observe outcomes, (ii) monitor performance improvements and (iii) implement appropriate actions, as necessary.
 50. The accumulation of an appropriate level of financial reserves to be held by the SMC at any time will be defined. Currently, the SMC remains in the final stages of embedding the implementation phase of initiatives since the stadium opened and all monies generated continue to be invested in stadium improvements.
 51. The aspirational quality standards of the SMC are aligned to UEFA ground criteria and best practice operations at Premier League football clubs and Super League rugby league clubs.

52. The SMC in partnership with GLL are working with all stakeholders including First Buses to ensure a cohesive travel plan is in place and to encourage the use of buses to and from the city centre.

Healthwise

53. The York Partnership has a dedicated Health Manager to assist in the delivery of the Community, Healthwise and Physical Activity Plan in partnership with the York Physical Activity and Sport Strategy 2020-2030.
54. Healthwise is a physical activity referral scheme dedicated to keeping individuals fit and healthy, whether living with a health condition or looking for support and guidance. Healthwise York work with local GP's, Physiotherapists and other health professionals (HCP's) that represent the key stakeholders for the programme
55. Physical activity plays an essential role in preventing and managing a wide range of health conditions. At GLL we offer Physical Activity Referral Schemes (PARS) at our leisure centres across York. GP's and other Health professionals can refer their patients to our low-cost programmes to help improve, manage or prevent health conditions such as high blood pressure, diabetes, asthma, arthritis, overweight/obesity, cancer, cardiac, depression or anxiety, osteoporosis among other conditions.
56. The York Healthwise Manager sits on the Public Health Healthy Weight Steering Group for York which is working towards a healthier city for our residents. As part of the tier service for obesity the Better centres' across York provide facility space and equipment for partners such as the Health Trainers in Public Health who provide a Tier 1 service and the Tier 3 NHS bariatric service. Together with the added tier 2 service that Healthwise deliver all three services work in partnership to provide a complete service that is aimed to reduce obesity in our city.
57. At Energise Leisure Centre, Burnholme Sports Centre and York Leisure centres the Healthwise team is working in partnership with the City of York Health Trainers. Working towards decreasing health inequalities and the wider determinants of health.
58. Tier 2 weight management programmes (wmp) are delivered throughout the York centres: Energise Leisure Centre, York Leisure and Burnholme Sports Centre. The Healthwise team are currently on 9, 10 & 11 WMP cohorts since April 2021. Securing a total funding of 58K through Public Health England.

59. Burnholme Sports Centre has formed a close relationship with the NHS MSK physio team who have delivered sessions from the centre twice a week pre and post lock down with an additional day from July 2022. Healthwise and the MSK service work in collaboration to provide continuation of service - patients can be referred to the Healthwise team for the 12 week intervention to continue managing their condition once discharged from Physiotherapy. This has a huge impact on cost savings for both primary and secondary care and with the wider determinants of health for the city in general.
60. Every year, more and more people are receiving successful cancer treatment. Many people affected by cancer want to make positive changes in their lives. Taking steps to be physically active as part of a healthier lifestyle can be part of this. Our Cancer rehabilitation programme at York Leisure Centre is dedicated to helping cancer survivors get more physically active and support cancer survivors take steps to make any healthy lifestyle changes that they may want to make. We work in partnership with York Against Cancer and acknowledge their support for cancer patients living with and beyond cancer.
61. The Healthwise classes are designed to help patients develop the knowledge, skills and confidence they need to improve their health and wellbeing. Our principal objectives are to deliver programmes that are designed to improve people's health and reduce health inequalities particularly in deprived areas. We aim to promote physical and mental wellbeing and to increase participation through engaging residents who have long term conditions in regular physical activity to help them manage or improve their condition. Healthwise classes have over 30 specialist classes that are outlined below to help patient referrals achieve this goal:
62. Our Cardiac rehabilitation programme at Energise Leisure Centre is designed for those who may have had a cardiac event and have been referred either from their GP or from a Phase 3 team at the local hospital. The programme safely explores the benefits of physical activity and provides individuals with the tools to develop the lifestyle behaviours needed for a smoother recovery, including healthy eating habits and stress management techniques.
63. The specialist Aqua Health sessions held at Energise Leisure Centre, York Leisure Centre and Yearsley pool are delivered by a Healthwise facilitator who is a trained Sport England instructor that has created a unique programme for patients to exercise safely in the water with a personalised activity programme. This is unlike any other class we deliver where the patients have an experience of a gym workout but in water.

64. February 2022 the Healthwise team became Mental Health First Aiders, which has proven beneficial to the team whilst consulting with the patient referrals and to support colleagues within the York Partnership.
65. Between April 2021 and the end of March 2022 Healthwise received 635 referrals of which 483 started and 299 completed the scheme. Following completion of the programme we offer a discounted membership we currently have over 400 participants accessing this membership.

Community Sports

66. The York Partnership has a dedicated Community Sports Manager to assist in the delivery of the Community, Healthwise and Physical Activity Plan in partnership with the York Physical Activity and Sport Strategy 2020-2030.
67. The York Partnership successfully applied for funding to deliver physical activity interventions on behalf of York MIND. The programme included Aquatic Activity for Health, Nordic Walking, Walk to Jog and Climbing courses which were delivered in partnership with the Healthwise team allowing for signposting into the scheme sustaining the new activities.
68. Through an agreement with City of York Council, GLL have provided funded memberships for all Looked after children and care leavers with a registered CYC social worker. We offer a year funded membership or limited access to swimming lessons in an attempt to break down barriers to activity participation, with 38 individuals currently accessing this. In addition to this, GLL nationally have offered a funded membership to Ukrainian Refugees and in York we have 44 adults and juniors accessing this support.
69. In addition to current provision at the centres, the York Partnership has been in discussion with British Triathlon and England Netball to explore setting up Triathlon events and Netball sessions at Energise Leisure Centre and York Leisure Centre. These will initially take place as pilots to determine interest.
70. This year the GLL Sport Foundation is supporting 13 athletes across York, including Athletics, Taekwondo, Swimming, Wheelchair Basketball, Tennis and Ultimate Frisbee. This support includes 3 Achievement Memberships with a financial award and 10 Training Memberships totalling £6450.
71. York partnership sponsored three awards at the recent York Sport Awards in the Young Achievers Category; Young Female Sportsperson, Young Male

Sportsperson, and Young Disability Sportsperson all of which were presented by CEO Designate Peter Bunday. GLL has supported the York Sport Awards since 2018 and hope to continue to do so moving forwards. We also sponsored 3 awards at the York College REACH awards; this sponsorship begins the partnership between GLL and York College which will expand into apprenticeships, work placements and career support.

72. Blood donation sessions were hosted at York Leisure Centre and Burnholme Sports Centre throughout the year providing this lifesaving service in the heart of our local communities. Sessions are continuing with advanced bookings until November 2022.

73. Energise Leisure Centre partnered with the Thomas Pocklington Trust and the York Sight Loss Council to provide staff with additional training and develop promotional videos sampling best practice in supporting blind and partially sighted people. This has led to further engagement with York Sight Loss Council.

74. The York Partnership was approached by the disability group SENSes regarding the provision and hire available for disability groups. We are in discussions with SENSes and have had initial meetings with North Yorkshire Sport to support the provision.

75. The York Partnership will be involved in a number of community events this year including:

- Tang Hall Smart Community Sports Fair (Burnholme Sports Centre).
- Woodthorpe Festival.
- York Sight Loss Council Sports Taster Event (Energise Leisure Centre).
- North Yorkshire Sport Girls Wellbeing Event at Dalby Forest.
- Come and Try It events across the 4 centres.

76. The York Partnership will once again be supporting the York Older People's Assembly 50+ Festival in September with plans to host consultation with older age groups around their provision requests. This will ensure that any planned provision by the York Partnership will meet the group's needs and break down any barriers. We will also look to provide some sport taster sessions with a view to set up organised sessions.

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**Children, Education and Communities Policy & Scrutiny Committee
Work Plan 2022/23**

23/06/2022 - Forum	<ol style="list-style-type: none"> 1) Annual outline of aims and objectives for the coming Municipal year by Leader and/or relevant Portfolio Holders, including any significant issues likely to be in the Forward Plan 2) Public health school survey, the findings, and what the PH team are doing to respond – confirmed. 3) Ofsted Report – commissioned slot.
28/06/2022 – Comm. Slot	Children’s Services Ofsted Report Cllr Waller and Jamaila Hussain
21/07/2022 - Committee	<ol style="list-style-type: none"> 1) York Learning annual update report - to include digital inclusion and post Covid recovery 2) Cultural offer – REACH update and York Explore annual report 3) Skills and Employment Board update 4) Staff absence/sickness rates within the Peoples directorate
27/09/2022 – Comm. Slot	Autism Strategy – Joint Scrutiny with HASC.
12/10/2022 - Committee	
20/12/2022 - Committee	
07/03/2023 - Committee	

Children, Education and Communities Policy & Scrutiny Committee Work Plan 2022/23

Agenda items for consideration

High Priority

- Ofsted Report – response from Officers/progress against Action Plan
- Education Service Performance – school achievement, changes to the attainment gap.
- Achievement of DfE investment targets
- Autism Strategy – Joint Commissioned Slot with HASC, 27 September 2022

Medium Priority

- Budget monitoring 2023/24
- School attendance & safeguarding
- Public Health school survey, 23 June 2022
- Skills and Employment Board update, 21 July 2022
- York Museums' Trust - vision, progress and performance from incoming Chief Executive (recruitment process ongoing)
- Cultural Offer - REACH update and York Explore annual report, 21 July 2022

Low Priority

- York Citizens' Theatre Trust, annual review
- York Learning annual update, 21 July 2022
- People's Directorate staff absence/sickness rates, 21 July 2022

**Children, Education and Communities Policy & Scrutiny Committee
Work Plan 2022/23**

Council Plan priorities relating to Children, Education and Communities
A Better Start for Children and Young People
<ul style="list-style-type: none"> • Strengthen the work of communities, local organisations and agencies so that families become more resilient.
<ul style="list-style-type: none"> • Continue the improvement of children’s social care to provide excellent services for vulnerable young people.
<ul style="list-style-type: none"> • Prioritise improved outcomes for our most disadvantaged children and young people in the city.
<ul style="list-style-type: none"> • Work across sectors to improve apprenticeships and in-work progression.
<ul style="list-style-type: none"> • Work with our partners to identify and tackle issues relating to the rise in mental health problems in the city.
<ul style="list-style-type: none"> • Focus on the importance of the early years and the impact that this stage of life has on a child’s development.
<ul style="list-style-type: none"> • Give every child and young person access a full and rounded arts and cultural offer.
<ul style="list-style-type: none"> • Increase the number of foster carers and adopters
<ul style="list-style-type: none"> • Improve play and sports provision for young people
<ul style="list-style-type: none"> • Develop a York citizenship offer in conjunction with schools in the city
Safe Communities and Culture for All
<ul style="list-style-type: none"> • Develop a cultural and sporting offer
<ul style="list-style-type: none"> • Deliver an inclusive cultural strategy
Good health and Wellbeing
<ul style="list-style-type: none"> • Make open spaces available to all for sports and physical activity

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