

## Notice of a public

### Decision Session - Executive Member for Economy and Strategic Planning

**To:** Councillor Waller (Executive Member)

**Date:** Tuesday, 28 September 2021

**Time:** 10.00 am

**Venue:** The Snow Room - Ground Floor, West Offices (G035)

## AGENDA

### Notice to Members – Post Decision Calling In:

Members are reminded that, should they wish to call in any item\* on this agenda, notice must be given to Democracy Support Group by:

**4:00 pm on Thursday 30 September 2021.**

\*With the exception of matters that have been subject of a previous call in, require Full Council approval or are urgent which are not subject to the call-in provisions. Any called in items will be considered by the Customer and Corporate Services Scrutiny Management Committee.

Written representations in respect of item on this agenda should be submitted to Democratic Services by **5.00pm on Friday 24 September 2021.**

## 1. **Declarations of Interest**

At this point in the meeting, the Executive Member is asked to declare:

- any personal interests not included on the Register of Interests
- any prejudicial interests or
- any disclosable pecuniary interests

which he may have in respect of business on this agenda.

## 2. **Minutes** (Pages 1 - 6)

To approve and sign the minutes of the meeting held on Tuesday 27 July 2021.

## 3. **Public Participation**

At this point in the meeting members of the public who have registered to speak can do so. Members of the public may speak on agenda items or on matters within the remit of the committee.

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 remote meetings. The deadline for registering at this meeting is **5:00pm on Friday 24 September 2021**.

To register to speak please visit [www.york.gov.uk/AttendCouncilMeetings](http://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 relevant Democracy Officer, on the details 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 live and on demand at [www.york.gov.uk/webcasts](http://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](http://www.york.gov.uk/COVIDDemocracy)) for more information on meetings and decisions.

**4. Planning Enforcement Update** (Pages 7 - 16)

The Executive Member will consider a report which will provide him with an update on planning enforcement cases and the progress of work within the enforcement team on its development and the new Enforcement Plan.

**5. York 10-Year Skills Strategy** (Pages 17 - 54)

The Executive Member will consider a report about the development of York's 10-Year Skills Strategy, delivered through the city's Skills and Employment Board, and which presents that final draft strategy for endorsement by the Executive Member.

**6. Urgent Business**

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

Democracy Officer

Joseph Kennally

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**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

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

- Registering to speak
- Written Representations
- Business of the meeting
- Any special arrangements
- Copies of reports

Contact details are set out above

## Coronavirus protocols for attending Committee Meetings at West Offices

If you are attending a meeting in West Offices, you must observe the following protocols.

**Good ventilation is a key control point, therefore, all windows must remain open within the meeting room.**

If you're displaying possible coronavirus symptoms (or anyone in your household is displaying symptoms), you should follow government guidance. You are advised not to attend your meeting at West Offices.

### Testing

The Council encourages regular testing of all Officers and Members and also any members of the public in attendance at a Committee Meeting. Any members of the public attending a meeting are advised to take a test within 24 hours of attending a meeting, the result of the test should be negative, in order to attend. Test kits can be obtained by clicking on either link: [Find where to get rapid lateral flow tests - NHS \(testand-trace.nhs.uk\)](https://testand-trace.nhs.uk), or, [Order coronavirus \(COVID-19\) rapid lateral flow tests - GOV.UK \(www.gov.uk\)](https://www.gov.uk). Alternatively, if you call 119 between the hours of 7am and 11pm, you can order a testing kit over the telephone.

### Guidelines for attending Meetings at West Offices

- Please do not arrive more than 10 minutes before the meeting is due to start.
- You may wish to wear a face covering to help protect those also attending.
- You should wear a face covering when entering West Offices.
- Visitors to enter West Offices by the customer entrance and Officers/Councillors to enter using the staff entrance only.
- Ensure your ID / visitors pass is clearly visible at all time.
- Regular handwashing is recommended.
- Use the touchless hand sanitiser units on entry and exit to the building and hand sanitiser within the Meeting room.
- Bring your own drink if required.
- Only use the designated toilets next to the Meeting room.

### Developing symptoms whilst in West Offices

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- Make your way home immediately
- Avoid the use of public transport where possible
- Follow government guidance in relation to self-isolation.

You should also:

- Advise the Meeting organiser so they can arrange to assess and carry out additional cleaning
- Do not remain in the building any longer than necessary
- Do not visit any other areas of the building before you leave

If you receive a positive test result, or if you develop any symptoms before the meeting is due to take place, **you should not attend the meeting.**

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City of York Council

Committee Minutes

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MEETING	DECISION SESSION - EXECUTIVE MEMBER FOR ECONOMY AND STRATEGIC PLANNING
DATE	27 JULY 2021
PRESENT	COUNCILLOR WALLER

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## 6. **Declarations of Interest**

The Executive Member was asked to declare, at this point in the meeting, any personal interests not included on the Register of Interests or any prejudicial or discloseable pecuniary interest that he might have in respect of the business on the agenda. None were declared.

## 7. **Minutes**

Resolved: That the minutes of the previous meeting held on 15 June 2021 be approved as a correct record and signed by the Executive Member, subject to the replacement of the word 'quantum' under Minute 4 with 'scale'.

## 8. **Public Participation**

It was reported that there were no registrations to speak under the Council's Public Participation Scheme.

## 9. **Update on Progress of the Minerals and Waste Joint Plan and the Proposed Main Modifications**

The Executive Member considered a report which informed him of the main modifications required to be made to the Minerals and

Waste Joint Plan following Submission to Secretary of State and the associated Hearing Sessions held during Spring 2018 and January 2019. The report also provided information on the main modifications public consultation taking place for 8 weeks between Wednesday 21st July and 5pm on Wednesday 15th

September 2021, in accordance with the Planning and Compulsory Purchase Act 2004 and The Town and Country Planning (Local Planning) (England) Regulations 2012. The Development Officer was in attendance to present the report and respond to questions.

Key points raised during the presentation of the report included:

- That the Minerals and Waste Joint Plan had been produced jointly by the City of York Council, North Yorkshire County Council and North Yorkshire Moors National Park Authority.
- That the key main modifications were required due to:
  - National Planning Policy Framework Paragraph 209a had been quashed following a High Court challenge by Talk Fracking.
  - A moratorium issued by the Government in November 2019, which ordered a presumption against issuing any hydraulic fracturing consents until more evidence is gathered on seismic activity.
  - The joint authorities had undertaken work in terms of the Habitats Regulation Assessment on the Joint Plan in response to a decision of the Court of Justice of the European Union which led to a reassessment of a series of sites, although none of these were in the City of York area, but were in the North Yorkshire County Council authority area.
  - Statutory consultations with the Environment Agency and Natural England.
- That the full schedule of the main modifications were set out at Annex A of the report, but the modifications most pertinent to the City of York were:
  - Policy M16 and M17 which relate to hydrocarbons.
  - Additional references in relation to climate change, the green belt and York's historic heritage and setting.
  - Additional review/monitoring of the plan.
  - The retention of the challenged 500m buffer zone around sensitive receptors.
- That the 8 week Main Modification Consultation Stage was underway, which began Wednesday 21 July 2021 and will end on Wednesday 15 September 2021. A poster explaining the consultation had been posted in all York libraries and a press release had been released to local papers. Letters and emails to consultees on the Local Plan database had been sent out, as well as information on social media. Paper copies were available in principal



offices of City of York Council, North Yorkshire County Council and the North Yorkshire Moors National Park Authority.

- That the results of the consultation will be sent to the Inspector, whose report will be passed to the Local Plan Working Group, Executive and Full Council for consideration.

The Executive Members stated that:

- He thanked officers for their report and presentation.
- The Government's moratorium of November 2019 in relation to fracking could easily be reversed, so it was important to raise awareness of the Minerals and Waste Joint Plan.
- He was grateful for the effort which went into proving and confirming the 500m buffer zone around sensitive receptors.
- He acknowledged the work done to raise issues of climate change around the issue of fracking.
- Potential seismic activity would pose a danger to historic buildings in York which were not built with significant foundation.
- He recognised the importance of collecting the opinions of York residents, and encouraged completion of the consultation.

Resolved:

- i. That the Main Modifications to the Minerals and Waste Joint Plan and subsequent period of public consultation are endorsed.

Reason: To inform interested parties of the Minerals and Waste Joint Plan main modifications and associated public consultation.

## **10. Quarterly Economic Update**

The Executive Member considered a report which provided him with the quarterly economic update for the period of April to June 2021. The Director of Housing, Economy and Regeneration and the Head of Economic Growth were in attendance to present the report and respond to questions.

Key points raised during the presentation of the report included:

- That the two largest economic challenges faced by the city were the effects of the Covid-19 pandemic and the UK's withdrawal from the European Union.
- York's economy had responded well to these challenges and was experiencing a strong recovery, with footfall back to pre-pandemic levels, patterns of local spending by residents of the city and surrounding areas and significant investment interest in the city.
- However, significant challenges existed in recruitment of staff in all sectors across the city and in supply chain effectiveness. Furthermore, although unemployment had increased less than in other places in the UK, it was at its highest level since 1997.
- That the claimant count of those accessing unemployment welfare was below the 2009 recession peak and dropping sharply, now below 4,000 claimants in the city.
- That 1 in 5 York workers were paid below the real living wage of £9.50 per hour – including 10% of full time workers, and around 50% of part time workers, and that the council was encouraging employers to examine wages through the Good Business Charter.
- Regarding furlough and the Self-Employment Income Support Scheme, between January and May there was a 40% drop in the amount of people relying on those schemes, with around 12,000 in York reliant on payments at the end of that period.
- That traditionally there demand was outstripping supply of apprenticeships in York, however that trend had been reversed with 180 apprenticeship vacancies in and around the cities and a lack of candidates for them. It was reported that there would be a focus on apprenticeships in Adult Learning Week (week beginning Monday 6 September 2021). A full report on the apprenticeship levy transfer was to be brought to the next Decision Session.
- That work had been progressing well on the draft 10 Year Skills Strategy, which the City Skills and Employment Board had considered at their 21 July meeting. In terms of the One Year Skills plan, brought to Executive in June 2021, there were volunteers being trained at Foxwood Community Centre to offer information, advice and guidance on skills and employment to residents.
- That strong recovering in spend was being seen in the city centre, and that a modernisation of recording activity in terms of how many people are in the city centre, where

they have come from and what they are spending had been undertaken. This had demonstrated a reliance on people from over 50km away.

- That there were an increasing number of businesses considering expanding their operations in the city.
- That the consultation exercise, 'Our Big Conversation' was open until the end of July, and businesses and residents were encouraged to participate.

The Executive Member noted that:

- He would like to see shortfalls in areas such as HGV/LGV drivers and hospitality addressed by the skills work mentioned in the report.
- Lockdowns had caused people to reassess how far they are willing to commute, and that therefore it was essential to more fully utilise the workforce within York and its surrounding areas.
- He would like the next quarterly report to include an update on the impact of the current economic situation on communities in the city, including an analysis of wage levels.
- It was important to keep young people engaged in decisions made around York's economy, and he advocated consultations via the Youth Council.

Resolved:

- i. That the contents of the report be noted.
- ii. That an update on the community impact of the current economic situation be included in the next Quarterly Economic Update, including information on Skills work and an analysis of wages in York.
- iii. That an update on the impact of recombining the Economic Development Team with Make It York be included in the next Quarterly Economic Update.
- iv. That an update on the changes to the Local Enterprise Partnership and its impact on the Economic Strategy and the work of the Economic Development Team be included in the next Quarterly Economic Update.

Reason: To support York's economic response to the COVID-19 pandemic.

CLLR A. Waller, Executive Member  
[The meeting started at 10.00 am and finished at 10.44 am].



28<sup>th</sup> September 2021

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## **Executive Member for the Economy and Strategic Planning Decision Session**

Report of the Head of Planning and Development Services

### **Planning enforcement cases update and proposals for the future.**

#### **Summary**

1. The purpose of this report is to provide the Executive Member with an update on planning enforcement cases and the progress of work within the enforcement team on its development and the new Enforcement Plan.

#### **Recommendation**

2. The Executive Member is asked to note the contents of the report.

#### **Background**

3. A breach of planning control is defined in section 171A of the Town and Country Planning Act 1990 as:

- The carrying out of development without the required planning permission; or
- Failing to comply with any condition or limitation subject to which planning permission has been granted.
- Any contravention of the limitations on, or conditions belonging to, permitted development rights, under the Town and Country Planning (General Permitted Development) (England) Order 2015, constitutes a breach of planning control against which enforcement action may be taken.

4. The National Planning Policy Framework para 58 deals with planning enforcement and states that “Effective enforcement is important to maintain public confidence in the planning system.”

5. The City of York Council Planning Enforcement team responds to and investigates complaints about breaches of planning control. Planning enforcement complaints can be extremely complex and time consuming. The investigation process can involve Enforcement Officers working alongside both colleagues across the Planning Service and other departments within the Council and externally. This complexity serves to add to the time taken to resolve an issue. Some cases are best resolved quickly through working in partnership with other agencies and departments. The Council's existing Enforcement procedures can be found here [Planning enforcement – City of York Council](#).

6. In order to make most effective use of the Council's resources, the cases are dealt with in order of priority with the greatest urgency given to cases causing the greatest levels of harm or where such harm would be irreversible

7. The Council's planning enforcement powers are discretionary and action cannot be taken simply because there has been a breach in planning control. Enforcement action should only be taken where the Council is satisfied that it is 'expedient' to do so, having regard to the relevant planning policy and to any other material planning considerations. In making this assessment the Council will gather evidence regarding the nature and scale of the breach, and whether it unacceptably affects public amenity and or the built or historic environment.

Reasons for not taking further action might include:

- The age of the breach
- The breach is 'de minimus'
- Planning permission would be likely to be given if applied for
- The level to which the breach has been evidenced is not sufficient to demonstrate a significant enough degree of harm to warrant further action.
- Benefits outweigh the harm

8. When considering 'de minimus' sometimes a breach in planning regulations may be either very small in dimension (a building constructed 5cm higher than permitted height for example) and/or its impact is negligible (eg children's nursery with permission for 40 places operating 41 places). As long as this does not unacceptably affect public

amenity and or the built or historic environment then it would not be reasonable or proportionate for the council to take action.

9. The Council's Enforcement Team have a number of ways of enforcing planning breaches and these include:

- Enforcement Notice
  - Planning Enforcement Order
  - Stop Notice
  - Temporary Stop Notice
  - Breach of Condition Notice
- \* Section 215 Notice (untidy land)

10. The actions outlined above can be used by the Local Planning Authority (LPA) in order to rectify planning breaches. The report below outlined the number of Enforcement notices and section 215 notices that have been served.

11. Enforcement notices clearly outline what in the LPA view constitutes the breach of planning control and what steps the local planning authority require to be taken or what activities are required to cease to remedy the breach.

12. Section 215 notices provides a LPA with the power, in certain circumstances, to take steps requiring land to be cleaned up when its condition adversely affects the amenity of the area. If it appears that the amenity of part of their area is being adversely affected by the condition of neighbouring land and buildings, they may serve a notice on the owner requiring that the situation be remedied. These notices set out the steps that need to be taken, and the time within which they must be carried out

### **Current Position**

13. During 2020, 499 new planning enforcement investigation cases were received and 467 cases were closed. A total of 580 investigations remain open. 12 Enforcement Notices were served.

14. By comparison:

In 2015 - 483 cases opened  
352 closed  
2 Enforcement Notices were served

In 2016 - 501 cases opened  
367 closed  
3 Enforcement Notices were served

In 2017- 699 cases opened  
880 closed  
7 Enforcement Notices were served

In 2018 - 689 cases opened  
759 closed  
4 Enforcement Notices were served

In 2019 592 cases opened  
712 closed  
13 Enforcement Notices were served

15. Between 1 January 2020 and the 31<sup>st</sup> December 2020 of the cases closed, 135 cases were not expedient to pursue, 27 were found to be permitted development, 164 were found to be not in breach of planning control and 52 breaches were rectified following work undertaken by the team. 32 were granted planning permission.

16. Currently the Council has 43 cases awaiting the outcome of a planning application.

17. In 2020, 12 Enforcement Notices were served. These included:

- Failure to comply with noise conditions.
- Failure to clad a development.
- An unauthorised porch.
- An unauthorised access road.



- Conversion of stables to a holiday let.
- Creation of an access track and septic tank in a field within the Greenbelt.
- The erection of a dormer within a Conservation Area.
- Untidy land.

18. A more detailed synopsis of these and other recent Notices served, taken from the Planning Enforcement Register, is contained within the Annex section of this report. Please note that the Council is required to remove Notices from the register under certain circumstances such as where an appeal is dismissed or where the Notice is later withdrawn. These Notices are not included in the Register.

19. As outlined above the Council also utilises Section (S) 215 Notices to ensure untidy land which is harmful to amenity is rectified.

- 1 S215 Notice was served in 2015
- 3 in 2016
- 4 in 2017
- 1 in 2018
- 0 in 2019
- 2 in 2020

20. The recently updated Planning Enforcement Register is published on the Council's website. The register has details of Notices and orders for the last 12 years (2009 onwards) in an excel spreadsheet set out in a yearly basis. Records prior to 2009 remain in the paper file format and are available to view by appointment for members of the public. The online register will be updated every 6 months.

It should be noted that since the appointment of a Principal Planning Officer for the Enforcement team in November 2019 a significant period of change has commenced in terms of managing workloads and working on backlogs that exist within the team. Unfortunately this has recently been set back with periods of long term staff sickness and 2 staff have

taken retirement. Efforts are now underway to recruit additional staff to these posts.

### **Going forward**

20. The National Planning Policy Framework para 58 deals with planning enforcement and states that Local Planning Authorities “should consider publishing a Local Enforcement Plan to manage enforcement proactively, in a way that is appropriate to their area. This should set out how they will monitor the implementation of planning permissions, investigate alleged cases of unauthorised development and take action where appropriate.”

21. The Planning Enforcement team are finalising the first draft of a new Planning Enforcement Plan to replace the current Enforcement Policy which is set out on the Councils website as a web page. It will be entitled the City of York Council Planning Enforcement Plan. The plan will shortly be made available to the Executive Member for comment and is being discussed with Executive members and the Council Corporate Management team.

22. An Enforcement Plan gives the Council an opportunity to set out:

- How both the wider planning system and the Councils own Planning Enforcement Service operates
- The purpose of planning enforcement
- What the team can investigate
- How decisions will be made,
- Expediency
- Permitted development
- The enforcement register,
- How to report a breach of planning control
- Options available for formal action.

23. By dealing with these issues the Plan will allow engagement in the process of defining objectives and priorities which are tailored to York’s special character and heritage. It will define the priorities for enforcement action, which will inform decisions about when to take enforcement action. This is particularly important as it will provide greater transparency and accountability about how the Local Planning Authority will decide if it is expedient to exercise its discretionary powers. Finally this clearly defined policy will provide greater certainty for all parties engaged in the development process.

24. Of the breaches of planning control reported to the Council, a significant number of developments are found to be permitted development. Central Government gives householders and businesses permitted development rights to undertake certain building operations and changes of use without the need to first seek the consent of the Council. Where this occurs, in the absence of the consultation process associated with a planning application, the first a neighbour may be aware of a proposed development is when building operations commence. An enforcement complaint to the Council often swiftly follows. Investigating these complaints forms a significant element of the Councils enforcement work load. The Enforcement Plan highlights issues of permitted development to users of the Enforcement Service at the earliest opportunity.

25. Where a breach of planning control has been identified it does not automatically follow that formal enforcement action should be pursued. Where a breach of planning control is found, the Council must first use its discretionary powers to consider whether it is expedient to pursue formal action. The expediency test can be a complex one and relies heavily on Officers planning judgement. The plan provides greater detail and transparency in this area.

26. Planning enforcement investigations can be lengthy and complicated. In order to make most effective use of staff resources, it is usually necessary to give priority to those cases where the greatest or irreversible harm is being caused. Typically the highest priority is given to unauthorised demolition, substantial or irreversible alterations to a Listed Building, unauthorised works to protected trees or trees within a Conservation Area and unauthorised demolition within a Conservation Area causing irreparable harm. The plan will set out the priorities for investigation and action. The plan also identifies cases where the Council will not take action in order to make best use of its resources.

27. The complexity and inevitable time taken to resolve planning issues can result in significant frustration for members of the public. This generally occurs as a result of a number of factors including planning applications and subsequent appeals. An Enforcement Notice can also be appealed to the Planning Inspectorate. This process can also add significant delays. Consequently enforcement action must be put on hold. Highlighting these constraints to members of the public involved in the process is a key element of the Plan.

28. One of the areas of concern raised by members of the public during the enforcement process is communication and updates from

Enforcement Officers. The aforementioned complexity can result in an investigation taking a significant amount of time. Not hearing from the Council during this period can give rise to considerable frustration, a poor perception of the service and associated complaints. The Enforcement Plan sets out how the Council will manage both public expectations and provide an insight into the process so as to improve the service perception in this area. Officers will improve communication thorough providing more regular updates, even if this is to simply informal a complainant that the case is still open and being investigated. Officers are currently also looking at automated updates generated through the Uniform System for complainants. Regular updates will help to reassure members of the public that their concerns are being addressed despite the apparent delay.

29. Development Services has introduced the Enterprise element of the uniform system. Enterprise allows for more in depth case monitoring of the progress of both planning applications and enforcement cases. The system has helped to ensure the effective management of cases. Through the use of this system it is also intended that communication with complainants is improved with timescales introduced for the Councils Planning Enforcement Officers to regularly communicate with complainants. The operation and targets set by the system is to be informed by the plan. The new software will provide reminders to Officers to update complainants at regular intervals or when the status of a case changes (such as when a case is closed or a Notice served).

30. The new Plan will also be related to and link in to the creation of an online form for the reporting of breaches of planning control. Most breaches of planning control area now brought to the attention of the Council electronically. The use of the form will allow the Council to source as much information relevant to the breach as possible to assist with any investigation. The collection of this information in an electronic format will result in it being able to be transferred to the Councils records in a much simpler and faster manner to speed up the registering process.

31. Throughout the Covid-19 Pandemic the Councils Enforcement Officers have overcome significant challenges to work within the law and government guidance when visiting sites. The often incredibly strict guidelines have made visiting some sites incredibly difficult. However where visits have not been possible during the various lock down restrictions, Officers have utilised the time to catch up and review old cases to keep cases flowing and workloads from building up. The

service has remained effective through the service of Notices and the pursuit of action and visits where possible.

32. Finally the team is currently facing difficulties with staffing due to three Officers taking retirement. During this period the remaining members of the team have responded to the most urgent cases. Recruitment to these post is currently underway. It is however recognised that the team is limited in its ability to respond to effectively respond to all enforcement complaints by virtue of its limited resources, particularly expectations in relation to proactive site monitoring. As part of the recruitment process the number of permanent officers in the team has been increased by 0.8fte.

### **32. Consultation**

No formal consultation has taken place.

### **33. Council Plan**

The following Council priorities are relevant:

- Good health and wellbeing
- A greener and cleaner city
- An open and effective council

### **34. Implications**

- **Financial** There are no financial implications
- **Human Resources (HR)** There are no HR implications
- **Equalities** There are no equalities implications
- **Legal** There are no legal implications
- **Crime and Disorder** There are no crime and disorder implications
- **Information Technology (IT)** There are no IT implications
- **Property** There are no property implications
- **Other** There are no other implications

### **35. Risk Management**

There are no known risks

### 32. Contact Details

**Author:**

**Chief Officer Responsible for the report:**

**Author's name**

Rob Harrison  
Principle Development  
Management Officer  
Tel: 01904 553775

**Neil Ferris**

Corporate Director of Economy and Place

**Report  
Approved**

**Date** 20/09/2021

Becky Eades  
Head of Planning and  
Development Services  
Tel: 01904 552814

**Wards Affected:**

**All**

**For further information please contact the author of the report**

**Background Papers:**

None

**Annexes**

Summary of Enforcement Notices served in 2015, 2016, 2017, 2018 and 2019 as detailed in the Planning Enforcement Register.



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**Decision Session – Executive Member for  
Economy and Strategic Planning****28 September 2021**

Report of the Assistant Director, Education and Skills

**York's 10-Year Skills Strategy****Summary**

1. This report updates the Executive Member about the development of York's 10-Year Skills Strategy, delivered through the city's Skills and Employment Board, and presents that final draft strategy for endorsement by the Executive Member.
2. The York Skills and Employment Board - which was created 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 Local Enterprise Partnership and Local Authority. Since its inception in September 2020, the board has actively driven the development of *York's 10-year Skills Strategy*.
3. The *One-year plan: Skills for Employment in York*, endorsed by the Executive Member at his Decision Session in March 2021, forms the first phase of the 10-year strategy to support residents and businesses as we move into a new phase of the recovery from coronavirus.
4. Building on the commitments made in the one-year plan, the strategy evolves the role of skills in the city from a position of '*Helping people through change*' to supporting '*21<sup>st</sup> Century jobs*'.
5. Both the one-year plan and 10-year strategy are underpinned by a comprehensive evidence base which includes feedback gathered through direct engagement with businesses, Elected Members and other stakeholders.
6. Over the past year, more than 250 businesses have contributed to the development of the strategy through sector round tables, the Talent and Skills Event as part of York Business Week, *Our Big Conversation*, *The*

Lord Mayor's Hospitality Summit and in-depth interviews with University of York student research teams.

7. Engagement with those not directly involved in writing the strategy remains core to the approach and will continue post-publication. Ongoing and planned engagement will help inform the partnership's implementation plans, including how green skills and the voice of business will be embedded in skills planning.
8. This planned engagement includes specific opportunities with residents, Secondary School Head Teachers, high employment sectors such as hospitality and leisure, and high growth sectors including rail, IT and digital. It will involve the Council's Skills and Economic Development teams working with members of the Skills and Employment Board and other stakeholders such as, Citizens Advice, York Secondary School Head Teachers, rail and construction industry partners and the Hospitality Association York.
9. In addition to the planned Economy and Place Scrutiny Forum on 28 September 2021, it is proposed that an annual review of progress on the skills strategy will be taken to the Executive Member's Decision Session.

### **Recommendations**

10. The Executive Member is asked to:
  - i. note the content of the report;
  - ii. endorse the final draft of *York's 10-Year Skills Strategy*, recognising the strong partnership approach taken to understand, reflect and respond to local priorities.
  - iii. note the ongoing engagement with stakeholders to continue to shape delivery of the strategy.

Reason: To continue to help support people and businesses through change and begin developing the skills infrastructure that will support inclusive and sustainable growth in York.

### **Background**

11. The COVID-19 pandemic has impacted individuals and businesses, with 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.
12. From the early stages of the first lockdown, skills and education partners across the city have worked together to help people through



change. This has involved aligning, adapting and communicating the support available to both individuals and businesses.

13. At his Decision Session on 22 September 2020, the Executive Member for Economy and Strategic Planning received a paper setting out the key skills and employment related issues facing York as a result of the pandemic. It highlighted the need to strengthen the city-wide partnership approach, to respond to the emerging needs of residents and businesses and begin developing the skills infrastructure to support York's longer-term economic recovery.
14. This included receiving the terms of reference of the city Skills and Employment Board, comprising representatives from the city's colleges and universities, independent training providers, local employers, the Federation of Small Businesses, West and North Yorkshire Chamber of Commerce, DWP, TUC, the council and Local Enterprise Partnership.
15. In addition, the associated communications plan and framework for developing a one-year plan to 'Help people through change' and a 10-year strategy for '21st Century Jobs' were agreed.
16. As reported in the 'Skills and Employment' and 'Skills Strategy' updates provided at the Executive Member's Decision Sessions in December 2020 and April 2021 (respectively), the city's Skills and Employment Board has continued to meet monthly to:
  - drive development of York's 10-year Skills Strategy, with a clear focus on the priorities for the first five years
  - drive development and commence delivery against the one-year plan, which was endorsed by the Executive Member at his decision session in March 2021.
  - consider the developing evidence base including, stakeholder feedback, emerging themes, national and regional policy changes and the drivers of the local labour market in supporting inclusive growth.
17. This has led to a skills strategy aimed at helping residents and businesses to experience fully the benefits of York's enterprising, resilient and inclusive economy.

10-year Skills Strategy - 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."*

18. The vision is under-pinned by eight principles, which place people, businesses, partnerships, technology and the city's Net Zero ambitions at the heart of the strategy.
19. York has an ambition to be a net-zero carbon city by 2030. This aim impacts many sectors including (but not limited to) construction, engineering, transport and energy and will require green skills to be embedded across all areas of learning.

Building on this, is an evolution of the shared commitments introduced in the one-year plan and the partnership's priorities for the next 2-5 years:

- **York works – skills support 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 (includes maths, English, digital skills, employability, transferable skills)
- Enhance skills opportunities and Information, Advice and Guidance 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

- **Empowered employers – skills support for businesses**

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 (see section 5 of the strategy)
- Support businesses to access talent, tailored provision and support for upskilling
- Focus on helping small and micro businesses to thrive

- **Pioneering provision – productive partnerships**

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
- **Education to employment and self-employment – York’s 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 retrains people in the city.

#### Priorities

- Focus on occupations in highest demand e.g. nurses, caregivers, 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 and green skills is enhanced and aligned with priority sectors

The strategy provides more detail on each commitment, the rationale for each priority and how partners across the city plan to respond.

20. At its meeting on 16 September 2021, the Skills and Employment Board considered the recent revisions that had been made to the draft strategy as a result of stakeholder feedback. The Board identified opportunities to strengthen key messages, including the importance of working with schools to provide careers education, information, advice and guidance that reflects the needs of the local labour market.
21. All feedback received to date has been considered in developing the ‘final draft’ strategy (Appendix A). Feedback from the Executive Member’s Decision Session and Economy and Place Scrutiny Forum on 28 September 2021 alongside any other stakeholder feedback received will inform final publication of the strategy.

#### **Next Steps**

22. Once the 10-year strategy is finalised for publication, the Skills and Employment Board will no longer meet on a monthly basis. However, the city-wide partnership approach will remain key to implementing and delivering the strategy.

23. As set out in its Terms of Reference, the Skills and Employment Board forms part of the city's economic response structure. As the city moves its focus onto post-pandemic recovery, the Board understands the need for this structure to evolve.

### **Consultation**

24. 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 meeting on 16 September 2021 was the Board's ninth meeting since December 2020, with members providing input to the strategy during and outside of meetings.
25. 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. In addition, the 10-year Skills Strategy is being considered at the Economy and Place Scrutiny Forum on 28 September 2021 and will feature as an appendix to the developing Economic Strategy.
26. Employer voice has helped to build the local evidence base and shape the strategy. Examples of targeted engagement include: Make it York Business Survey (Q2 2020), Sector Roundtables, York Business Week Skills Event, Business Leaders group, Hospitality Summit (July 2021), the council's "Our Big Conversation" survey and qualitative interviews.
27. Engagement with those not directly involved in writing the strategy remains core to the approach and will continue post-publication. Ongoing and planned engagement will help inform the partnership's implementation plans including, how green skills and the voice of business will be embedded in skills planning.
28. This planned engagement includes specific opportunities with residents, Secondary School Head Teachers, high employment sectors such as hospitality and leisure, and high growth sectors including rail, IT and digital. It will involve the Council's Skills and Economic Development teams working with members of the Skills and Employment Board and other stakeholders such as, Citizens Advice, York Secondary School Head Teachers, rail and construction industry partners and the Hospitality Association York.

### Council Plan

29. The Council Plan identifies eight priorities, four of which are relevant to this work:

- Well-paid and an inclusive economy;
- A better start for children and young people;
- Safer communities and culture for all;
- An open and effective council.

### Implications

30. The following implications have been considered:

- **Financial** – no implications.
- **Human Resources (HR)** – no implications;
- **One Planet Council / Equalities** – no implications
- **Legal** – no implications;
- **Crime and Disorder** – no implications;
- **Information Technology (IT)** – no implications;
- **Property** – no implications.

### Risk Management

31. No specific risks identified.

### Contact Details

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**Report**  **Date** 17 September 2021  
**Approved**

**Specialist Implications Officer(s)** List information for all  
None

**Wards Affected:** [List wards or tick box to indicate all] **All**

**For further information please contact the author of the report**

**Background Papers:**

None

**Annexes**

Final Draft York's 10-year Skills Strategy

**List of Abbreviations Used in this Report**

None

# York's 10-year Skills and Employment 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 career, 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* [\[hyperlink to be added\]](#) was published in xxxx 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

To underpin the four commitments with an effective and collaborative communications strategy to ensure widespread awareness and access to the range of support, training and IAG available across the city

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 the global pandemic but to thrive and grow in an 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 make our ambitions a reality. We want people from all backgrounds and abilities to fulfil their potential and we want to capitalise on the existing talent and highly skilled workforce that already exists in York.

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 make York a city for everyone to thrive in by enhancing the skills that make prosperity a reality.

(signatures and photos to be added)

#### **Vision**

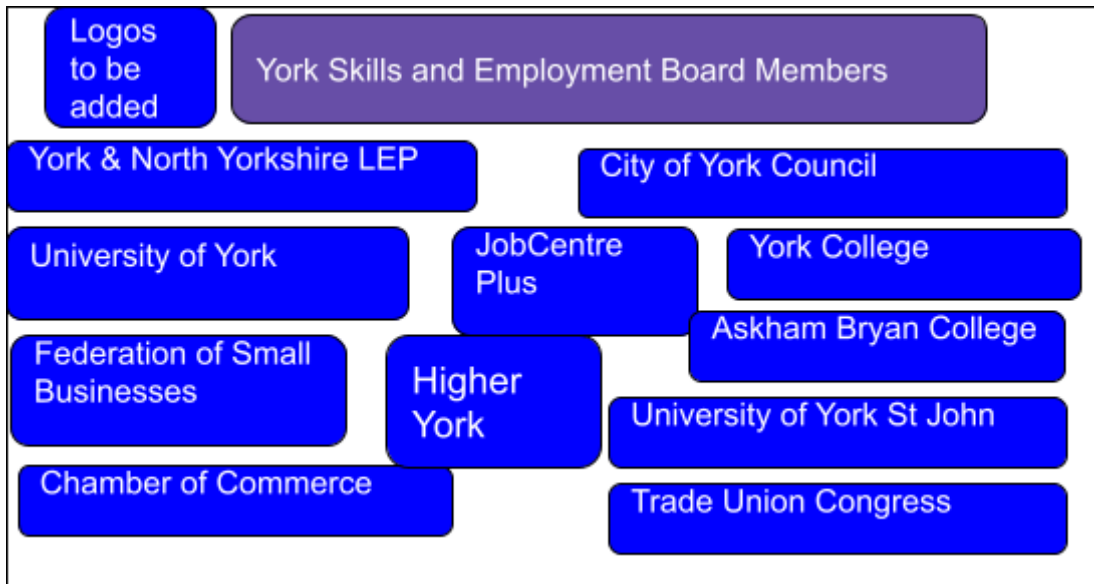
Pioneering provision aligned to the needs of the city, its people and its businesses developed and delivered in partnership to support economic growth and attract, retain and develop talent.

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



## Our partnership



## Our 10 year vision for skills

Work is already underway to transform the way skills and training is delivered in York and 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 business need 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 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 and those with lower skills and from hard-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**.

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, 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 also 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 numbers of people with higher-level skills in this sector and those aligned with it such as **food manufacturing** and **construction**.

York is an 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. Women have the skills 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 that will see the construction through 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 jobs in high-value jobs that are in demand.

## 1. 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 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 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 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.

#### 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 eg 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 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 eg 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

#### Case study

##### Company A and York St John University

Company A (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 run during the year, this is 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 enrolling on the full MSc programme.

## 2. Growth illustrated through developments and infrastructure - 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 to ensure a pipeline of talent.

- **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 biobased 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**

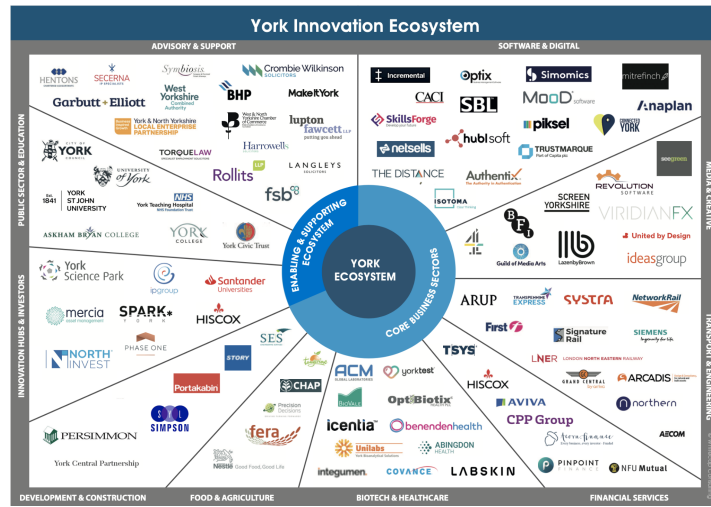
York Guildhall is being redeveloped to create high-quality office spaces with the potential to create an estimated 250 jobs in high-value sectors, especially the creative and digital sectors and creating an £848k annual income and an additional estimated £117m boost to the city's economy over the next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



An additional 50 jobs and £7m GVA (gross value added) will also be created during the construction phase.

- **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 startups to succeed in the city and attract additional high-value inward investment.



- **Carbon Neutral Aims and the Green Economy**

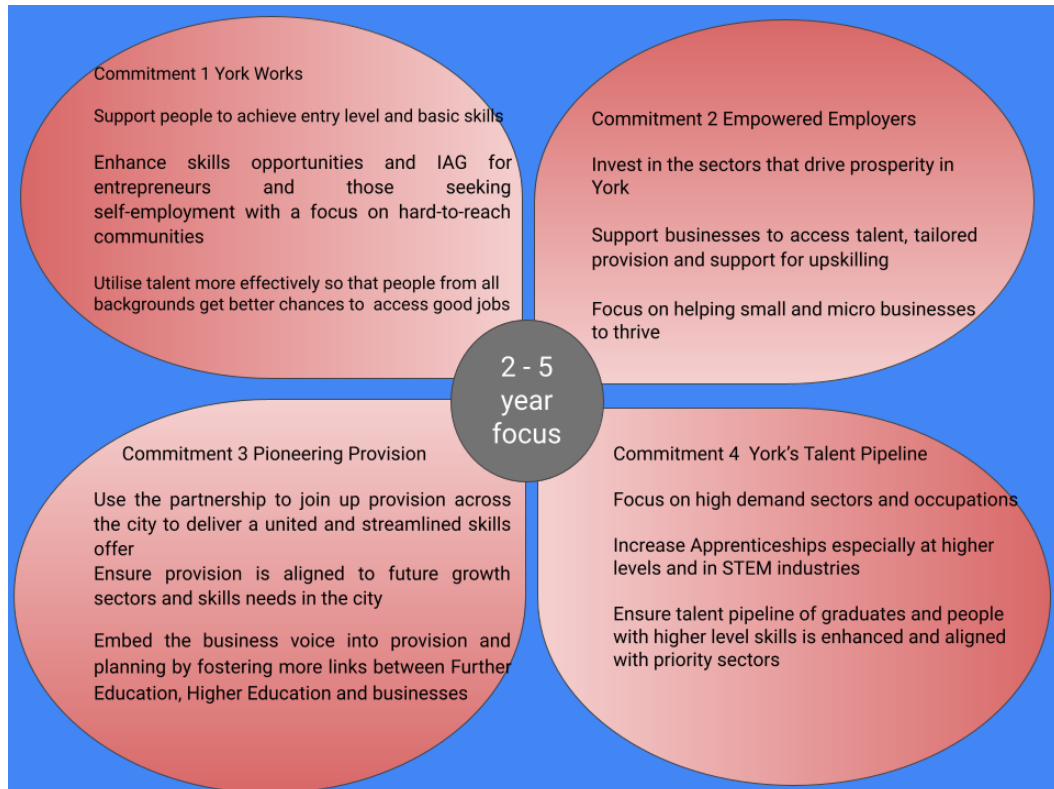
York has an ambition to be a net-zero carbon city by 2030. This aim impacts many sectors including construction, engineering, transport and energy and will require investment in a wide range of “green” skills. It has been reported that the low carbon workforce is set to triple by 2030 so we must ensure 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 1 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 (includes maths, English, digital skills, employability, 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 \(includes maths, English, digital skills, employability, transferable skills\)](#)

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 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.

- [Enhance skills opportunities and IAG for entrepreneurs and those seeking self-employment with a focus on hard-to-reach communities](#)

Startups, 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 these new and our 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.

#### Case Study

##### Company B and York College

Over a number of years, York College has worked with Company B 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 Company B 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 & safety and refreshers in IT and maths skills.

Reviewed regularly, plans are now 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. 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 & Social Care
- Agritech, bioeconomy and life sciences
- IT & Digital
- Tourism, hospitality and retail
- Property and Construction
- Engineering (includes food manufacture, transport and rail)
- Creative & Communications
- Heritage

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

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

Businesses with forward thinking leaders have remodelled their businesses, 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 wellbeing, business resilience and managing through change courses are growing in demand as businesses look for ways to support their staff in a holistic way.

- 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 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.

### Case Study

#### Company C and University of York Case Study

Company C, which is based in the Bio Centre at York Science Park is a developer of diagnostic and therapeutic Optimer reagents for the life sciences industry. Working with a partner company it has developed a SARS-CoV-2 rapid antigen test over recent months to support the response to the pandemic.

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.

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

CEO of Company C said 'I am really excited with the opportunities being enabled by working with the University of York. From working closely with their scientists, we have gained information to offer new solutions. We have also recruited several staff members from the pipeline of talent graduating from the University including PhD scientists.'

### 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.

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 and 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.

#### **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 eg nurses, caregivers, 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

##### **Rationale**

- Focus on occupations in highest demand eg nurses, caregivers, 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. This includes ensuring that existing good practice in schools regarding effective IAG is further enhanced so that young people have all the information they need to make decisions at critical times and provide a pipeline of talent for the workforce.

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.

There is therefore a job to be done in York to open up the accessibility of apprenticeships to people from disadvantaged backgrounds and at the same time 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 fleet of foot when responding to business needs and are often able to provide tailored solutions in timescales that are challenging for larger institutions.

- [Ensure 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. We need to work with businesses more closely to ensure that there are suitable graduate jobs available and encourage a stronger partnership between HE institutions and businesses.



High-quality 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 does not 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 FE to HE 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 (to be updated prior to publication and presented as an infographic)**

- Population 210,600 residents
- No of households 83,552
- Working age population 139,100 or 66%
- Total jobs 124,000 (0.89 density) of which 107,00 total employee jobs
- Total in employment Economically active = 110,600 of which 3,300 unemployed
- Weekly earnings by resident average £572.60
- Weekly earnings by workplace £574.90
- Average annual salary by resident £29,065
- Average annual salary by workplace £30,725
- Median gross hourly pay for F/T £14.78 Vs £13.29 in YNY / £15.31 nationally
- Number of unemployed 3,300, 1,023 of which are aged 16-24
- Number of households claiming benefits 9,000
- Number of enterprises 2020 - private 7,165, -public 50 (increase of 100 per year)

## 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 that partnership efforts can bring about the greatest impact.



- **Adult Health & 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** - 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 & 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 centre makes this sector critical for the city. Our focus on this aligns with the York Culture Strategy which highlights skills needed to enhance the sector.
- **Engineering (includes food manufacture, transport and rail)** - high-value jobs in sectors that increase productivity but businesses struggle to recruit people with the right STEM skills.
- **Heritage** - uses the uniqueness of the York offer to drive visitor economy in innovative ways using technology. York has a strong reliance on the consumer-facing service economy and occupations linked to hospitality, tourism and accommodation. 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 offer and world-renowned visitor attractions. It is likely that we will see the increased use of Artificial Intelligence (AI), Augmented Reality

(AR) and Virtual Reality (VR) in our heritage offer which means our people's skills must evolve to support these demands.

- **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 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.

<p><b>Adult Health &amp; Social Care</b> ✓</p> <p>Now</p> <ul style="list-style-type: none"> <li>• 16,000 employees (15%)</li> <li>• 50/50 full time/part time split</li> <li>• Average salary* Nurse - £32,338, Care Assistant £19K, Doctor £42K</li> <li>• Nurses and health care workers accounted for top two job vacancies in 2020</li> <li>• Majority female demographic</li> <li>• Mental Health (14,669) / Learning Disabilities (9,691) / Primary Care (3,877) as Top 5 Significant skills in Yorkshire and Humber region.</li> </ul> <p>Future</p> <ul style="list-style-type: none"> <li>• Increasing aging population leading to greater needs for health and care.</li> <li>• Public perception of the sector adversely affects recruitment though this could be positively affected by COVID and BREXIT.</li> <li>• Around 70% of roles at high risk of automation are currently held by women.</li> <li>• Globalisation and technological change are also changing approaches and creating new opportunities.</li> </ul>	<p><b>AgriTech, Bioeconomy and Life Sciences</b> ✓</p> <p>Now</p> <ul style="list-style-type: none"> <li>• c1400 (2%) employees</li> <li>• 62% are full time</li> <li>• National average salary Agricultural Engineering Technician £35K, Biochemist £41K</li> <li>• World leading knowledge, facilities and potential for growth but under-developed job opportunities.</li> <li>• Priority sector for area and subject of significant investment</li> <li>• Relatively few direct employees but a growth sector nonetheless</li> <li>• This sector is strongly impacted by Brexit</li> </ul> <p>Future</p> <ul style="list-style-type: none"> <li>• 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.</li> <li>• Growth potential due to the existing expertise, skills and facilities, business base in the sector and policy commitments by leading institutions and strategic bodies.</li> </ul>	<p><b>IT &amp; Digital</b> ✓</p> <p>Now</p> <ul style="list-style-type: none"> <li>• 315 enterprises</li> <li>• 1800 (2%) employees</li> <li>• 83% full time</li> <li>• Average salary IT Technicians - £31K, Cyber Intel Officer £53K, IT Project Manager £54K</li> <li>• Computer consultancy activities is the largest sub-sector in York.</li> <li>• 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.</li> <li>• Majority male dominated ~80%.</li> </ul> <p>Future</p> <ul style="list-style-type: none"> <li>• Industry will be in the process of constantly reskilling and learning as technology develops, employees must enjoy continuously learning and be flexible.</li> <li>• Key sub-sections of this industry have and will continue to increase such as data science, machine learning and AI.</li> <li>• Creativity and critical thinking skills are essential for the future.</li> <li>• Communication and leadership skills will be essential in making teams effective.</li> </ul>
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<p><b>Heritage</b> </p> <p>Now</p> <ul style="list-style-type: none"> <li>• 15 enterprises 1000 (1%) employees</li> <li>• Average national salary Museum Curator £25K, Visitor Attraction Manager £35K</li> <li>• 50/50 part-time and full time</li> <li>• Sector heavily affected by COVID-19</li> <li>• The strength of the heritage offer is critical to the success of other sectors such as hospitality</li> </ul> <p>Future</p> <ul style="list-style-type: none"> <li>• New trends in the way visitors 'consume' the York experience will require digital skills as standard</li> <li>• Opportunities for entrepreneurship in this sector as niche, individually tailored tourist 'experiences' increase</li> <li>• Attractions that have an older demographic will need to change to attract younger audiences who are digitally savvy.</li> </ul>	<p><b>Creative &amp; Communication</b></p> <p>Now</p> <ul style="list-style-type: none"> <li>• 3250 employees (3.5%)</li> <li>• 230 of enterprises</li> <li>• Average national salary Digital Marketer £93K, Community Arts Officer £26K, Social Media Manager £43K</li> <li>• 64.25% of workers are part-time</li> <li>• Most self-employed or freelance</li> </ul> <p>Future</p> <ul style="list-style-type: none"> <li>• Industry crucial for the survival of many retail businesses</li> <li>• New Creative Centre at YSJ</li> <li>• Links with the York Culture Strategy, which sets out steps needed to create a vibrant, evolving and flourishing cultural offer.</li> </ul>	<p><b>Property &amp; Construction</b> </p> <p>Now</p> <ul style="list-style-type: none"> <li>• 4000 employees (4%)</li> <li>• 75% full time, predominantly male workforce</li> <li>• Average national salary Quantity Surveyor £43K, Construction Site Supervisor £29K, Construction Project Manager £41, Electrician £31K, Labourer £28K</li> <li>• Skill shortages are a national problem for this sector</li> <li>• Industry bodies such as CITB are active in addressing skills needs</li> </ul> <p>Future</p> <ul style="list-style-type: none"> <li>• Adapting to green construction and automation is a priority.</li> <li>• Large scale developments in the city such as York Central will create a demand for construction jobs that will continue for years to come.</li> <li>• Challenge to recruit a more diverse workforce and attract new entrants</li> </ul>
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	<p><b>Tourism, Hospitality, Retail &amp; Leisure</b></p> <p>Now</p> <ul style="list-style-type: none"> <li>• 1605 enterprises</li> <li>• 20,000 employees (18%) c2/3 part-time</li> <li>• Average national salary Waiter/ess £17K, Retail Supervisor £20K, Barista £22K, Store Manager £20K, Head Chef £24K</li> <li>• Consistent growth in the industry, an increase of 7.82% from 2017-2020.</li> <li>• Adversely affected by COVID-19 e.g. an estimated 40% drop in GVA for tourism.</li> <li>• Sector downturn has a disproportionate effect on young people and women who make up the majority of the workforce</li> </ul> <p>Future</p> <ul style="list-style-type: none"> <li>• Challenge of supporting people displaced from retail jobs into new employment with prospects</li> <li>• Digital skills and confidence with technology will be essential in this sector.</li> <li>• Core skills such as customer service are sought by employers in most sectors so transferable skills may be at a premium if targeted correctly</li> <li>• Whilst traditional large store retail is in decline, online retailing is on the increase with a 60% surge occurring in 2020.</li> </ul>	<p><b>Engineering (including manufacturing, rail and transport)</b></p> <p>Now</p> <ul style="list-style-type: none"> <li>• 8000 (7%) employees</li> <li>• 87% full time</li> <li>• 12% part-time</li> <li>• Average national salary Rail Engineering Technician £34K, Track Maintenance Officer £34K, Train Driver £57K, CAD Technician £45K, Manufacturing Systems Engineer £44K, Production Manager £62K</li> <li>• General engineering skill deficit of Mechanical Engineering, CNC/CAM (Computer Numerical Control &amp; Computer Aided Manufacture), Electrical Electronic Engineering, Manufacturing / Production Engineering (inc robotics / PLCs), Maintenance Engineering, Engineering Design (inc CAD/E Computer-Aided Design/Engineering)</li> <li>• An ageing workforce and predominantly male</li> <li>• IoT is developing high tech provision and increasing skills levels</li> </ul> <p>Future</p> <ul style="list-style-type: none"> <li>• New sustainable technologies and technological uncertainties threaten to cause structural unemployment at the lower-skilled end but also offer opportunities</li> </ul>
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		<ul style="list-style-type: none"><li>• The rapid change from fuel to electric and alternative sources of energy</li><li>• Requiring high skilled flexible workforce to be able to adapt to new technologies quickly</li><li>• Massive opportunities in the rail sector particularly in the digitisation agenda. Jobs in data analysis, signalling and electrification.</li><li>• Automation is replacing low skilled workers</li><li>• Growth sector generating highly skills and well paid jobs</li><li>• Potential for apprenticeship growth</li><li>• New Bosch embedded vehicle technology centre to be opened in York</li></ul>
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## 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

### Publicly 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).

### 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

### 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

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[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](#) which 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 & North Yorkshire Labour Market Analysis 2021](#) In depth review of data and evidence related to local workforce, skills supply and demand.

[York & North Yorkshire LEP Skills Strategy 2021-26](#) Sets out the main skills priorities and actions for the Y & NY LEP

[WYCA Employment and Skills Framework 2021](#) West Yorkshire Combined Authority Skills Strategy

## **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 & 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](#)

## **COVID response plans**

[Build Back Better](#) UK Government plans to rebuild the economy after the pandemic  
[Greener, Fairer, Stronger](#) COVID response plan from YNY LEP  
[IES Getting Back to Work](#) Institute for Employment Studies report on economic challenges brought about by COVID  
[CBI Economics - The revolution of work report](#)  
[AOC Skills Led Recovery Plan](#)

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### **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