



Unlocking

YORK

Talent

Realising Ambitions Through Skills

York Skills Strategy

2013 - 2016



YORK MEANS BUSINESS

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Foreword



Alison Birkinshaw, Chair of Learning City York Partnership and Principal of York College

In York we are passionate about the role that skills, education, training and lifelong learning can contribute to sustainable economic growth, building stronger communities, promoting social mobility and supporting personal fulfilment and well-being.

'Unlocking York Talent', the city's first All Age Skills Strategy, is grounded in a comprehensive Skills and Employment Assessment of Need which has been developed with the support and engagement of employers, education and training providers and job placement agencies and seeks to underpin the growth ambitions of the York Economic Strategy (Reaching Further).

The strategy sets out the importance of developing the right skills for all ages and levels with the needs of businesses and enterprises at its heart. This is not just a strategy for increased efficiency and improved economic performance. It is a strategy which recognises the value of skills development and lifelong learning in raising aspirations, improving peoples' job satisfaction, employment security and earning potential, as well as promoting the health and well-being of individuals.

Together we can make a real difference and I look forward to working with partners to 'Unlocking York Talent' to help develop a prosperous future for businesses and people in the city.



Cllr Janet Looker, Cabinet Lead for Children Services, Education and Skills

For the Council this strategy has a critical role to play in delivering our medium term Council Plan priorities for 'Creating Jobs and Growing the Economy'.

We want to build on the assets we have to become a truly international and enterprising city (York Economic Strategy, 2011-2015), whilst ensuring that we adhere to the objectives of York's Fairness Commission (September 2012) to create "A better York for everyone".

On the way to achieving this vision, by 2016 the city will aim to be in the top 5 UK city economies and top 10 of mid-sized European cities, delivering sustainable growth in both Gross Value Added and jobs. These goals require a skilled workforce and dynamic business base competing on a global stage and that York offers a world class place for business, communities, residents, students and visitors.

To realise our economic and social ambitions, we must make more of the skills and talent that is available across the city, both now and in the future. We must recognise a need to ensure that the jobs and skills match suit not just our high flyers, but also the adults and youngsters of more modest ambitions and skills who require the appropriate level of jobs to suit their best abilities. We will strive to support all people to unlock their potential to benefit from the economic prosperity of this city

The York Context

Where we are now

York is already one of the most skilled cities in the country ranking inside the top ten of UK's 64 cities for higher level qualifications and having amongst the lowest levels of working age adults with no qualifications. Children and young people in the city also consistently achieve levels of attainment well above national averages and, as home to two universities (York St John University and York University), caters for over 20,000 Higher Education students per annum. The city also benefits from medical training at the Hull York Medical School, two Colleges (York and Askham Bryan), the College of Law¹ and a broad range of private training providers that serve the needs for Apprenticeships and work-based learning.

This strong skills profile, together with the nationally and internationally renowned education and training provision in the city, is a key asset for potential inward investors. It has helped to support economic development and York's successful restructuring towards higher value service sectors with the growth of tourism, financial and business services and the city's internationally competitive science, research and technology clusters (biosciences, environmental, healthcare and medical research, bio-renewables, IT and digital and creative technologies).

The city now supports around 8,000 business units and more than 117,000 jobs. These² include 14,100 self-employed residents and collectively contribute £4bn of value to the national economy. The city's workforce supports a relatively diverse economy and a wide range of industry, which has contributed to the city's overall resilience and the maintenance of one of the highest employment levels in the UK.

Challenge to the City

As the second fastest growing city in the country³ and one of the most attractive places to live and visit,⁴ York has the potential to be not only nationally competitive, but also an internationally leading city economy, with better paid jobs for people.

However, whilst the city can claim a highly qualified working age population and the 3rd highest level of employment of 64 UK cities, there are a number of skills and people-related challenges that appear to be constraining York's economic performance, growth and business competitiveness as well the city's ambition to enable economic prosperity to benefit all residents.

- Below national average levels of productivity (GVA per worker) in the performance of existing businesses which are projected to continue to fall behind that of the region and the UK, particularly within Tourism (Accommodation, Food and Recreation), Construction, Retail and Wholesale and the Public Sector
- 40% of employers⁵ reporting gaps in both basic and higher level technical and softer skills including a general lack of 'can-do attitude' in York and 18% of working age adults (19+) are still without a basic level 2 qualification (including literacy and numeracy).

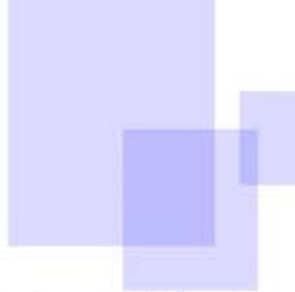
¹Relocating to Leeds in September 2014

²ONS, 2011

³When measuring population growth, Centre for Cities (2011). Cities Outlook 2011.

⁴According to Lonely Planet ranking of top 200 places in the world to live

⁵National Employer Skills Survey 2011 – businesses in the York, North Yorkshire and East Riding Local Enterprise Partnership area



- To 2016, nearly 30% of businesses⁶ are not planning to provide training to their staff. This rises to 35% and 45% for tourism (hospitality, arts and culture) and retail, two of the four sectors in York for which productivity is projected to continue to fall behind the region and the UK.
- Take-up of Apprenticeships by employers and young people in the city has been below national and regional averages in recent years
- Widespread recognition of an under-utilisation of the talents of the graduate population and the city's high skills base, with lower than average levels of jobs in private sector high-skilled knowledge businesses (rank 13/64 UK cities), that would generate higher levels of productivity
- Whilst the level of early stage business starts is currently higher than the regional average, some business owners find it challenging to get beyond year two and sustain growth to the VAT registration level (rank 32/64 of UK cities)
- Levels of innovation and Higher Education business spin outs are lower than in other cities, with lower than average new businesses 'starting-up' as a result of being inspired and pursuing opportunities arising out of University research and development activities
- Although York is one of the most equitable cities in the country,⁷ there are still pockets of deprivation, with levels of unemployment as high as 30% and low levels of skills meaning that some residents are unable to enjoy the benefits of its prosperity and success.
- People across the region travel increasing distances to work - large numbers of residents commute to workplaces outside York and non residents travel into the city. Both young people moving into the labour market and older adults seeking to return to work need to be aware of the skills that they need to compete for York jobs and to consider opportunities over a much wider geographic area than just York.

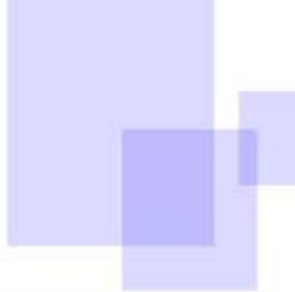
The York Employment and Skills Assessment of Need 2012/13 provides a comprehensive review of the local, regional and national contexts informing our strategic priorities and the table overleaf provides a brief summary of the city's skills related strengths and weaknesses.

As economies start to recover from this period of stagnation, the competitiveness of York-based companies (operating in both a local and global market place) will become even more critical to economic and employment growth in the city.

These issues present a challenge to the city to "raise its game" so to speak and 'unlock York's talent'. We need to empower people, support businesses and strengthen our partnership approach to ensure that 'learning pays' and increased investment and participation in relevant skills helps to build on what we have to become an internationally leading, enterprising and competitive city, with opportunities for all residents.

⁶ National Employer Skills Survey 2011 – businesses in the York, North Yorkshire and East Riding Local Enterprise Partnership area

⁷ Centre for Cities (2011). Cities Outlook 2011.



York can celebrate...	Let's not be complacent...
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<p>York is in the top 10 of UK's 64 cities and top 20% of local authority areas for the proportion of people with high level skills⁸</p>	<p>46% of residents don't think their skills suit jobs in York⁹</p> <p>40% of employers report skills gaps at basic and high level technical and softer skills, as well as a general lack of 'can-do' attitude.</p>
<p>It is the most resilient economy in the North of England and sixth most resilient in the country¹⁰</p>	<p>18% of working age adults (aged 19+) lack a basic Level 2 qualification, inc. literacy and numeracy.</p> <p>The city's overall productivity per worker is only 85% of the national average.¹¹</p>
<p>Employment is 5.5% above national average and unemployment is the 3rd lowest of 64 UK cities</p>	<p>With a higher than average proportion of residents employed in the public sector (33% of total employment), unemployment in York could rise as public budgets become more constrained</p> <p>Part time work has increased from 26.2% of jobs in 2007 to 31.8% in 2013 (one of the fastest growing rates for part-time employment in the UK)</p> <p>Take-up of Apprenticeships by employers and young people has been below national and regional averages in recent years</p> <p>York has pockets of deprivation – 8 LSOAs are within the 20% most deprived in the country,¹² unemployment reaches 30% and longer-term unemployment is high (mainly amongst 18-24s)</p>
<p>York has one of the lowest levels of working age adults with no qualifications</p>	<p>36% of residents on out-of-work benefits do not hold a basic Level 2 qualification and are 5 times more likely to remain out of the labour market than those with adequate skills</p>
<p>One of the most equal cities in the country – i.e. it has one of the lowest gaps between those on the highest and lowest incomes¹³</p>	<p>Incomes are just below the national average.</p>
<p>Strong HE assets with 2 universities, one of which is in the top 100 world-wide, 2 Further and Higher Education Colleges. They both support 5000 graduates each year</p>	<p>Levels of innovation and HE spin-outs are lower than in other cities and there is under-employment of graduates in the city</p>
<p>The proportion of knowledge based businesses is around national average</p>	<p>Business formation rates are relatively low and some struggle to sustain growth to VAT registration</p>
<p>York attracts 7 million visitors a year and 1 in 3 jobs are supported by the Tourism and Retail sector</p>	<p>The proportion of firms exporting and accessing new markets in the city (7%) is much lower than the national average (around 25%)</p>
<p>A mix of training programmes are facilitated by public-funded providers, in-house employer training, private training providers, employer networks and business support agencies</p>	<p>The skills landscape is complex, with around 60 local and national public-funded providers competing for demand. Employers and individuals find it difficult to navigate access and understand.</p>

⁸ Centre for Cities (2011). Cities Outlook 2011
⁹ York's Big Survey 2012
¹⁰ Ekosgen (2011) index of Economic Resilience
¹¹ Huggins Competitiveness Index (2010)
¹² Index of Multiple Deprivation 2010
¹³ Centre for Cities (2011)



Our Approach

The Strategy

This strategy has been developed by the Council through the Learning City York Partnership (LCY) as a new and different approach to 'Unlocking York Talent' to help underpin the full economic potential of the city and its people as outlined in the York Economic Strategy 'Reaching Further'. It is not for any one organisation alone to deliver but is about businesses, individuals, education and training providers, employment support agencies, other partners and the Council working together to a common vision and strategy. Everyone will need to play their part.

We will work across city boundaries where appropriate – where action is best taken locally, it will be; where there are efficiencies or other reasons for working with neighbouring authorities, the city will work in partnership with the Leeds City Region and/or York, North Yorkshire and East Riding Local Enterprise Partnership. Where there are national opportunities, the city will seek to work with partners across the UK.

The strategy not only helps to underpin the York Economic Strategy, it also contributes to the learning, skills and employment theme of the Without Walls Partnership City Strategy (2008-25) and 3 year Action Plan (2012-15), the Council Plan's medium term priorities for Creating Jobs and Growing the Economy, the new Anti-Poverty Strategy for York as well as the Leeds City Region Skills Plan and the emerging York, North Yorkshire and East Riding Growth Strategy.

The Vision

By 'Unlocking York Talent' we look forward with optimism and ambition to be the most successful, globally competitive city economy of its size with better paid jobs, higher productivity and growth for businesses, which capitalizes effectively on the talents of its people providing opportunities for all.

Our Ambition

On the way to achieving this vision, by 2016 the city aims to become a top 5 UK city economy and a top 10 of mid-sized European city that sustainably delivers growth in both Gross Value Added (GVA)¹⁴ and jobs (York Economic Strategy, 2011-2015)¹⁵.

To support this economic ambition, our simple overarching aim for the York Skills Strategy is to **inspire, support and challenge employers and individuals to raise their demand, investment and participation in skills** that will stimulate, on the one hand, higher productivity, competitiveness, innovation and growth for businesses and, on the other hand, higher employment prospects and security, earning potential and job satisfaction for individuals.

¹⁴ Gross Value Added - the value of goods and services produced and delivered by businesses located in York

¹⁵ Comparator European Cities include Aberdeen (UK); Linz (Austria); Eindhoven (Netherlands); Mainz (Germany); Tampere (Finland); Brighton and Hove (UK); Groningen (Netherlands); Freiburg im Breisgau (Germany);

Our Priorities

From the detailed findings and consultation process for the York Skills and Employment Assessment of Need (2012), three main priorities emerged:

1. Skills for Business Growth : Developing a flexible, more productive workforce, including dynamic leaders, managers and business owners

'We will drive the skills provision and workforce development approach in York to stimulate higher productivity, competitiveness and innovation to support business growth, job creation and higher earnings.'

2. Skills for Employment : Connecting people to jobs and opportunities

'We will develop, promote and raise awareness of the opportunities and support locally available to enable residents to develop the skills and attributes to gain and retain a job, be their own boss, live independently and achieve their ambitions'

3. Skills for our Future Workforce : Nurturing and supporting our young people

'We will support young people in York to become better qualified and more employable by providing opportunities for them to acquire skills and knowledge and to develop attributes which meet their needs, realise their ambitions and are economically relevant'

Our Actions for Success

Each priority is underpinned by a range of objectives and specific actions as well as key performance indicators to measure progress against the vision and ambition at regular intervals.

Each action or intervention falls into one of five categories. We will:

- Identify and promote the skills needs of employers, young people and adults residents/ employees
- Shape and influence existing skills provision, activities and programme delivery to meet the needs of business, the city's economic vision and the ambitions of residents
- Develop new activities and programmes within existing resources to meet these needs
- Secure additional resources to support the city's skills priorities
- Simplify and clarify the 'skills offer' to make it more coherent, easier to understand and access for employers and individuals

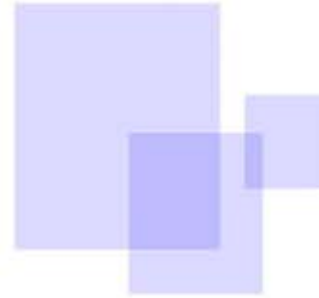
Deliverables

What to expect by the end of 2016...




- A coordinated 'skills offer' for businesses and city residents
- A calendar of city-wide events and campaigns that will promote the benefits of skills, training and Continuous Professional Development, as well as providing 'taster' opportunities, including VentureFest, Adult Learner's Week, National Apprenticeship Week, York Business Week, Steps to Success
- National Skills Academy status and new provision to support the skills and recruitment needs in key employment sectors, such as Construction and Tourism
- Two York Jobs Fairs a year
- More residents into jobs, with a range of targeted programmes to support unemployed 18-24 year olds, over 50s and families not in work
- A 'York HE and Graduate Intern' programme for smaller businesses
- 1250 apprentices each year for 16-24 year olds and a 'York Apprenticeship Brokerage Service' for smaller businesses
- A 'York Traineeship' model for 16-17 year olds who aspire to move into an Apprenticeship
- A Job Carving Pilot to support employment opportunities for young people with learning difficulties and disabilities
- More businesses linked to young people in education to inspire and nurture key employability and enterprise skills
- More support to develop IT and financial literacy skills, as well as activity to engage parents and carers in their children's learning through close work with the new Community Learning Trust



Success Measures



by the end of 2016...

Priorities	Current Position 2013	Where we want to be
 <p>Skills for Business Growth</p>	<p>Top 10 UK city for adults with qualifications at Level 4 and Level 2 (7th and 9th respectively)</p> <p>23% of those aged 16 and over with no qualifications.</p> <p>40% of businesses in the York, North Yorkshire and East Riding LEP area reported skills gaps and shortages primarily in technical, practical or job specific skills.</p> <p>85% of national average levels for productivity and particularly lower in the employment growth sectors of:</p> <ul style="list-style-type: none"> • Tourism – hospitality and catering, visitor attractions, cultural events, • Retail • Construction 	<p>Top 5 UK City (outside London) for qualifications achieved by adults</p> <p>Decrease in % residents with no qualifications and low level literacy, numeracy and IT</p> <p>Reduced level of employer reported skills gaps and shortages</p> <p>Increased levels of productivity as a city and by sector.</p>
 <p>Skills for Employment</p>	<p>78.2% employment (5.5%) above national average</p> <p>2.3% of residents (3,038) on out-of-work benefits at January 2013, including 2.2% (725) of 18-24 year olds</p>	<p>High levels of employment at least 5% higher than the national average</p> <p>Reduce unemployment to pre-recession levels of Feb 2008 (1.5% of working age residents on out-of-work benefits), particularly amongst 18-24 year olds</p>
 <p>Skills for Young People <i>Our Future Workforce</i></p>	<p>Recently moved into top 25% of Local Authorities for 5 GCSEs grade C and above (including English and maths) at age 16 and 19</p> <p>Employers in York report: 79% of 16 year olds are well prepared; 84% of 17-18 year olds are well prepared; 94% of University leavers are well prepared</p>	<p>Consistently maintain a strong position within the top 25% of local authorities for qualifications achieved by 16-19 year olds</p> <p>Increased employer satisfaction rates regarding the skills of new recruits</p>

A basket of performance indicators underpin these headline success measures, aligned to measuring progress against each priority.

Our Partners and Resources

Our Partners

This strategy and action plan has been developed by the Council through Learning City York Partnership which is made up of representatives of education, training and employment support providers and agencies from across the City. As part of the Local Enterprise Partnership for Leeds City Region and York, North Yorkshire and East Riding, we recognise the strength of working together in order to help deliver our priorities and ambitions.

Our resources to support the strategy

The skills landscape is complex, with an array of providers competing to meet demand. Public funding flows into delivery organisations from the Skills Funding Agency, Department of Work and Pensions, BIS, Higher Education Funding Agency, European Union (ESF and ERDF) and Sector Skills Councils. City of York Council has also directly committed £200K from the Economic Infrastructure Fund to support Economic Inclusion activities to Connect People to Jobs.

So we must work closely with providers, funding agencies and Local Enterprise Partnerships to strategically influence the provision offered to employers and individuals locally and, if necessary, develop the market to fill any gaps where there is no suitable existing provision. We will also work with employers and individuals to increase their personal investment in skills.





'Unlocking York Talent' - York Skills Strategy 2013 - 2016

It's our ambition to become a top 5 UK City¹
and a top 10 mid-sized European City²

We want to inspire employers and individuals to increase their investment and participation in relevant skills to achieve:

- Higher productivity, competitiveness and innovation to support business growth
- A world-class skilled workforce to attract inward investors
- Better paid jobs, higher employment security and job satisfaction for individuals

Raising demand and investment in skills

1. Skills for Business Growth	2. Skills for Employment	3. Skills for the Future Workforce
<i>Developing a Flexible and More Productive Workforce</i>	<i>Connecting People to Jobs and Opportunities</i>	<i>Nurturing and Supporting our Young People</i>
<ul style="list-style-type: none"> • Develop and support key sector workforce development plans <ul style="list-style-type: none"> > Tourism & Leisure > Retail > Construction > Business, Financial & Professional Services > Health & Adult Care > Creative & Digital Industries > Advanced Manufacture & Engineering • Target specific skills gaps in the workplace: <ul style="list-style-type: none"> > Core skills of applied literacy, numeracy & IT > Higher level skills eg customer handling; sales; marketing; > Skills to stimulate export and overseas trade > Low carbon skills > Leadership and Management (particularly in SMEs) • Accelerate take-up of Apprenticeships by businesses • Make better use of the talents of HE students and graduates • Promote the benefits of investing in training and simplify access to the city's 'skills offer' 	<ul style="list-style-type: none"> • Stronger Careers Guidance • Increase focus on core employability and higher level vocational skills • Raise attainment in basic literacy, numeracy and IT • Break down financial and other transitional barriers to work • Targeted programmes for: <ul style="list-style-type: none"> > Young People (18-24) > Older Age 50+ > Workless Families • More opportunities for the city's most vulnerable adults and excluded groups • Create locally targeted recruitment and training opportunities 	<ul style="list-style-type: none"> • Stronger Careers Guidance • Increase focus on core employability and enterprise skills • Higher attainment in English and maths at age 16 and 19 • Develop skills and curriculum for growth sectors • Increase take-up of Apprenticeships and new Traineeships • More options for 16-19 year olds with learning difficulties and disabilities • Make better use of the talents of HE students and graduates

¹York Economic Strategy, 2012-2015 - Top 5 UK city economy, in terms of sustainable growth in Gross Value Added and jobs. Comparator Cities include Aberdeen; Brighton; Bristol; Cambridge; Oxford; Reading;

²Comparator European Cities for GVA and jobs include Aberdeen (UK); Linz (Austria); Eindhoven (Netherlands); Mainz (Germany); Tampere (Finland); Brighton and Hove (UK); Groningen (Netherlands); Freiburg im Breisgau (Germany);



"We look forward with optimism and ambition to be the most successful, globally competitive city economy of its size with better paid jobs, higher productivity and growth for business which capitalizes effectively on the talents of its people providing opportunities for all. On the way to achieving this vision, the city aims to become a top 5 UK city economy and a top 10 mid-sized European city that sustainably delivers growth in Gross Value Added and jobs."

Stirling Kimkeran, Omnicom Engineering - Chair of York Economic Partnership

Delivering the Ambition

Priority 1:

'Skills for Business Growth'

Developing a flexible and more productive workforce, including dynamic leaders and business owners

The current picture:

York is one of the most skilled cities in the country ranking in the top ten of UK's 64 cities for higher level and basic qualifications and having amongst the lowest levels of working age adults with no qualifications. However, the city's performance in economic growth and business competitiveness is believed to be 'punching below its weight'.¹⁸ Productivity levels per worker are below national average in key employment sectors, such as Tourism, Construction, Retail / Wholesale and the Public Sector, 40%¹⁹ of employers report on both basic and higher level skills gaps and shortages and some business owners are struggling to sustain growth to the VAT registration level.

With approximately 80% of the workforce of 2020 already having left compulsory education and with individuals now remaining in the workforce longer, there is a need to continually up-skill those in the workplace, as well as attracting and nurturing new talent, particularly within the key priority, growth and employment sectors for York:

- Tourism & Leisure (hospitality and catering, visitor attractions and cultural events)
- Retail
- Business, Financial and Professional Services
- Health and Social Care
- Construction
- New Technologies (including healthcare, bio-renewables and low carbon)
- Creative, Digital & Media
- Advanced Manufacture & Engineering

The economic downturn, however, has reduced investment in all workforce development training by employers and individuals and the recruitment of Apprenticeships and graduates by employers in York has been lower than the regional average in recent years. At the same time, engagement with skills and training is often held back by the complexity of funding arrangements and patterns of delivery, with employers and individuals finding it difficult and frustrating to navigate the offer.

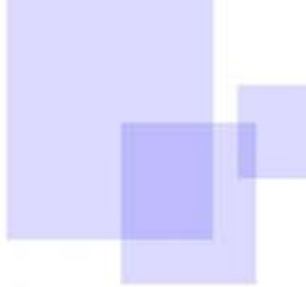
With continued reductions in Government funding for skills and an expectation for employers and individuals to contribute more to the cost of public funded training, there is likely to be further declines in participation particularly at higher levels where the top 5 skill areas identified as a priority by businesses are:²⁰

- Sales and marketing
- IT management
- Customer care & customer handling
- Technical skills specific to particular occupations or sector

¹⁸York Economic Strategy, 2012 - 2015

¹⁹National Employer Skills Survey 2011 – York, North Yorkshire and East Riding LEP area

²⁰Ekosgen LEP research 2012 for Leeds City Region and York, North Yorkshire and East Riding



To meet the ambitions of York's Economic Strategy, the city would also like to see training which meets the following underlying priorities:

- Internationalisation – skills that enable businesses to exploit export opportunities
- Enterprise – skills development that support business start-ups and enhances new business survival rates and growth to VAT registration levels

What we will do:

We will continue to work with York Economic Partnership, the wider business community and the two Local Enterprise Partnerships (Leeds City Region and York, North Yorkshire and East Riding) to identify, promote and challenge providers to be responsive to the skills needs and economic ambitions of York's business base both now and in the future to stimulate higher productivity, innovation and competitiveness.

We will improve the robustness of business intelligence, including the development of sector specific workforce development plans to inform the 'skills offer' in the city at every level. In the first instance, we will prioritise the following areas where employment growth in York is forecast above national average* and / or productivity is underperforming against national average ** and for which there are significant strategic developments in the city:

- Tourism & Leisure (hospitality and catering, visitor attractions, cultural events)* / **²¹
- Retail
- Construction**²²
- Adult Care*²³
- Business, Financial and Professional Services
- Creative & Digital Industries
- Advanced Manufacturing and Engineering

We will develop the concept of a 'skills bank' that can be promoted to simplify the 'skills offer'. We need to strengthen easy access for employers, business owners and individuals to a mix of both accredited and non-accredited flexible training and Continuous Professional Development opportunities (including coaching and mentoring), to support every level of employee and business owner.

At the same time, we will challenge and inspire employers, business owners and individuals to increase their investment in training and up-skilling by demonstrating that higher skills can improve productivity, competitiveness and the bottom line for the business, as well as job satisfaction, career progression and earning potential for the individual.

The Council will work with LEPs, funding agencies and training providers to maximise Government and European funding flowing into the city to support York's skills priorities, making clear to employers and individuals when the learning or training is full-cost, subsidised or free.

²¹Aligned to the ambitions set out in the new Tourism Strategy
²²Aligned to the 'Get York Building' campaign
²³Growth in the city's ageing population exceeds national average and places great demands on this sector

Specifically we will aim to:

Objectives	Actions	Delivery Partners
<p>1. Develop and support key sector specific workforce development plans</p>	<p>i) Improve local business intelligence to support and challenge training providers to be responsive to the skills needs of York's current and future business base, avoiding duplication and filling gaps in provision. The Council will commit to facilitating:</p> <ul style="list-style-type: none"> > a detailed York Skills and Employment Assessment of Need every 3 years, aligned to the York Economic Strategy > an annual York business survey that will include employment and skills related questions > in year on-going dissemination of "up to the minute" localised and LEP level information about employer's skills and recruitment needs > employer-led round table discussions to inform sector specific and / or theme related plans <p>ii) Building on the model for the York Adult Care Workforce Development Strategy, work with employers and training providers to produce, review and be responsive to plans for the key priority, growth and employment sectors for York. In the first instance, we will prioritize:</p> <ul style="list-style-type: none"> > Tourism & Leisure (including hospitality & catering, visitor attractions and cultural events) > Retail > Construction > Creative, Digital & Media <p>iv) Ensure that the city's employment and skills priorities are aligned with, and feed in to, strategies and plans developed by the Leeds City Region Local Enterprise Partnership (LEP) and the York, North Yorkshire and East Riding LEP and are also taken into account by funding agencies at a LEP, regional and national level.</p>	<p>Council / Learning City and training providers / employers</p>
<p>2. Target specific skills gaps in the workplace</p>	<p>i) Map provision, accessibility and progression routes across the city to support:</p> <ul style="list-style-type: none"> > Basic applied literacy, numeracy and IT > Higher level skills in sales & marketing; IT management; customer care; > Skills to stimulate exports and overseas trade > Leadership & Management – particularly for SMEs, to support business growth <p>ii) Work with partners to fill gaps in provision</p>	<p>LCY with Higher York, SCY and other providers</p>

3. Accelerate take-up of Apprenticeships, particularly amongst SMEs and 16-24 year olds	<p>i) Use the Leeds City Region funded York Apprenticeship Brokerage Service (for smaller businesses) to cut through the 'red tape' that employers say is stopping them recruiting apprentices.</p> <p>ii) Improve the range of high quality apprenticeship and work placements available across all sectors and increase participation in this provision, particularly by 16-24 yr olds</p>	Council and York Training Providers Group
4. Better utilise the talents of graduates and postgraduates	<p>i) Ensure that there is robust research available to underpin graduate job activity in York Higher York and HE partners</p> <p>ii) Work closely with employers to demonstrate the business benefits of employing graduates at graduate level jobs</p> <p>iii) Support extension of internship programme across the city's HE and FE institutions</p> <p>iv) Create opportunities for SMEs to increase their take-up of internships and fully utilise postgraduates, including in innovation, R&D and knowledge transfer activity</p>	Higher York and HE partners
5. Promote the benefits of investing in training and make it easier for employers and individuals to navigate and access the 'skills offer'	<p>i) Maximise the impact of the city-wide calendar of events and campaigns to simplify 'the skills offer' for employers and individuals, promote the benefits of investing in learning, skills and Continuous Professional Development, provide 'taster' opportunities and clear signposting to progression routes.</p> <ul style="list-style-type: none"> > York Business Week, > National Apprenticeship Week, > VentureFest, > Adult Learner's Week, > York Jobs Fairs, > Leeds City Region 5-3-1 employer campaign <p>ii) Make better use of the Council's Business Engagement Team and Business Engagement Group of employer networks to drive engagement and take-up of the 'skills offer' to support business growth</p> <p>iii) Review how employers, individuals and intermediaries find out about the 'skills offer' and develop smarter access, across a range of mediums, to enable people to find out 'what's available', 'where', 'from whom' and at 'what cost' i.e.: a simple 'York Skills Bank'</p>	Learning City York / Council and partners

Delivering the Ambition

Priority 2:

‘Skills for Employment’

Connecting People to Jobs and Opportunities

The current picture:

York’s economy has been resilient and weathered the economic downturn relatively well. We have amongst the highest levels of employment in the country and lowest levels of benefits claimants (3rd lowest out of 64 UK cities as at January 2013).

However, whilst we still have job vacancies there are large numbers of local people who continue to find it difficult to get a job (or become self-employed) and progress through the labour market. The number of residents on out-of-work benefits has increased by 42% since January 2008 to 3,038 in January 2013. More people of all ages have been out of work for longer, there are more female claimants than pre-recession and in some more deprived areas of York the unemployment rate is 30%. People in these situations tend to have low qualification levels, with an estimated 36% of claimant benefits with no or low qualifications compared to 18% of the total working population aged 19 and over. Also, in areas of deprivation, inter-generational worklessness and single parent families are more common. Many people have been in and out of jobs or not worked at all as an adult, lost confidence or have significant health problems.

We have a lower than average proportion of employment in private sector businesses and many of our most skilled graduates who do decide to stay in the city find it difficult to find jobs that fully use their high skills. This can result in graduates being under-employed, taking lower level jobs that are actually suitable for other people with fewer qualifications.

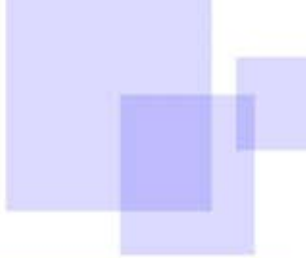
What we will do:

We will set up a ‘Connecting People to Jobs and Opportunities’ Network that will bring together Job Centre Plus, Work Programme Providers and other training and employment support agencies to review, plan and co-ordinate provision to maximise the impact of European and Government funding to support job seekers on out-of-work benefits and those facing redundancy.

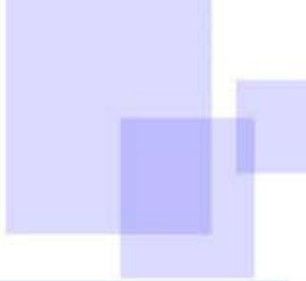
The Council will maximise the impact of £200k from the Economic Inclusion Fund to fill gaps in provision to support unemployed residents back into work, including two York Jobs Fairs each year to 2016. The Council will make sure that it delivers jobs and training for residents through its own Apprenticeship programme, its learning, skills and employability service ‘York Learning’ and through its commissioning and procurement practices, including during the building phase of the Community Stadium. The Council will also work closely with York-based employers and companies locating to York, such as Hiscox and John Lewis, to invigorate and secure job opportunities that fully utilize resident skills at all levels, including school and college leavers, graduates and the most vulnerable adults.

Specifically we will aim to:

Objectives	Actions	Delivery Partners
1. Provide stronger Careers Guidance	i) Signpost residents to, and maximise the take-up of, support available through the National Careers Service	LCY & wider partners
	ii) Improve access to information about jobs employers want to fill and the skills that they need via <ul style="list-style-type: none"> > York Jobs Fairs > Children's Centres and Libraries > Castlegate (for 16-24 year olds) > Citizen Advice Bureau > Future Prospects at West Offices > Ward located multi-agency drop-in centres > Colleges and Universities 	
	iii) Host two York Jobs Fairs each year to end 2016	
2. Raise attainment in basic literacy, numeracy, IT and English as a Second Language	i) Ensure that there is easy access to flexible, high quality support for literacy, numeracy, IT skills and ESOL and that unemployed residents take full advantage of this free state funded provision	LCY / Connecting People to Jobs network
	ii) Focus on sharing good practice between providers and improving success rates across the city	
3. Increase the focus on core employability and higher level vocational skills	i) Support and challenge training providers and job placement agencies to ensure that training and support for job seekers and those facing redundancy reflect employment opportunities on the ground in York including routes to self-employment and business start-ups.	LCY / Connecting People to Jobs network
4. Break down financial and other transitional barriers to working such as childcare, transport	Financial Barriers i) Support the implementation of the City of York Council Financial Inclusion programme to help individuals access appropriate financial services enabling them to maximise their income, manage their money on a day-to-day basis, plan for the future and deal effectively with financial distress.	Council / Citizen Advice Bureau and partners
	Childcare i) Implement the new free entitlement to childcare for two year olds ii) Continue to develop flexible childcare provision in the city, in accordance with the annual Childcare Assessment	Council Childcare Strategy Team and Family Services
	Transport i) Continue to work with JCP and First Bus to secure subsidised travel for those seeking jobs and in their first month of employment	Council & JCP



<p>5. Develop targeted programmes for:</p> <ul style="list-style-type: none"> > Young People (18-24) > Older Age 50+ > Workless / low-income families (inc. lone parents) 	<p>18-24 year olds</p> <ul style="list-style-type: none"> i) Develop bespoke pre-employment programmes to support young people back into work, using CYC Economic Inclusion Fund ii) Engage more employers to offer Apprenticeship opportunities for this age group and ensure that targeted programmes provide a clear pathway into an Apprenticeship or sustainable employment iii) Increase take-up of wage incentive for longer-term unemployed 	<p>LCY / Connecting People to Jobs Group</p>
	<p>Older Age 50+</p> <ul style="list-style-type: none"> i) Implement the York College 'Experience Works' programme, supported by CYC Economic Inclusion funding and National Careers Service 	
	<p>Workless Families</p> <ul style="list-style-type: none"> i) Work through Children's Centres and other childcare agencies to support workless parents of two year olds receiving the new childcare entitlement, to help them in to employment by the time their children reach 5 years old. ii) Offer progression-oriented community and family learning opportunities for parents, targeting the city's disadvantaged communities iii) Maximise take-up of York Learning's Support for You programme (supported by ESF funding) 	
<p>6. Develop more opportunities and support for the city's most vulnerable adults and excluded groups</p>	<ul style="list-style-type: none"> i) By reviewing the 'support offer' available, increase the employment chances and opportunities of the city's most vulnerable adults and excluded groups, including: <ul style="list-style-type: none"> > People with learning difficulties and disabilities > Those with mental health problems > The homeless > Those who have substance use problems > Ex-offenders > Those who may be returning to work following long-term illness > Gypsies and travellers 	<p>Council and partners</p>
	<ul style="list-style-type: none"> i) Enable adults who receive personal budgets for social care to exercise personal choice in skills development. 	
	<ul style="list-style-type: none"> ii) Investigate the development and implementation of a 'thumbs up' or 'diversity' kite mark for York employers, to encourage them to support equality, fairness and social mobility during an economic period where the most vulnerable adults and young people are at risk 	



7. Work with employers to create locally targeted recruitment and training opportunities	i) Encourage more local employers and organisations to offer work placements (at all levels) and volunteering opportunities to support the development of employability skills for people outside the labour market. Lead by example by doing this within the council Council and Higher York for YorCity Construction Skills	Council and Higher York for YorCity Construction Skills
	ii) Review and embed the YorCity Construction Skills model to target local training and employment opportunities through major capital developments across the city	
	iii) Work with the Council's procurement and commissioned services departments to influence the design and implementation of local employment / training agreements, where this is practicable	
	iv) Work with inward investors and companies locating to York to secure job opportunities that fully utilize resident skills at all levels, including young people, graduates and the most vulnerable adults.	



Delivering the Ambition

Priority 3:

'Skills for our Future Workforce'

Nurturing and Supporting our Young People

The current picture:

Children and young people in the city consistently achieve levels of attainment well above national averages and, as home to two universities, York St. John University and the University of York, the latter of which is recognised as being within the top world 100, caters for over 20,000 students per annum. The city also benefits from medical training at the Hull York Medical School, two Colleges (York and Askham Bryan), the College of Law,²⁴ and a broad range of private training providers that serve the needs for Apprenticeships and work-based learning.

The majority of young people in York succeed in education and make a positive transition to higher learning and the world of work.

However, employers report that some graduates, as well as younger school and college leavers, lack the attitudes, behaviours, creativity and problem solving skills they expect from their recruits. To 'get it right' for all young people in York, there is more that we can do to support them to be more highly skilled and employable.

At age 16, in 2012, nearly two thirds achieved 5 good GCSEs (grade C and above) including English and maths, ranking York 28th out of 150 local authorities in England. We need to do better because this means that 670 young people did not reach this level.

Between ages 16-18 (and up to 25 for young people with learning difficulties or disabilities), on average 300 young people in the city each year are not in education, training or employment (NEET). 31% have learning difficulties and disabilities and the majority have low level skills with poor English and maths.

By age 19 typically only between 100 and 150 of the York Year 11 leavers without 5 good GCSEs including English and maths at age 16 will have reached this standard by age 19, meaning that the York rank is 37th. So, at age 19 over a quarter of our young people have not achieved the GCSE "gold standard".

At age 20 or 21, nearly 5000 young people obtain their first degree from a Higher Education Institution in York. Many of them look for employment in York and are unable to secure jobs requiring their high level qualifications and are 'under-employed' in lower skilled jobs.

Between ages 18-24, in 2012, 2.2% of young adults in York were unemployed (including some graduates). This is the 3rd lowest rate of 64 UK cities, but higher than our comparator European cities.

People across our region travel increasing distances to work - large numbers of residents commute to workplaces outside York and non residents travel into the city. Even if they are seeking lower skilled jobs, young people need to consider how they will compete for local jobs and travelling much further than they do to get to school or college.

²⁴Relocating to Leeds September 2014

What we will do:

We will work with the York Education Partnership of schools and colleges, the Higher York Partnership of Higher Education Institutions and other training providers to continue to raise achievement, to influence them to develop core employability and enterprise skills amongst young people, developing stronger links with employers and to ensure that careers advice matches available jobs.

We believe that York should consistently maintain a strong position within the top quartile of Local Authorities for GCSE 'gold standard' achievements, including English and maths at age 16 and 19. For those wishing to live and work locally (including graduates) there is a need to better match their aspirations to the jobs available in the York economy. We need to convince young people that they can have a good career in growing employment sectors such as Hospitality & Catering, Tourism, Retail, Health and Social Care.

We also need to increase the number of young people studying STEM subjects (Science, technology, engineering and maths) which can lead to high status jobs in areas such as advanced manufacturing, software engineering, the green economy and low carbon technologies where local employers report shortages

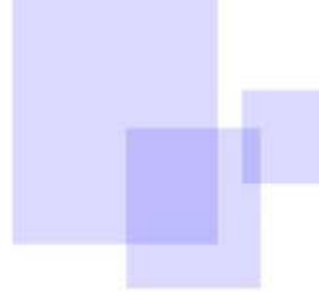
To 'get it right' for all young people in York, we will need to develop more opportunities for the vulnerable and disadvantaged, including the 200 young people in each school year group who have some kind of special education need. These young people find it more difficult to reach higher skills levels.

At graduate skill levels, we need to work with employers to design job roles to drive businesses forward through deployment of cutting edge innovation and entrepreneurship, encouraging businesses to employ graduates at graduate level jobs.



Specifically we will aim to:

Objectives	Actions	Delivery Partners
1. Influence stronger Careers Guidance	<p>i) Support and challenge our schools, colleges and universities to deliver high quality Careers Education and individual guidance with a strong emphasis, for those who want to live and work in York, on grounding young people's aspirations in a proper understanding of real jobs and careers in York or commuting distance of the city.</p> <p>ii) Improve access to employer / labour market information</p> <ul style="list-style-type: none"> > the city-wide Parents Guides, > Steps to Success Event for Parents of young people in Year 9 and Year 11, > Yor-Zone and associated Futures4me website <p>iii) Support and challenge all secondary schools and colleges to meet the York Quality standard for Careers Education and Guidance</p>	Schools, Colleges, Training Providers and Universities
2. Raise achievement in English and maths	<p>i) Support and challenge our secondary schools and Post 16 education and training providers to maintain progress and increase the proportion of 16 and 19 year olds who achieve the standard of at least five GCSEs at C and above including English and maths Schools and Post 16 Education and Training Providers</p> <p>ii) Encourage development of a broader range of vocational and occupational options to help young people reach higher skills levels who will find this 'gold' standard difficult to achieve</p>	Schools, Colleges, Training Providers and Universities
3. Increase the focus on core employability and enterprise skills	<p>i) Support and challenge providers to better align their curriculum, training and Careers Information, Advice and Guidance offers for young people with York's economy and the employability and enterprise skills that key employment sectors require</p> <p>ii) Increase the York Business Community involvement with schools, colleges and universities to support young people in developing the enterprise and employability skills that employers tell us some young people lack.</p>	Schools, Colleges, Training Providers and Universities
4. Raise take-up of STEM subjects to support Skills for Growth Sectors	<p>i) Promote the economic value to young people of studying STEM subjects (Science, technology, engineering and maths) which can lead to high status jobs in areas such as advanced manufacturing, software engineering, the green economy and low carbon technologies where employers report shortages</p>	Schools, Colleges, Training Providers and Universities



5. Increase take-up of Apprenticeships and new Traineeships	i) Drive the creation of more Apprenticeship places with York employers and ensure that high quality applicants aged 16-24 are available to fill these places	Employers and Training Providers
	ii) Bring partners together to design and successfully implement a 'York Traineeship' model for 16-17 year olds to provide a clear pathway into an Apprenticeship or sustainable employment	
6. Develop more opportunities for young people with learning difficulties and disabilities	i) Work with our York based providers to deliver an increasing number of high quality education and training options for young people aged 16-19 with learning difficulties / disabilities CYC 14-19 Team with providers	Specialist schools, Training Providers and Employers
	ii) Implement an effective and targeted Job Carving Pilot Project with a limited number of York employers in the first instance, to support employment opportunities for young people with learning difficulties and disabilities. Disseminate the outcomes to a broader range of employers by 2015 and demonstrate the business benefits of this approach	
7. Make better use of the talents of HE students and graduates	i) Work closely with employers and the Higher York Partnership to demonstrate the business benefits of employing graduate level jobs	Higher Education Providers and Employers



‘Unlocking York Talent’

Delivery and Monitoring Success

This strategy has been developed by the Council through Learning City York. It will be monitored by the LCY Board which is made up of representatives of education, training and employment support partners from across the city. Delivery of the priorities, outcomes and actions identified will, however, require contributions from a wide range of partners which the Council and Learning City York will seek to influence and support.

Have your say

‘Unlocking York Talent’ is intended to provide a dynamic plan to allow us to begin delivering key priorities, which we hope that individuals, businesses, education and training providers, employment agencies and other partners will help us to continue to shape and develop.

We value your views on whether you consider the ambitions, outcomes, priorities and actions are right for the city, whether we’ve missed anything and whether you or your organisation can help deliver this strategy for the city.

You can have your say by contacting us in the following ways:

By email: Julia.massey@york.gov.uk | Learning City York Partnership Manager

By phone: 07769 640 241 | Julia Massey, Learning City York Partnership Manager,

By post: Julia Massey, Learning City Partnership Manager,
City of York Council, West Offices, Station Rise, York YO1 6GA

Full Strategy and York’s Skills and Employment Assessment of Need 2012-2013 is also available at www.yorkwow.org.uk/learning-wow



in partnership with



Designed by Melody Hardcastle, Communications and Media Apprentice
(Education and Skills) City of York Council