York and North Yorkshire Skills Advisory Panel’s Local Skills Report – April 2021

Empowering people for a greener, fairer, stronger economy
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Welcome to the Local Skills Report of York & North Yorkshire’s Skills Advisory Panel - April 2021

A comprehensive overview of strategy, achievement and ambition produced by the York & North Yorkshire LEP skills team on behalf of the local Skills Advisory Panel for York & North Yorkshire.

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Chapter 1.

Foreword
Foreword


As Chair of the Skills and Employability Board of the York & North Yorkshire Local Enterprise Partnership, I am delighted to introduce this Report, which we have produced in collaboration with local partners, other Skills and Advisory Partnerships (SAPs) from across England and colleagues from the Department for Education. I would like to extend our heartfelt thanks to everyone for the invaluable insights and guidance they have given us over recent months.

We start our report in Chapter 2 with an introduction to SAPs and the role our Skills and Employability Board plays in carrying out the SAP remit.

Chapter 3 focuses on setting the scene. Here we provide an overview of the geographical area served by the Local Enterprise Partnership, highlighting the key features and assets of one of the largest rural based LEPs in the country. We address some of the key strengths alongside our main challenges, drawing on intelligence and data from our Labour Market Analysis 2021.

Chapter 4 focuses on our recently published Skills Strategy 2021-2026 – an ambitious five year Strategy and Implementation Plan developed through consultation with a range of partners, including employers, Further Education and Independent Training providers, Local Authority skills and economic development officers, employer representative organisations, key funding bodies and local anchor institutions. Informed by a robust evidence base, “Skills Strategy 2021–2026” reflects our passion to deliver real and lasting change to:

- Equip our Young people for a successful working life
- Support our diverse business community access the skills to grow highly productive and inclusive workplaces
- Enable our skills providers to deliver the very best learning and development opportunities for all and to
- Empower our local communities to support local people engage with learning that will help them participate fully and with confidence in society.

We were clear from the outset that our Strategy should also align with the ambitions of the LEP’s draft Local Industrial Strategy and ‘Greener, Fairer, Stronger’ its plan to re-shape our local economy in the wake of the Covid-19 crisis.

What we intend to deliver on the ground in 2021-2022 is set out in Chapter 5 - our Skills Delivery Plan. This provides granular detail on specifics we are confident we can achieve as a SAP over the next 12 months and we will review progress against these on a regular basis.
Chapters 6 and Chapter 7 affords us the opportunity to share with you some of our key successes both leading up to and in the 12 months since we established our SAP. We very much hope you find the case studies both informative and inspiring.

This Report comes just a month or so after the Government published its FE White Paper *Skills for jobs: lifelong learning for opportunity and growth*, in which it sets out an ambitious raft of reforms to post-16 technical education and training to support people to develop the skills needed to get good jobs and improve national productivity. We are looking forward to working with partners - old and new – to deliver these reforms successfully across our area, and we are confident that this Local Skills Report will provide a useful platform on which to build the local skills improvement plans heralded in the White Paper.

Our look forward in Chapter 8 focuses on the challenges we are embracing in providing the right support for those starting their careers, enabling access to good work, building inclusive and productive workforces, and developing a dynamic and responsive skills system that will truly deliver lifelong learning for opportunities and growth in York and North Yorkshire.

Finally, I would like, in conclusion, to draw your attention to the companion document to our Local Skills Report: *Y&NY Labour market and skills data – Further Information*. Drawing on data supplied by the DfE, this document sets out key facts relating to the labour market and the demand for and supply of skills and provides some very useful contextual information.

Sam Alexander
Chair of York and North Yorkshire LEP’s Skills and Employability Board
March 2021
Chapter 2.

An Overview of Skills Advisory Panels
An Overview of Skills Advisory Panels

Skills Advisory Panels: the national context

Skills Advisory Panels (SAPs) bring together employers, skills providers and key local stakeholders to better understand and resolve skills mismatches at a local level. There are 36 SAPs across England as part of Mayoral Combined Authorities and Local Enterprise Partnerships.

The Department for Education (DfE) supports SAPs with grant funding primarily to produce high quality analysis of local labour markets and Local Skills Reports. The Reports set out the local strengths and skills needs and how the SAP proposes its area addresses its key priorities. The Reports aim to influence local partners and feed intelligence to central government, including the national-level Skills and Productivity Board (SPB).

In January 2021, DfE published its White Paper “Skills for Jobs: Lifelong Learning for Opportunity and Growth,” which set out a number of reforms aimed at putting employers more firmly at the heart of the skills system. The White Paper outlined plans to test in 2021-22 Local Skills Improvement Plans created by business representative organisations.

The White Paper committed to build on the work of SAPs to date. SAPs and their Local Skills Reports will continue as the DfE trail blazes Local Skill Improvement Plans and until any potential changes are made to SAP remit and responsibilities.
The York and North Yorkshire Skills and Employability Board (SEB) was established in February 2014 to provide improved accountability for funding and delivery of the York, North Yorkshire and East Riding Enterprise Partnership’s (YNYER LEP) skills and employability agenda. Chaired by a member of the LEP’s main Board, the SEB brought together employers from different sectors and geographies within the LEP, Local Authorities, representatives from schools, Further and Higher Education, the Voluntary Sector, training providers, the National Careers Service, DWP and the Education and Skills Funding Agency.

In October 2019, the DfE confirmed that the SEB complied with the requirements of Government’s Guidance on the Role and Governance of SAPs (Dec 2018) and since then – although it has retained its name – the SEB has been functioning as the LEP’s accountable SAP. In March 2020, boundary changes to the LEP geography meant it no longer served East Riding and this was reflected in the new title of York & North Yorkshire Local Enterprise Partnership with a corresponding adjustment to the remit of the SEB, which ceased to oversee activity in East Riding.

The SEB is one of three Delivery focused Boards, each accountable to the main strategic Board within a formal LEP Governance structure.

In November 2020, we published revised Terms of Reference to reflect our new status as a SAP.

Our ToR set out in detail:

- The Role of the SEB
- Ways of Working (incl. Sub-group and collaborative learning arrangements)
- Decision making process
- Membership
- Accountability
- Governance
- Secretariat arrangements
- Information and resource sharing and
- Code of Conduct, Conflict of Interest and Quality Assurance

We will review our ToR annually.

The SEB’s scheduled meetings are every 6 weeks and align to the LEP Boards’ wider meeting timetable.

Our next six meetings will take place on:

- 01/04/2021
- 27/05/2021
- 15/07/2021
- 30/09/2021
- 02/12/2021
- 03/02/2022

Please contact Jude Knight, Senior Strategy Manager, Skills (jude.knight@businessinspiredgrowth.com) for further information about the SAP.
Chapter 3.

Skills Strengths and Needs
Skills Strengths and Needs

Chapter 3.

The Big Picture

York and North Yorkshire (Y&NY) covers approximately 831,000 hectares of land and has a population of just under 829,000. It comprises seven district councils (Scarborough, Selby Ryedale, Hambleton, Richmondshire, Craven and Harrogate), one unitary authority, City of York Council and North Yorkshire County Council. Y&NY encompasses an area in which 73% of the landscape classified as rural. The area enjoys close economic links with the Leeds City Region/West Yorkshire and Humber economies to the South and the Tees Valley to the North, and many of its more highly qualified residents commute out of area to larger urban centres such as Leeds, Hull and Newcastle. Y&NY is home to a number of key rural towns identified in the LEP’s Future Towns Report.

York
A city with an international reputation as a historic tourist destination and home to a burgeoning hi-tech start up community alongside established large employers such as Nestle and Aviva. It also hosts FERA science, a research centre internationally renowned for its work across plant and bee health, crop protection, sustainable agriculture, food and feed quality and chemical safety in the environment and employing over 350 scientists.

Harrogate
A famous Spa town, drawing thousands of visitors each year to its renowned gardens and Betty’s café. It also has a thriving digital skills SME business community and is host to one of Covance’s UK bases- specialising in pharmaceutical development.

Malton
A thriving hub with ambitions to become Yorkshire’s first Circular Market town.

Whitby
An historic fishing town with a rich cultural heritage and recent recipient of just over £17m from wave two of the Government’s Towns Fund. Its outskirts are home to Anglo-American’s Woodsmith Project – a state-of-the-art Polyhalite mine attracting significant foreign investment.

Scarborough
A popular seaside resort and location of GCHQ Scarborough – a major contributor to UK defence capability.

Selby
An historic town with an imposing medieval Abbey and home to Drax Power Station, generating 6% of England’s electricity needs and the site of the largest decarbonisation project in Europe.
Skills Strengths and Needs
An outstanding feature of Y&NY is its varied geography and rich natural heritage. Two of its coastal resorts – Whitby and Scarborough – lie on the edge of the stunning North York Moors national park with its ambitious programme of initiatives to strengthen and diversify its offer to the tourist and agriculture sectors set out in the North York Moors National Park Authority Local Plan July 2020.

The market town of Skipton is the Gateway to The Yorkshire Dales the second renowned national park in the area. Its 2019-24 Park Management Plan commits to strong, self-reliant communities, the creation of more woodland and developing resilience and responsiveness to the impacts of climate change, storing more carbon each year than it produces. It also includes among its 49 objectives initiatives to support upland farming after Brexit, attract younger working age people into the area, improve connections to superfast broadband and build more affordable housing.

The Howardian Hill and Nidderdale nationally designated areas of outstanding natural beauty represent two jewels in the crown of North Yorkshire.

The accelerating roll out of superfast broadband, easy access to Leeds (including Leeds/Bradford international Airport) and fast mainline rail links to London are other factors making the area an attractive choice for inward investors alongside excellent further and higher education and research facilities.

Y&NY is home to seven Further Education Colleges:

- Askham Bryan College (a specialist land-based college)
- Craven College
- Scarborough TEC
- Selby College
- York College
- Harrogate College and
- Henshaws College (a specialist college supporting young people aged 16-25 living with a disability).

Just under 30% of our residents travel to learn in other LEP areas too, for example, Leeds City College, Leeds College of Building, Darlington (out of area main provider for Hambleton district residents) and Middlesbrough colleges.

Between them, three Universities serve a domestic and international body of over 27,000 students: University of York, York St. John University and the Scarborough campus of Coventry University.

The four biggest sectors in the LEP area’s employment base are Wholesale and retail, accounting for 15% of total employment, Health and social care (13%), Accommodation and food services (10%) and Manufacturing (9%).

The area does face low pay and low productivity challenges in some of its largest employment sectors, including retail, hospitality and tourism and health and social care. The hourly median rate of pay, for example, is 87% of the national average. Small pockets of deprivation exist in the urban centres of Harrogate, Scarborough, Selby and York and, across North Yorkshire rural deprivation remains problematic, compounded by public transport access issues.

Overall, the LEP area has a deficit of high skilled employment: 46% of employees are in higher skilled roles locally, versus a national average of 50%. There is also a disproportionate reliance on low-skilled jobs. This deficit of workers in higher skilled occupations extends to employment in most industry sectors in the LEP area, reflecting relatively low value business activities, low productivity and an associated weak demand for skills locally.

With an ageing workforce, replacement demands will reinforce net growth in higher skilled occupations and caring roles, leading to strong recruitment needs in these areas. However, because replacement demands are expected to generate 14 times as many job openings as net growth over the next decade, they will also serve to offset net declines, ensuring that most occupational areas will see a positive recruitment requirement over the next decade.

The impact of automation could disrupt the labour market, rendering some types of skill obsolete, particularly those that
relate to routine tasks. In broad terms, the influence of new technologies is expected to reinforce the existing pattern of change, with low and middle skilled occupations most susceptible to automation whilst higher skilled roles and caring roles face less risk of displacement. Locally, just over a third of current jobs are at high risk of automation over the next 20 years, in line with the national picture. In sectoral terms, agriculture, accommodation and wholesale / retail are most susceptible to the effect of automation.

Increasing numbers of the 40,000 businesses based in Y&NY (almost 90% of which are micro-businesses employing 0–9 staff) are driving rapid innovation and accelerating growth – creating more higher-skilled and better paid jobs to re-balance a comparatively low wage, low skill economy that is suppressing the area’s productivity.

The rich diversity of natural, industrial, economic, cultural, social and skills capital within Y&NY underpins its potential to deliver successfully the area’s transition to a low carbon, circular economy, key ambitions for which are set out in the LEP’s 2019–30 Strategy and Action Plan for Creating a competitive carbon-neutral circular economy in York and North Yorkshire.

Our comprehensive Labour Market Analysis 2021 sets out in detail key challenges and opportunities across the skills landscape and we have highlighted some of these below, with further analysis in our companion document Labour market and skills data and Narrative. Our Skills Strategy and Action Plan described in Chapters 4 and Chapter 5 describe some of the measures we will be taking to address them over the short to medium term.

The job losses likely to occur in the short-term as a result of Covid-19 in our key sectors of hospitality and retail present significant and longer-term up-skilling and re-skilling challenges. The LEP is currently researching the scale of the issue. Its Skills Strategy and Implementation Plan highlights commitments to take concerted action to up-skill individuals for transformed jobs resulting from the crisis or re-skilling those who will need to consider other occupations.

Although the Covid-19 crisis will undoubtedly also continue to influence the focus of skills demand and supply across Y&NY in the short-term, the fundamental needs remain as follows:

- A broad-based requirement to develop skills to meet recruitment needs across a broad occupational spectrum, driven by replacement demands.
- Acute shortages of digital professionals and of a significant prevalence of digital skills gaps at a variety of levels among the wider workforce.
- Shortages of people with required technical skills in professional and skilled trades roles, including engineering, construction and health fields.
- Significant volumes of skills gaps in the service economy, including retail and hospitality, linked to high rates of staff turnover.
- Skills gaps among managers, with implications for business performance, productivity and wider workforce development capability.
- Strong demand from employers for key generic skills, including communication, planning skills and creativity.
- A strong recruitment need in respect of care workers.

The key challenges around the responsiveness of the local skills system relate to the following issues:

- Addressing the local “skills surplus” by raising the demand for skills and shifting the local business base to one that is founded on higher value market strategies through the LEP’s local industrial strategy.
- Tackling the ageing population through a strong focus on developing skills for career adaptability and support for employers to retain older people within the workforce.
- Rebalancing the apparent misalignment between the profile of classroom-based further education and demand in the labour market.
- Ensuring there is sufficient capacity to address the wider re-skilling challenge, arising out of trends like automation.
- Broadening the subject range of higher apprenticeships available locally to ensure that a comprehensive offer is available to meet high-level skills needs and to provide suitable occupational progression routes.
- Helping local employers, including levy payers, to use apprenticeships to tackle their skills needs around leadership and management and in other higher-level areas.
- Ensuring that a balanced approach is adopted in the way that
the apprenticeship levy is used, between meeting employers’ higher-level skills needs (including management skills) and supporting entry into, and progression within, sustainable careers for lower-skilled workers.

- Helping employers to adopt the high performance working practices that can enable them to translate enhanced workforce skills into better productivity and business performance. These same practices also provide an increased capacity to respond effectively to the human resource challenges arising out of automation and shorter-term issues like Brexit and the Covid crisis.

The following Table sets out some of the key facts relating to the Y&NY Labour Market and these are addressed in more detail in our companion document Labour market and skills data and Narrative.

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<th>KEY FACT</th>
<th>NOTES AND SOURCE</th>
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<tr>
<td>Size of working age population (aged 16-64) – 500,900</td>
<td>Mid-year Population Estimates 2019, Office for National Statistics.</td>
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<td>Productivity level, gross value added per hour worked, in Y&amp;NY – £29.60 (national average: £35.57)</td>
<td>Source: Sub regional productivity: labour productivity indices by Local Enterprise Partnership, Office for National Statistics.</td>
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<tr>
<td>Size of gender pay gap in Y&amp;NY (median pay for all jobs; residence-based) – 14% (England average: 17%)</td>
<td>The gender pay gap is the difference between average hourly earnings of men and women as a proportion of average hourly earnings of men. Source: Annual Survey of Hours and Earnings, 2020.</td>
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<tr>
<td>Number of people in Y&amp;NY who are unemployed or inactive (but would like a job) – 30,000</td>
<td>People aged 16-64 who are unemployed plus people who are inactive but would like a job as a proportion of population aged 16-64. Source: Annual Population Survey, July 2019 to June 2020.</td>
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<td>KEY FACT</td>
<td>NOTES AND SOURCE</td>
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<tr>
<td><strong>DEMAND</strong></td>
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<td>Number of workplace jobs in Y&amp;NY – 472,000</td>
<td>Workplace jobs comprise employee jobs, self-employed, government-supported trainees and HM Forces. Source: Office for National Statistics, 2018.</td>
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<tr>
<td>KEY FACT</td>
<td>NOTES AND SOURCE</td>
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<td><strong>SUPPLY</strong></td>
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<tr>
<td>Total further education learners, aged 16-18 – 12,400</td>
<td>Figure relates to Y&amp;NY residents in learning in 2019/20 academic year, includes Community Learning and Education and Training. Source: Education and Skills Funding Agency.</td>
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<td>Total adult learners in further education – 26,800</td>
<td>Figure relates to Y&amp;NY residents in learning in 2019/20 academic year, includes Community Learning and Education and Training. Source: Education and Skills Funding Agency.</td>
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<tr>
<td>Estimated Adult Education Budget spend in Y&amp;NY in 2017/18 (excluding Community Learning) - £7.6m</td>
<td>Education and Skills Funding Agency.</td>
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<td>Total apprenticeship starts in Y&amp;NY – 7,740</td>
<td>Figure relates to Y&amp;NY residents starting an apprenticeship in 2019/20 academic year - includes British Army. Source: Education and Skills Funding Agency.</td>
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<tr>
<td>Number of students enrolled at Y&amp;NY higher education institutions – 26,000</td>
<td>2018/19 academic year. Source: HESA.</td>
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<tr>
<td><strong>MISMATCHES</strong></td>
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<td>Proportion of vacancies in Y&amp;NY that are skill shortage vacancies – 19% (national average – 25%)</td>
<td>Source: Employer Skills Survey 2019.</td>
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<tr>
<td>Proportion of employers in Y&amp;NY who have one or more staff with a skills gap – 13% (national average – 13%)</td>
<td>Source: Employer Skills Survey 2019.</td>
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<tr>
<td>Proportion of Y&amp;NY employers who say the skills of their staff are underutilised – 36% (national average 34%)</td>
<td>Source: Employer Skills Survey 2019.</td>
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Chapter 4.

Skills Strategy
Since 2019 we have been working with stakeholders and partners to develop a new shared vision for skills over the next five years – our "Skills Strategy 2021-2026." This ambitious five-year strategy for York and North Yorkshire incorporates a detailed implementation plan to enable us monitor progress against key priorities.

Launched at the LEP’s annual skills conference in January 2021 to over 120 delegates, the strategy is a product of strong collaboration underpinned by the labour market analysis, which the LEP commissioned in 2019 (LMA 2019) and refreshed in 2021 (LMA 2021). Our growing evidence base is being augmented by current and pipeline research focused on specific skills challenges and opportunities. Reports commissioned to date include:

- The impact of ESIF projects on individuals, communities and businesses.
- The use of the Adult Education Budget.
- Unleashing the potential of Community learning.
- Meeting the demand for skills to support a low carbon economy.
- The task of re-skilling and up-skilling (accelerated by Covid-19 and affecting a significant proportion of the workforce).
- Digital skills for the York and North Yorkshire Workforce.
- Supporting those aged 19-24 who are not in employment, education or training (19-24 NEETS).

All our published reports can be accessed on the LEP’s website under the Strategy and Research section.

In summary, our Skills Strategy vision for 2026 is for York and North Yorkshire to be a place where people are empowered to achieve their potential in a greener, fairer, stronger economy and it will build on four strategic pillars:

- Our young people equipped to make quality decisions about education, training and careers.
- Our employers able to access the skills to grow highly productive and inclusive workplaces.
- Our local skills providers enabling businesses to respond with innovation and resilience to a dynamic economy.
- Our communities empowered by learning and skills that support everyone to participate fully in society.

In her introduction to ‘Skills Strategy 2021-2026,’ Sam Alexander, the Chair of our SEB, recognised that people were the most valuable resource we have and the skills they possess are critical to realising good growth in a greener, fairer, stronger economy. It was therefore essential that both strategy and implementation be people-focused.

Our SEB Chair re-iterated the need to build on the positive skills momentum that distinguished York and North Yorkshire, by continuing to raise the bar and harness the potential of all our communities. The priority must be to unlock exciting employment opportunities across the area and in doing so, drive inclusive economic prosperity for all, now and in the future. Immediate action was needed to support those who may have lost their jobs due to Covid-19 back to work and to rebuild our economy.

It was, she concluded, imperative we deliver in line with the priorities laid out in the strategy to empower people to reach their full potential as we transition to a new economic environment.

Our SEB will review the progress of our ‘Skills Strategy 2021-2026’ annually and we will include this in our Local Skills Report updates to the Department for Education (DFE).

We view our skills strategy as a living document, which we will refresh on a regular basis in response to emerging opportunities and changes within the employment and skills landscape over time.
Greener, Fairer, Stronger – The LEP’s plan published in October 20 to re-shape our local economy in the wake of the Covid-19 crisis, has also contributed to shaping our skills strategy and we intend that both strategies run alongside each other over the next 18 months.

Greener, Fairer, Stronger is a product of collaboration between the LEP, partner organisations, local authorities and businesses to set out an ambitious plan to reshape the economy of York and North Yorkshire. Ten key pledges underpin this plan, of which the following in particular present skills and inclusion challenges that our skills strategy seeks to address:

• Ensuring our businesses get the support they need to adapt to the challenges of Covid-19 and come back greener, fairer and stronger.
• Helping those at risk of redundancy or newly unemployed to access the advice and support they need to get them back into employment.
• Re-calibrating training and learning provision so it has the capacity to meet demand for a greener, fairer and stronger recovery.
• Digital connectivity becoming the catalyst for change in a greener, fairer, stronger recovery.

• Creating new job opportunities that are greener, fairer and stronger.
• Ensuring our young people and those furthest from the labour market are not left behind in terms of access to support, learning, training and employment.

The LEP’s draft Local Industrial Strategy, published before Covid-19 and currently under review, was an early policy driver influencing our ‘Skills Strategy 2021-2026’, with its strong focus under Priority 2 of supporting people to aspire and develop the skills to reach their full potential, earn higher wages and live healthy lives in thriving communities. The investment ambitions under this Priority of providing informed career pathways, skills for business growth and of empowering organisations to support successful communities, align closely to the Skills Strategy 2021-2026 focus on addressing local skills challenges and raising productivity, earnings and performance in a greener, fairer, stronger economy.
Chapter 5.

Skills Delivery Plan
Skills Delivery Plan

We will deliver our Skills Strategy 2021-26 described in Chapter 4 through a five-year Skills Implementation Plan. This focuses on how we will actually realise through specific activities the twelve priorities identified in the Strategy and which relate to the overarching themes of Young People, Employers, Skills providers and Communities. Each of these activities has its own set of objectives and success measures, which we have mapped against national indicators.

To ensure we retain focus and accountability we have, for 2021/2022, set out specific actions linked to our Skills Strategy and its Implementation Plan. We have summarised these below in our 2021/2022 Skills Delivery Plan and have highlighted their strategic fit with both our Skills Strategy and the LEP’s wider Economic Re-shaping Plan for York and North Yorkshire - “Greener, Fairer, Stronger”. We have also indicated what our success will look like.

Responsibility for the Skills Delivery Plan will lie primarily with the LEP’s Skills team, working under SEB oversight and in partnership with other colleagues from the LEP’s Delivery, Strategy, Assurance and Communications teams. For the Plan to succeed, the team will be expected to demonstrate strategic leadership, engagement and advocacy, identify and develop new opportunities and skills investment and play its part in supporting the wider LEP develop as a good growth organisation. In fulfilling this critical leadership role, the team will also draw heavily on the expertise and insights of a wide range of stakeholders and partners as well as the comprehensive and rich skills provider base in the area. These external partners will include, but not be limited to:

- DWP
- ESFA
- Further and Higher education institutions and Independent Training providers
- Local Authorities
- VCSE
- National Careers Service
- Federation of Small Businesses
- Local Chambers of commerce
- Sector network organisations
- Local Strategic groups (addressing, for example, Social inclusion, NEET challenges, Careers in schools and colleges and ESIF provision) and
- Research and data organisations.
### OUR PRIORITIES FOR APRIL 2021 – MARCH 2022

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<th>Effective delivery of our capital projects through:</th>
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<td>• Effective management of existing skills capital projects.</td>
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<td>• Support to colleagues delivering other aspects of skills capital programmes.</td>
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<td>• Developing a future investment plan.</td>
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<td>• Responding to funding opportunities.</td>
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<th>Delivering a service for businesses, people organisations, and places through:</th>
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<td>• Effective delivery of remaining ESF programme. MI informing future planning.</td>
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<td>• Delivery of the Careers &amp; Enterprise Company contract.</td>
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<td>• Maximising information sharing to business through the Growth Hub.</td>
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<th>Responding to economic shocks through:</th>
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<td>• Continued skills team involvement in the Economic Reshaping Plan implementation group.</td>
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<td>• Ensuring activity exists to meet skills related pledges.</td>
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<td>• Supporting national Covid recovery skills programmes to be embedded within and benefit local communities.</td>
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<th>WHAT SUCCESS WILL LOOK LIKE IN APRIL 2022</th>
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<tr>
<td>Skills infrastructure investment is able to meet dynamic employer demand for skills in new technologies and new delivery methods e.g. mobile resources and increased on-line learning.</td>
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<td>There is a co-ordinated skills offer for businesses, organisations, people and places, ensuring that information, advice, guidance and support is available to help the region reshape, recover and grow and the vision for skills is being fulfilled.</td>
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<tr>
<td>The SEB supports York and North Yorkshire LEP in planning how it responds effectively and efficiently to any future economic shocks or emergencies.</td>
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<tr>
<th>HOW WE WILL ALIGN WITH THE LEP’S RESHAPING PLAN</th>
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<tr>
<td>Supporting and delivering Plan’s strategic priorities, in particular around the pledges to support new jobs and skills training and facilities.</td>
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<td>To support the Plan’s pledges concerning businesses and people.</td>
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<tr>
<td>SEB support the development of a Crisis Management framework for the LEP to respond effectively to the impacts of the Pandemic highlighted in the Plan and provide a clear approach for how we respond to any future economic shocks or emergencies.</td>
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<th>HOW WE WILL ALIGN WITH THE OUR SKILLS STRATEGY</th>
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<td>The local skills market meets the needs of local businesses in a dynamic economy through high quality learning environments.</td>
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<tr>
<td>Young people are equipped to make quality decisions about education, training and careers; employers have the skills to grow inclusive and productive workplaces where everyone can achieve their potential and communities are empowered by learning and skills that enable everyone to participate fully in society.</td>
</tr>
<tr>
<td>The SEB can effectively respond to the COVID crisis and future economic shocks and ensure people are empowered to achieve their potential in a greener, fairer, stronger economy.</td>
</tr>
</tbody>
</table>
## OUR PRIORITIES FOR APRIL 2021 – MARCH 2022

### Developing, facilitating and Enabling New Opportunities through:
- Developing a skills investment plan.
- Effective re-procurement of the CEC contract.
- Developing a robust plan for devolution of the Adult Education Budget and transition to a Mayoral combined authority.
- Developing the actions set out in the Skills Strategy and Implementation Plan, working with partners.

### Attracting New Investment and Funding through:
- Working in partnership with Y&H LEPs to secure Bootcamp funding.
- Working with partners to secure funding for Y&NY projects.
- Support for local skills providers to effectively utilise national funding resources e.g. National Skills Fund, AEB, ESF.

### WHAT SUCCESS WILL LOOK LIKE IN APRIL 2022
- The SEB will have enabled new opportunities, programmes and demonstrator projects that take forward our Skills Strategy.
- The SEB will be in a strong position to secure and attract funding and investment to deliver its vision for people achieving their potential in a greener, fairer and stronger economy.

### HOW WE WILL ALIGN WITH THE LEP’S RESHAPING PLAN
- Developing and facilitating programmes and proposals that address the immediate needs set out in the Plan and also to begin to drive forward the future agenda to a Greener, Fairer and Stronger economy.
- Helping to deliver the Plan through a strong pipeline of projects, prioritised existing investment and attracting new investment.

### HOW WE WILL ALIGN WITH THE OUR SKILLS STRATEGY
- Developing and facilitating programmes that facilitate the achievement of the Strategy’s vision.
- Helping to deliver the Strategy through the development of a pipeline of projects and by seeking and attracting new investment.
<table>
<thead>
<tr>
<th>OUR PRIORITIES FOR APRIL 2021 – MARCH 2022</th>
<th>WHAT SUCCESS WILL LOOK LIKE IN APRIL 22</th>
<th>HOW WE WILL ALIGN WITH THE LEP’S RESHAPING PLAN</th>
<th>HOW WE WILL ALIGN WITH THE OUR SKILLS STRATEGY</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Strategic leadership through:</strong></td>
<td>The SEB provides strong strategic leadership with partners across the LEP to enable people to achieve their potential in a greener, fairer and stronger economy.</td>
<td>Providing strategic leadership for the skills agenda in line with the LEP’s Greener, Fairer, Stronger vision that benefits all communities in York and North Yorkshire.</td>
<td></td>
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<tr>
<td>• Providing leadership across Y&amp;NY for NEET, Careers, social inclusion and an employer-led skills sector.</td>
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<tr>
<td>• Ensuring FE White paper recommendations are outworked positively for Y&amp;NY.</td>
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<tr>
<td>• The establishment of Anchor Institutions Network to promote ‘good growth’.</td>
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<tr>
<td>• An evidence base of analysed skills data supporting decision making and future planning, programmes to be embedded within and benefit local communities.</td>
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<tr>
<td><strong>Strong Advocacy through:</strong></td>
<td>The SEB is a strong and highly effective advocate for the local economy, its opportunities and issues and has the mechanisms in place to influence and shape the future skills agenda to support its vision for people achieving their potential in a greener, fairer and stronger economy.</td>
<td>Ensuring that the priorities set out within the Plan help to shape and influence regional and national agendas.</td>
<td>Ensuring the vision, priorities and objectives set out in the Strategy shape and influence regional and national agendas.</td>
</tr>
<tr>
<td>• Membership of strategic groups and Boards maintained.</td>
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<tr>
<td>• Effective relationships with government departments e.g. DfE, DWP, ESFA influencing policy development.</td>
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<tr>
<td>• Advocacy for Y&amp;NY area through the LEP Skills Network.</td>
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<tr>
<td><strong>Engagement through:</strong></td>
<td>The SEB is effectively engaging and communicating with stakeholders ensuring that our strategies and policies are built on strong local intelligence, our activities and actions are well communicated and</td>
<td>Providing the intelligence and stakeholder engagement to help formulate actions and activities from the Plan, to understand the impact on our businesses/people, and to raise the profile</td>
<td>Stakeholder engagement to gather intelligence that helps shape future policy and strategy and narratives that effectively communicate skills messages to skills stakeholders and businesses.</td>
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<tr>
<td>• Strong strategic relationships with skills stakeholders through key groups, networks and events.</td>
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<tr>
<td>• Effective comms plan and production of content for websites/digital promotion of skills.</td>
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<tr>
<td>• Effective communication of SEB evidence base.</td>
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</table>
### Our Priorities for April 2021 – March 2022

<table>
<thead>
<tr>
<th>Excellent and Inclusive Governance and Assurance through:</th>
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</thead>
<tbody>
<tr>
<td>• SEB arrangements in which structure, membership and activity comply with government guidelines on Skills Advisory Panels, SEB terms of reference and our own LEP assurance framework.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>What Success Will Look Like in April 2022</th>
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<tbody>
<tr>
<td>The SEB has exemplary governance and assurance, ensuring that the LEP operates to the highest of standards, making transparent and robust decisions with a diverse and active Board.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>How We Will Align with the LEP’s Reshaping Plan</th>
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</thead>
<tbody>
<tr>
<td>Helping to deliver all aspects of the Plan through strong governance and assurance processes. Effective, robust and efficient decision making and strong SEB activity aligned to the reshaping agenda.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>How We Will Align with the Our Skills Strategy</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strong governance and assurance aids delivery of the Strategy through effective, robust decision making and strong SEB activity.</td>
</tr>
</tbody>
</table>

### A Greener, Fairer and Stronger Organisation through:

| Good Growth principals, embedded across the team. |
| Principles of the Greener, Fairer and Stronger vision for the Region promoted. |
| Safeguarding the wellbeing of the Skills Team. |

| The LEP has a reputation as a ‘good growth’ organisation, embedding the principles of its Greener, Fairer and Stronger vision for the Region from SEB members to the Skills Team. |

| Helping to deliver all aspects of the Strategy through strong leadership, a high performing team and healthy active individuals. |

| Helping to deliver all aspects of the Strategy through strong leadership, a high performing team and healthy active individuals. |

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Chapter 6.

Progress to Date
Our SAP comprises key strategic leaders within their respective organisations and enjoy a strong reputation among stakeholders, providers and businesses as bringing invaluable expertise to the York and North Yorkshire skills arena.

The SAP also includes strong representation from the Education and Skills Funding Agency (ESFA), the Department for Work and Pensions (DWP) and the National Careers Service (NCS) and this helps the SAP understand and take due account of current national and initiatives when determining its LEP area priorities and activities. The presence of key departmental and executive agencies also ensure the SAP can raise awareness of funding/policy bodies on the local impact of national programmes.

As York and North Yorkshire approaches devolution, the SAP will play a critical role in establishing a local Adult Education Budget Strategy as well as influencing the skills priorities of a mayoral combined authority. Its ambition is to become the backbone for skills within the new organisational structure, providing clear and informed strategic direction and setting priorities that secure widespread buy-in from providers and local communities.

It will also be seeking to align its work more closely with the strategic priorities of the Business and Infrastructure programme Boards of the LEP to ensure a coherent skills offer aligned to wider business support and capital investment in the FE estate. This will be particularly important in the context of the local area’s ambition to be carbon negative by 2040.

The SAP is continuing its successful efforts to secure strong local employer representation on its Board and has recently complemented its team with strong representation from the food manufacturing, professional services and technology sectors. It has already benefitted enormously from the contribution of the Federation of Small Businesses (FSB), articulating the needs of small and micro-businesses that account for over 95% of employers in the area served by the LEP. Members such as FERA science and the John Lewis partnership bring critical perspectives from key priority sectors.

A strong feature of our SAP is the broad spectrum of senior representation from key local stakeholders and providers. These include local authorities, schools, independent training providers, further and higher education institutions and the voluntary and community sector. This ensures that key contributors to the skills agenda across the LEP area come together to consider and respond to needs and can act as conduits to others in their respective sectors.

The recent inclusion of the National Careers Service in the SAP has significantly enhanced its understanding of the needs of area residents at all ages and levels.

The SAP has continued the strong tradition of the SEB in welcoming contributions from guest speakers who are experts in their respective fields and who have aided members’ understanding of flagship initiatives and the profile of the labour market and skills landscape. Recent guests have included the Director of the Yorkshire and Humber Institute of Technology and The Economic Evidence Manager for Leeds City Region LEP. Since the establishment of the SAP, a more robust recruitment process for new members has been has been operating to ensure overall membership of the SAP and those of the Infrastructure and Business Boards are co-ordinated effectively under the overarching direction of the LEP’s main Board.

The Covid-19 pandemic has mobilised providers across the entire LEP to protect the learner journey at all stages and levels and SAP members, working with the LEP skills team, have supported a range of activities focused on this critical objective.

The area has witnessed an exponential rise in on-line learning from both mainstream providers and deliverers of ESIF programmes. Vulnerable learners have continued to receive face-to-face support, where safe and practical. Other innovations have included increased use of phone calls, text messages, video calls, and bespoke learning packages mailed out to those with limited or no access to the internet. Adaptability Resilience Hope is a compelling video of how a key partner of the SAP has responded to the challenges and changes driven by Covid-19.

Since the onset of the pandemic, SAP interaction with providers and the business community has shifted predominantly on-line. We have been able, despite the restrictions of Covid, to maintain
a strong strategic leadership profile and work collaboratively with our stakeholders through our membership of key strategic groups, including:

- The York and North Yorkshire FE College Principals’ forum
- The City of York Skills Board
- York and North Yorkshire Careers Strategy Group
- York and North Yorkshire Social inclusion Group
- The York and North Yorkshire ESIF Provider Strategic forum
- North Yorkshire Coast Opportunity Area Partnership Board
- The York and North Yorkshire Learning Provider Network (established in 2020)
- The North Yorkshire Voluntary and Community Strategic Leadership group and
- The Apprenticeship Ambassador Network.

Working with the ESFA and the LEP’s Growth Hub media channels, the SAP has overseen a sustained comms campaign to disseminate Government initiatives to mitigate the effects of Covid-19 across the LEP’s entire network. It has also worked with the LEP to ensure continued input into key strategic groups, which have closely monitored the pandemic’s threats to programmes and the measures taking to address these.

The research and analysis commissioned by the SAP has drawn in a wide range of providers, working with researchers and the LEP to ensure we have built a coherent picture of the skills landscape across York and North Yorkshire.

In 2020, the SAP oversaw the publication by the LEP of a nationally recognised Labour Market Analysis that addressed the effectiveness of existing arrangements across York and North Yorkshire in meeting current and anticipated employer demand for skills. Our Labour Market Analysis 2021 builds on the previous version with new data that, among other things, begins to build a picture of the early impact of Covid-19 across the skills landscape. The SAP has since commissioned follow up research exploring the capacity of the skills system to meet the challenges and grasp the opportunities of a rapidly evolving economy and support the LEP’s wider ambitions set out in Greener, Fairer, Stronger. The research to date includes:

- **Impact analysis of Adult Education Budget 2018/19**
  A review of the impact and potential of publicly funded provision for adults

- **Community Learning**
  A look at the benefits delivered by publicly funded learning – now and in the future.

- **Re-skilling/Upskilling for a Greener, Fairer, Stronger economy**
  A study on supporting the workforce to adapt successfully in a post-Covid skills landscape.

- **Digital Skills**
  Exploring the opportunities and challenges of meeting digital skills demands.

- **Provision for 19-24 NEETS**
  Understanding successful engagement with young adults not in employment, education or training.

Our catalogue of research reports can be accessed here: [Skilled & Inspired People – Strategy and Research](#).

The research and analysis commissioned by the SAP has drawn in a wide range of providers, working with researchers and the LEP to ensure we have built a coherent picture of the skills landscape across York and North Yorkshire.

The research and analysis commissioned by the SAP has drawn in a wide range of providers, working with researchers and the LEP to ensure we have built a coherent picture of the skills landscape across York and North Yorkshire.

- **Labour Market Analysis**
  Exploring the opportunities and challenges of meeting digital skills demands.

- **Provision for 19-24 NEETS**
  Understanding successful engagement with young adults not in employment, education or training.

Our catalogue of research reports can be accessed here: [Skilled & Inspired People – Strategy and Research](#).

The SAP intends to commission further research informed by recommendations from the work described above. There will be a focus on understanding better the skills needs of particular sectors, including the bioeconomy, and on supporting provision that will meet business demand in a local economy impacted by the UK’s departure from the European Union and emerging from the Covid crisis. Our recently published Labour Market Analysis 2021 is invaluable in this respect. It will also inform new delivery in 21/22 and beyond deploying, for example, the area’s allocation from the national [Shared Prosperity Fund](#).

The LEP’s own capital investment decisions will draw heavily from the Refresh data as well as from existing and new research.

The SAP has continued to oversee a comprehensive range of LEP and partner activities, a role fulfilled by the Skills and Employability Board prior to November 2019.
Our provider base has benefitted substantially from 13 Local Growth Fund projects worth a total of £11m and enhancing teaching and learning facilities across the area’s FE estate - creating over 1,000 new Apprenticeship starts and supporting 4,300 learners.

A further £3.4m has been secured from the national Getting Building Fund for the following infrastructure projects, which will enable learners develop the digital and wider skills employers will need for the transition to a low-carbon economy in York and North Yorkshire:

- Refurbishment to provide digital courses for post-16 and post-18 study.
- Increasing technical skills capabilities in Electric Vehicle Technologies.
- State-of-the-art equipment to support low carbon motor vehicle maintenance courses for local learners.

A Skills Capital Strategy and Investment Plan will determine future investment decisions in 21/22 and beyond, ensuring strategic fit with wider LEP strategies.

Our delivery of the York and North Yorkshire Careers and Enterprise Company Enterprise Advisor Network remains strong under the steer of our multi-partner Careers Strategy Group. 69 schools and colleges are members of the network and benefit from an investment of over £290K per annum. This support is driving up the quality of Careers education, information, advice and guidance across our area by bringing business and education together to create quality career programmes with impact measured against the nationally recognised standards set out in the Gatsby Benchmarks. To date, the Y&NY network is performing above the national benchmark averages, with over 55 Enterprise Advisers, and 14 “Ambassador” Employers providing their expertise to
ensure all our young people are equipped for their next steps in education and employment.

Since 2016, a raft of projects with a total original investment value of just under £38m have contributed to greater inclusivity, economic well-being and improved business productivity across the LEP area. Funded variously through ESF, ERDF and the National Lottery, these have focused on helping vulnerable learners and those furthest from the labour market by supporting local community led initiatives and providing keyworker support to help overcome personal and social barriers to learning and accessing employment. Those in work have also received support to develop the skills to help them progress as individuals and enhance the productivity performance of the businesses employing them.

Table 1 provides details of the main projects, most of which are still operating and set to deliver up to July 23 significant outcomes for young people and adults across the area.

<table>
<thead>
<tr>
<th>DESCRIPTION</th>
<th>IMPACT AND OUTCOMES TO DATE</th>
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<tr>
<td><strong>Skills Support for the Workforce</strong> - a £7.9m ESF skills development investment in LEP priority sectors to support employees develop performance enhancing job-specific and wider transferable Skills and those at risk of or actually made redundant.</td>
<td>5,750 employees helped with skills development and over 1,600 SMEs supported.</td>
</tr>
<tr>
<td><strong>Skills Support for the Unemployed</strong> – projects valued at just under £1.2m to support the unemployed access jobs.</td>
<td>Over 800 individuals supported into jobs.</td>
</tr>
<tr>
<td><strong>Community Grants</strong> - A £3.4m project helping unemployed residents aged 18+ to progress towards employment, self-employment or further education/training. Target groups include those with disabilities and health conditions, Lone parents, 50+, and ex-offenders.</td>
<td>Over 2,700 individuals supported and over 150 grants awarded to local VCSE organisations to work with the cohort.</td>
</tr>
<tr>
<td><strong>Building Better Opportunities (BBO): Action Toward Inclusion</strong> – An £11.5m project linking community based organisations with individuals needing significant support to access training and employment.</td>
<td>2378 individuals supported, of which 509 progressed into further training, 526 into employment/self-employment and 268 into supported job search.</td>
</tr>
<tr>
<td><strong>Community Led Local Development (CLLD)</strong> - A £6.9m project aimed at supporting 5,000 individuals and 450 employers in the 20% most deprived areas of the North Yorkshire Coast to accelerate business and enterprise growth, increase employment through the creation of new jobs and to help those furthest from the labour market improve their employment opportunities.</td>
<td>200 businesses supported and 154 entrepreneurs assisted. Over 1100 unemployed and economically inactive individuals supported, of which over 350 secured jobs and nearly 150 went on to further education or training.</td>
</tr>
<tr>
<td><strong>NEET 15-24 year olds</strong> – projects totalling £550k and aimed at supporting those not in education, employment or training (NEET) to re-engage along with those who are at risk of dropping out.</td>
<td>Over 400 young people supported to re-engage or remain engaged.</td>
</tr>
<tr>
<td><strong>Careers Education, Information, Advice and Guidance (CEIAG)</strong> – a £600k project to enhance the quality of CEIAG delivered to young people.</td>
<td>Over 1,000 young people supported.</td>
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</tbody>
</table>
Greener, Fairer, Stronger sets out the LEP’s vision and plan to re-shape our local economy in the wake of the Covid-19 crisis over the next 18 months.

Working in collaboration with Local Authorities and skills providers, the LEP has focused on aligning the plan with the longer-term ambitions of its Local Industrial and Skills Strategies. Central to the plan is a commitment to accelerate opportunities that support people back into employment, adapt training and learning, and address economic inequality. The Plan’s ten pledges reflect the centrality of skills development and provision to the recovery, building on the best of existing provision across the area and with a clear focus on:

- Ensuring our businesses get the support, they need to adapt to the challenges of Covid-19 and come back greener, fairer and stronger.
- Helping those at risk of redundancy or newly unemployed to access the advice and support they need to get them back into employment.
- Re-calibrating training and learning provision so it has the capacity to meet demand for a greener, fairer and stronger recovery.
- Digital connectivity becoming the catalyst for change in a greener, fairer, stronger recovery.
- Creating new job opportunities that are greener, fairer and stronger and
- Ensuring our young people and those furthest from the labour market are not left behind in terms of access to support, learning, training and employment.

In ‘Plan for Jobs’ - skills and employment programmes, the Government describes current initiatives to support businesses and individuals, including:

- Traineeships
- Apprenticeships
- T-levels
- Kickstart and Sector-based work academies

We are embedding these across our area, ensuring our businesses have all the relevant information and that we facilitate continuous feedback back to DfE from our local skills providers. In particular, we have worked closely with DWP to ensure the local implementation of the government’s Kickstart programme. The LEP hosts regular DWP update sessions with partners from across York and North Yorkshire. These are supporting potential Gateway organisations to apply for the programme and act as a feedback channel to DWP to inform effective service delivery. The LEP’s Growth Hub continues to engage businesses and intermediaries to ensure awareness of Kickstart reaches SMEs across our rural geography. So far, seven Gateway submissions have received approval, supporting more than 300 placements.

We are working alongside neighbouring LEPS in the DWP Restart scheme Contract Package Area (CPA). Our current focus is on the design of the localisation question for inclusion in the CPA Invitation to Tender. This will ensure successful applicants add value by aligning planned activity with similar local programmes and evidence the capacity to deliver a service that is accessible across the whole of our rural geography.

The SAP has been influential in the design of the LEP’s successful National Reserve Fund call to enable up to 100 SMEs across the area to implement successful post-Covid recovery strategies. This initiative – anticipated to start in Summer 21 – will harness the talent of the area’s graduates who will support SMEs through workplace projects to design and deliver specific activities aimed at recovering and growing their markets.
We have initiated regular joint meetings with ESFA and Humber, Tees Valley and Leeds City Region LEPs to engage employers and skills providers in giving feedback to government on current programmes and to shape future policy on:

- Increasing Apprenticeship engagements and achievements, securing best value-for-money deployment of unspent Apprenticeship levy funds
- Engaging T Level early adopters and providers to support implementation from 2021
- Working with providers to understand the barriers to Industry placements and establishing if flexibilities are needed to stimulate placements and
- Promoting awareness of and engagement with Traineeships across the area.

The LEP is currently working on a consortia bid with Leeds City Region (LCR), Humber and Sheffield LEPs in response to the government’s ITT for a programme of Digital and Technical skills Bootcamps. Our aim is to secure approximately 250 participants engaging in training over a 9 to 10 month period.

Although we are in the very early stages of implementing our Skills Action Plan, we are confident that we have established a solid foundation of projects and initiatives as described above - both live and pipeline - that will enable us to meet our delivery ambitions, especially with respect to the following:

- Provision for NEET.
- Workforce development.
- Community-led projects that also serve to build capacity in the VCSE sector.
- Broad and in-depth support for the unemployed, vulnerable and those experiencing barriers to fulfilling their potential that may include physical, mental or neurodiversity dimensions.
- Support for the agricultural sector through a Bespoke skills initiative.
- Increasing access to digital skills, including through capital projects and
- Effective careers guidance for schools and colleges through the CEC Careers Hub and Enterprise Network.

Elements of our plan that need addressing most in the short-term include:

- Provision of Apprenticeship advice for businesses through a Hub we intend launching by Summer 21.
- Supporting Graduate retention by strengthening collaborative working with our HE partners, in particular around designing and delivering relevant provision to meet this local policy objective.

- Working with our FE, HE and business partners to grow the supply of provision to meet the skills demands to support our transition to a low carbon economy.
- Raising the bar of leadership and management training to ensure our businesses develop the resilience, flexibility and versatility to overcome recent and future economic shocks. Our challenge extends also to supporting them develop the capacity and capability to navigate successfully global drivers of automation, accelerated technological innovation, societal changes and transition to the low carbon economy.

Chapter 8 - Forward look – addresses these challenges in more detail.
Chapter 7.

Case Studies
The following case studies from some of our partners and stakeholders illustrate a raft of initiatives and approaches they have taken in response to the challenges and opportunities this last year has presented. Here we see how the innovation, creativity and energy of the wider York & North Yorkshire “team” of skills providers, funders and brokers has delivered positive and lasting change.

They are powerful testimony to the real difference to individual lives and wider communities that targeted and collaborative activity has achieved and we present them under the four main themes of our Skills Strategy 2021-2026:

1. Our young people equipped to make quality decisions about education, training and careers.

2. Our employers able to access the skills to grow highly productive and inclusive workplaces.

3. Our local skills providers enabling businesses to respond with innovation and resilience to a dynamic economy and

4. Our communities empowered by learning and skills that support everyone to participate fully in society.
A priority response to the challenge of COVID 19 and Lockdown has been ensuring that young people in our region are not left behind in terms of access to support, learning, and training and employment opportunities.

**CASE STUDY**

**SUPPORTING SCHOOLS TO SHOWCASE KEY SECTORS**

At the beginning of lockdown, the SAP’s lead delivery partner for the York & North Yorkshire (Y&NY) Careers Enterprise Company project, NYBEP (North Yorkshire Business and Education Partnership), reached out to the Career Leader network across Y&NY to understand what support was required in schools.

The response indicated that Schools were overwhelmed with information and resources circulated nationally and regionally and support was needed to provide targeted and effective virtual careers education for their pupils. NYBEP developed their website to provide a Home Learning Resources Hub - suitable for all ages. It categorises resources and aligns to key sectors across Y&NY.

To complement the Hub, NYBEP developed the theme of Keyworker fortnight, a celebration of Keyworkers and their continued work during the pandemic. During Key Worker Fortnight, NYBEP reached over 5,500 individuals across all their social media platforms with close to 2000 video views on Facebook alone.

All of the videos from Key Worker Fortnight are available to view here:

https://www.facebook.com/watch/107976387479429/3466964566664615

Examples of feedback from schools:

“Thank you – this was so easy to share with our students and parents and fitted perfectly with our themed careers week.”

“Great easy format to share with students to promote/ highlight these important roles and information to support future career choices”.

1. Our young people equipped to make quality decisions about education, training and careers.
In January 2021 York & North Yorkshire LEP and The Careers and Enterprise Company hosted a virtual careers and skills information event to prepare young people for their next steps in education and the workplace. The event was hosted in response to requests from schools for greater support for their Year 11, 12 & 13 students and Career Leaders, parents, and carers.

The event showcased key sectors, highlighting transferable skills across a huge range of different careers and opportunities. A range of inspirational options for gaining work experience were presented with input from local employers such as, NHS, FERA, LNER, Kier Construction, Nestlé as well as representatives from the Maritime industry. 32 schools participated and an impressive 5000 ‘live views’ and ‘2000’ on demand views were recorded.

Access the event here: York & North Yorkshire LEP | Learn Live | Contact Us Today (learnliveuk.com).

The 2021/22 ‘Shape Your Future’ Guide was developed as a collaborative effort between the LEP, Careers and Enterprise Company, FutureHY, City of York Council and Aspire-igen. The guide supports high-quality careers guidance to enable young people in York and North Yorkshire make informed choices about education, training, and career opportunities and navigate route maps for successful futures. Based on up to date labour market information commissioned by the LEP, the guide gives a real-time view on opportunities that exist in the region.

Sam Alexander, Chair of York & North Yorkshire Skills and Employability Board, commented “We are thrilled to support this Shape your Future booklet. It’s a fantastic resource to give you an overview of the job market in York and North Yorkshire and the growing opportunities and skills in demand.”
CASE STUDY

SHOWCASING CAREERS AND ENTERPRISE COMPANY “CORNERSTONE” EMPLOYER FLAMINGO LAND:

Working with students from George Pindar School, Flamingo Land a Cornerstone employer, arranged an onsite activity to promote the NY Coast Opportunity Area initiative of Maths Month.

Students were given the opportunity to work with Flamingo Land’s Zoo Education Team to explore the Zoo and devise a number of maths related questions for a quiz to be handed out to all visitors during the month of March to coincide with Maths Month. Students were also given unique access to a number of employees at Flamingo Land and to see some of the behind the scenes work within the Zoo.

1 Cornerstone Employers work with their networks, the wider business community and their local team to make sure that young people have access to the career opportunities they need.

CASE STUDY

SHAPE YOUR FUTURE

As part of International Women’s Day and their first interaction as a Cornerstone Employer, Greencore invited local schools in Selby to access a free session aimed at tackling stereotypes and raising the profile of job roles available to girls. As part of the session, a wide range of Greencore’s female staff shared highlights of their career routes into industry, aiming to empower and inspire students to consider their own STEM related career choices.

The event was a great success, with fantastic feedback received from pupils stating that the event was ‘inspirational’ and ‘eye-opening’. Many pupils were encouraged by the fact that most of Greencore’s female staff were unaware of their future path at their age, and that academic success was not the only route into a successful career.
CASE STUDY

SKILLS SUPPORT FOR THE WORKFORCE ADAPTS DELIVERY TO MEET BUSINESS NEEDS THROUGH COVID 19.

Calderdale College is responsible for delivering the ESF funded Skills Support for the Workforce (SSW) project and has adapted delivery to successfully support businesses throughout the lockdown periods.

Whilst some businesses temporarily closed because of the crisis and furloughed their employees, others remained open, particularly around essential services such as Health, Social Care and Logistics. In order to support businesses to continue with training and development, SSW adapted and tailored delivery models to suit the needs of businesses and participants and respond to government guidelines including social distancing for employers, participants and trainers/assessors. This included providing additional online and remote learning activities as well as support to employees across all sectors who had been furloughed, or where there was a risk of redundancies as a result of re-structuring or down-sizing.

One of the Calderdale’s training providers, Enterprise Made Simple (EMS) recognised the need to take swift action on a number of levels. Phil Teasdale, CEO said, “We digitised a number of our qualifications and courses, adapting and using new technologies such as Jam Board and Thinkrific to maintain the business development element, networking and the opportunity for the learners to have real time discussions in both a facilitated and non-facilitated way, with a constant Zoom live element to the training”. Working with businesses across the region in response to the rapidly evolving regulatory aspects EMS saw a need to develop, write and deliver a Recovery and Resilience course, delivering this flexibly and ensuring it was adaptable to any government or COVID regulation changes.

The response to these adaptations and the continuation of delivery of the service has made a real difference to many businesses and their staff throughout and beyond the pandemic. As Emma-Jane Jervis from Story Sign in Northallerton said, “I have learnt how to focus my ideas and think about different routes and solutions for my business to make more money and make the business more sustainable. I have learnt how to go through the process for a tender and put together a business proposal. I have reflected on my current sales cycle and got ideas how to improve it to raise future sales, it has been a revelation and much needed”.

CASE STUDY

VIDEO: SSW – HOSPITALITY BUSINESS TRAINS FOR RESILIENCE

Watch the video below to see how one hospitality business in York benefitted from Skills Support for the Workforce training delivered by Calderdale college:

http://clients.seven.productions/aberfield/ssw-video-case-study/main-video

Chapter 7.

2. Our employers able to access the skills to grow highly productive and inclusive workplaces.

A highly skilled workforce is vital to drive economic growth. The SAP is focused on supporting Y&NY businesses to recognise the value of investing in their workforce and giving them the tools to upskill their staff to keep pace with technology and deliver increased productivity.
The Sap Apprenticeship strategy is focused on encouraging businesses to recognise that apprenticeships can deliver the skilled and inspired employees needed for high performing organisations.

Case Study

YORK & NORTH YORKSHIRE LEP EMPLOYER EVENT DISPELS APPRENTICESHIP MYTHS

The York & North Yorkshire Local Enterprise Partnership hosted an online event to support National Apprenticeship Week 2021.

Working in partnership with the Education and Skills Funding Agency (ESFA) and local businesses Aviva and Ellis Patents, it showcased the benefits that businesses and individuals can gain from apprenticeships.

Key messages were that apprenticeships are for everyone, not just young people, with Aviva sharing that their eldest apprentice is 68 years old. Danny MacFarlane, MD of Ellis Patents talked about how apprenticeships are available at different levels from Level 2 up to Level 7, as well as in a variety of disciplines; providing a range of different pathways and progression routes. At Ellis, apprentices can develop their skills and progress to gain Chartered Engineer status, which benefits their business. Danny went on to say “An apprenticeship is no longer the poor relation to other pathways and... quality apprenticeship provision is helping to dispel that negative perception.”

The LEP also launched its updated Employers Apprenticeship Toolkit. This is aimed at helping businesses understand how apprenticeships can be used to enable them to fill their skills gaps and achieve their growth aspirations. It can now be downloaded from https://www.ynygrowthhub.com/resources/free-download-apprenticeship-toolkit/
ANGLO AMERICAN ANNOUNCES THE LAUNCH OF ITS 2021 APPRENTICESHIP PROGRAMME.

The company is looking to recruit 10 engineering apprentices to add to the 14 already on its team; part of a pledge to hire 50 apprentices in the coming years for its state of the art mine and transport infrastructure currently under construction near Whitby and on Teesside.

The four-year apprenticeship to train Advanced Engineering Technicians will be run in partnership with TTE, part of Middlesbrough College. It will focus on developing a sound knowledge of the electrical, mechanical and instrumentation engineering skills needed to maintain the mining equipment and infrastructure when the mine enters production later in the decade.

“We’re delighted to be announcing this year’s programme and delivering on our commitments to provide opportunities for young people in the area,” said Gareth Williams, the Operational Readiness Director for the Woodsmith Project. “The jobs that these apprenticeships will lead to will be essential to the successful day to day running of our world class mine.”
5. Our local skills providers enabling businesses to respond with innovation and resilience to a dynamic economy

The SAP is responsible for the strategic overview of the LEP’s Skills Capital investment to deliver effective, high quality skills infrastructure for our area. The aim is to support the development of new skills through access to cutting-edge equipment and learning facilities.

**CASE STUDY**

**NEW AUTOMOTIVE, CONSTRUCTION & ENGINEERING CENTRE AT SCARBOROUGH TEC**

The Centre has been part-funded with over £3m Skills Capital grant from the Government’s Local Growth Fund.

Simon Gummerson, Head of Construction & Engineering at Scarborough TEC, said: “I am thrilled that we are being joined by the Local Enterprise Partnership and the Mayor for the opening; both have been very supportive as we have moved into the building and we are forever thankful of the support they have offered to us and our students. Our new Centre will be used by students and Apprentices who are studying for a wide variety of careers including Automotive, Bricklaying, Plumbing, Electrical Installation, Mechanical and Electrical Engineering, Construction and Carpentry & Joinery. The workshops and equipment the students now have access to are going to give them a competitive edge when it comes to applying for jobs in their chosen industries.”

**DIGITAL HUB APPROVED ON FORMER PRISON SITE**

A £17m revamp of the former prison in Northallerton will create Treadmills, a new retail, leisure and business site in the town. The LEP secured almost £3m for the scheme, that is being used to redevelop and re-fit buildings to create a digital hub and improve road access to the site. This will invigorate access and innovation to agri-tech in the surrounding agriculturally driven economy as well as draw new businesses into the town centre, support existing firms and retain talent in the area.

Treadmills is part of wider investment in Northallerton of almost £11m overseen by the LEP. Infrastructure funding is paving the way for more housing and transport links, building on the LEP’s ambitions for our market towns to be successful and fit for the future.

Leader of Hambleton District Council, Councillor Mark Robson said: “Hambleton has ambitious plans to regenerate the former prison site. We are moving forward across the region to deliver new investment and jobs that are vital to the post-Covid economic recovery.”
CASE STUDY

Two North Yorkshire colleges are to benefit from funding to provide electric vehicle training.

York College and Scarborough TEC are two beneficiaries of funds secured by Y&NY LEP from the government’s Getting Building Fund. York College will receive £150,000 to increase skills capabilities in electric vehicle technologies. This project will support low carbon electric vehicle skills development through an extension to existing workshop space and state-of-the-art technologies on the campus.

Louise Doswell, Deputy Chief Executive and Principal (Partnerships and Development) at York College, said: “York College is committed to training and upskilling motor vehicle technicians to increase capacity to meet the demand for green transport options and contribute to the government net zero carbon target by 2050. With the support of £150,000 of investment secured by the York & North Yorkshire Local Enterprise Partnership we have been able to accelerate our capital investment plans to start delivering training from the beginning of 2021 with newly installed EV technologies. “This investment will enable small and medium sized (SME) independent garages who experience the most difficulties in meeting technological advancement needs to access local training opportunities. These developments will also enable access to emerging technological training for new entrants (16 to 19 -year olds) that will enable young people to enter the jobs market with advanced skills and improve employment opportunities.”

Scarborough TEC will receive over £92,000 investment for their electric and green skills project. This will support the purchase of electric vehicle / training equipment to enable low carbon motor vehicle and maintenance courses. Charging bays will be installed in the college’s existing Automotive, Construction and Engineering Centre, which was also part-funded with money secured by the York & North Yorkshire Local Enterprise Partnership and opened in June 2019, to promote green transport education and training and employability. In addition, the project will provide new engineering technologies, to introduce hybrid/electric transport courses.

Ann Hardy, Principal of Scarborough TEC, said: “The electric vehicles will be a fantastic addition to the resources at Scarborough TEC. The vehicles will provide the latest in electric vehicle technology to help us train the future professionals of the industry in preparation for changes in the motor industry to meet environmental needs.”

Sam Alexander, Chair of the York & North Yorkshire Local Enterprise Partnership Skills and Employability Board, which endorsed funding for both colleges, said: “The projects at York College and Scarborough TEC both offer fantastic opportunities for young people. Both are addressing a skills shortage in our region around low carbon electric vehicle maintenance, which is an important, developing, sector. We are pleased to endorse both projects, which align so closely with the LEP’s good growth ambitions, and our vision for a greener, fairer, stronger economy.”
CASE STUDY

PARTNERSHIP WORKING TO GET PEOPLE BACK INTO WORK

At the start of the pandemic, the York & North LEP, in partnership with the National Careers Service and DWP launched the **York & North Yorkshire Jobs Fuse service in April**. Jobs Fuse offers a coordinated response to supporting people who have lost, or are about to lose, their jobs to get back into employment or training; as well as supporting local employers with vacancies to fill as a result of COVID-19.

In response to the Chancellor of the Exchequer Rishi Sunak’s ‘Plan for Jobs’ announcement in July 20, the LEP hosted a webinar with the Education Skills Funding Agency to share with businesses and key stakeholders the financial incentives available to employers to stimulate jobs and skills. These included apprenticeships, traineeships, T Levels and the ‘Kickstart’ initiative.

Following this successful webinar and working in partnership with the Department for Work and Pensions (DWP), Y&NY LEP have hosted regular DWP update sessions with partners from across Y&NY. These sessions support Gateway organisations to apply for the programme on behalf of those businesses interested in taking on less than 29 young people. The LEP has also engaged businesses through its Growth Hub and intermediary organisations, ensuring information about the programme reaches SMEs across our rural geography. To date this has resulted in seven approved Gateway submissions with more than 300 placements.

4. Our communities are empowered by learning and skills that support everyone to participate fully in society.

The SAP focus is on ensuring that those finding it harder to enter or secure employment are empowered to succeed through quality support to get back on track and help their local communities flourish.
With the help of our delivery partners, we’re enabling those looking for advice and support on finding work, returning to employment and leading a fulfilling, independent life through projects that offer flexible support to overcome skills related barriers.

Our key stakeholders offer invaluable expertise and insights that shape the thinking and decision making of the SAP:

**ACTION TOWARDS INCLUSION PROJECT**

*Action Towards Inclusion* is an £11.5m, seven year project funded by the Big Lottery and the European Social Fund for the York, North Yorkshire and East Riding area. The programme offers flexible support to help adults overcome physical, psychological, financial and skills-related barriers and progress towards employment, training, education and job-search, whilst at the same time helping to combat a range of social issues, including poverty and social exclusion.

Aspire-Igen one of the delivery partners works in York, Ryedale and Scarborough and provides mentoring, support and skills to Lone Parents in order to help them overcome barriers and move closer to job-search, training, education and employment.

Through the Lone Parent Mentor Project, one of our participants, Laura, was assigned a key worker to give her one-to-one support, helping her rediscover her confidence and begin to shape a vision for the future.

Watch Laura’s story here: [https://www.youtube.com/watch?v=rV7IMv50wrY&feature=youtu.be](https://www.youtube.com/watch?v=rV7IMv50wrY&feature=youtu.be)

**MENTAL HEALTH & WELLBEING TOOLKIT LAUNCH**

Written by Humber and East Yorkshire Mind and commissioned by Calderdale College from ESF Skills Support for the Workforce funds, the toolkit was promoted as a response to the COVID-19 crisis to support business managers to better aid staff around monitoring mental health (as well as supporting people who have a disability and neurodiversity to thrive in the workplace).

Our Case studies conclude with an example of how the SAP has supported the planning and delivery of events that inspire, influence and engage partners and stakeholders to work alongside the LEP to realise our skills ambitions:

CASE STUDY

THE 2021 YORK & NORTH YORKSHIRE LEP SKILLS CONFERENCE

The 2021 York & North Yorkshire LEP Skills Conference which launched the Skills Strategy 2021-2026 was the largest ever skills conference with over 120 delegates and a prestigious line up of speakers and panellists in attendance. SAP influence secures high quality speakers such as Emily Moncuit, Associate Regional Director in Yorkshire & Humber CBI and Vicky Bullivant, Head of Sustainable Business at Drax who talked about a range of subjects from green skills and technology to ‘Reviving Regions’ and increasing social mobility.

The value of LEP engagement for stakeholders is demonstrated by 80% of the audience requesting more regular networking opportunities with the LEP and SAP. Regular consultation with partners of the type of information that they expect from the SAP ensures that the strategy direction and leadership remains responsive and relevant to local partners.

The feedback of two delegates reflected the overall response:

‘I just wanted to drop you line to say how much I enjoyed the Skills Conference. It was really good combination of input, with thought provoking presentations confirming a number of medium-long term challenges and opportunities moving forward’.

‘I thought the conference was brilliant and a good level of interactivity with the polls and the videos. Also loved the variety that came from the discussion around green skills... Great event!’
Chapter 8.

Forward Look
Forward Look

Introduction

Over the next 12 months, we will be overseeing the LEP Skills Delivery Plan we described in Chapter 4 with specific activities set out under each of our Plan’s four pillars (Young people; Businesses; Skills provision; and Communities).

Although our Plan provides a clearly defined framework for action, we will remain flexible to implement specific initiatives that give local expression to the skills dimension of wider national programmes introduced by the Government. These may range from short-term measures to mitigate the impact of Covid-19 to medium and longer-term recovery policies around, for example, the low carbon economy and the levelling up agenda.

We will also ensure our response to the Government’s reforms to post-16 technical education and training heralded in its recent FE White Paper Skills for jobs: lifelong learning for opportunity and growth reflects within the LEP area the national policy ambitions for transformative change.

Our Forward Look is rooted in the responsive and flexible approach that is embedded in current LEP strategies:

- Local Industrial Strategy (Draft)
- Greener, Fairer, Stronger; and
- Skills Strategy 2021-2026
To equip Young people to make quality decisions about education, training and careers the focus will be on:

- Continuing delivery of the York and North Yorkshire Careers and Enterprise Company Enterprise Advisor Network, using its annual allocation of nearly £300k to expand its reach to more schools and businesses.
- Strengthening partnership working with providers delivering ESF and other funded activity to support young people not in education, employment or training (NEET).
- Promoting with our partners Apprenticeships, Traineeships and T-levels across our business community through specific targeted engagement campaigns, and wider networking activities, including support for the work of the Yorkshire & Humber Institute of Technology.
- Continuing to work with partners to represent the voice of employers and young people to policy makers.

To ensure Employers can increasingly access the skills to grow highly productive and inclusive workplaces we will:

- Support the effective establishment of a major £1m ESF project to promote greater SME engagement in Apprenticeships with the support of a Y&NY Apprenticeship Hub.
- Support partners to deliver a £370k ESF project to help businesses implement post-Covid recovery strategies using local Graduate talent.
- Work with partners to deliver a £500k ESF project to help businesses design and host effective placements for T level students.
- Continue to work closely with skills stakeholders (e.g. Local Authority Economic Development officers) across the area and with the LEP’s own Growth Hub business advisory service to maximise promotions of skills benefits and opportunities among Y&NY businesses.
- Promote Technical education as a means of improving productivity and maximising talent within the workplace.
- Establish a Digital Skills Partnership linking up with existing models in Leeds City Region, Humber and Tees Valley LEP areas and driving a coherent strategy to improve and expand digital skills provision to meet business demand.

Our commitment to working with local skills providers so they can enable businesses to respond with innovation and resilience to a dynamic economy will prioritise:

- Collaboration with our key stakeholders and partners to build a stock of potential project-based activities/bids in anticipation of calls to access the UK Shared Prosperity Fund.
- Working alongside skills providers to shape provision based on clear and comprehensive evidence of need generated by specific skills research and target funds accordingly from, for example, the National Skills Fund; Adult Education Budget; National Reserve Fund; UK Community Renewal Fund; and the forthcoming UK Shared Prosperity Fund.
- Delivering with partners a Skills Capital Investment Plan to target Y&NY’s full allocation of over £15m from the national Getting Building Fund and leverage additional capital to support the FE estate develop infrastructure that will support the skills of the future, including in digital and low-carbon.
- Supporting ESF projects – currently in final planning or early delivery stages – to achieve successful engagement and progression outcomes. These include:
  - A £1.5m Leadership and management project under the title Business Scale Up Development Programme for 240 growth-orientated businesses to support 650 key supervisors and managers.
– A £2.65m project under the title Specialist Skills Support Programme to support over 1300 employees from 470 SMEs maximise their contribution to business productivity.

– A £500k project designed to support 800 individuals working in rural-based SMEs or micro-businesses through bespoke skills development packages.

– A £2m project titled Aspire2Lead to support over 1,000 women across 80 SMEs develop their full workplace potential and

– A £900k project, Thriving at Work, to support employed individuals with disabilities and neurodiversity to benefit from bespoke training and coaching so they develop the confidence and skills to progress in work, including to senior positions in their workplaces.

• Working with partners to progress initiatives on supporting a healthy workforce including:
  – DWP Beacon Project – dedicated website to support SMEs on physical and mental health issues in the workforce
  – DWP Mid Life MOT – support to test and explore how a digital Mid- Life MOT (free on-line support for those aged 50+ and employers on skills, wellbeing and finances) might work in our LEP area.

• Working in partnership with North Yorkshire County Council (NYCC) and City of York Council (CYC) Public Health departments and key strategic bodies representing Higher Education, small and micro-businesses and the Voluntary sector to deliver an Economies for Healthier Lives programme to promote inclusive workplace cultures that improve health and reduce inequalities.

• Working with stakeholder and provider members of the area’s ESIF Provider Strategic Forum to share and embed best delivery practice, especially in respect of the large-scale transformational shift to on-line learning in response to Covid-19.

• Supporting collaborative efforts to implement at local level existing Government initiatives to help those recently displaced/disadvantaged in the labour market e.g. Kickstart, Restart, “Bootcamp” digital skills development and Sector Based Work Academies.

• Re-launching with partners ESF funded Skills Support for the Unemployed activity.

• Continuing to contribute to a strong multi-partner Social Inclusion strategy group to empower local communities across Y&NY.

• Establishing with partners an Anchors Organisation Network to capture good practice and demonstrate effective growth principles that will open up local economic opportunities.

• Working with lead providers and partners to support continuing successful delivery of three major publicly funded projects:
  – An £11.5m social inclusion project involving 30+ community-based organisations to support over 3,000 individuals overcome multiple barriers and move closer to employment.
  – A £3.7m ESF funded Community Grants project helping 1350 unemployed residents aged 18+ to progress towards employment, self-employment or further education/training. Target groups include those with disabilities and health conditions, Lone parents, 50+, and ex-offenders and
  – A £7m ESF/ERDF Community Led Local Development project zeroing in on the 20% of most deprived areas of the North Yorkshire Coast - supporting 5,000 individuals furthest from the labour market improve their employment prospects and helping 450 businesses create new jobs.
Companion Document

Y&NY Labour market and skills data and narrative – A context document for the Local Skills Report