

Public Document Pack



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Commissioning**

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Monday 2 October 2023

Notice of Meeting

Dear Member

Growth and Regeneration Scrutiny Panel

The **Growth and Regeneration Scrutiny Panel** will meet in the **Meeting Room 3 - Town Hall, Huddersfield** at **10.00 am** on **Tuesday 10 October 2023**.

This meeting will be live webcast. To access the webcast please go to the Council's website at the time of the meeting and follow the instructions on the page.

The items which will be discussed are described in the agenda and there are reports attached which give more details.

A handwritten signature in black ink, appearing to read "Julie Muscroft".

Julie Muscroft

Service Director – Legal, Governance and Commissioning

Kirklees Council advocates openness and transparency as part of its democratic processes. Anyone wishing to record (film or audio) the public parts of the meeting should inform the Chair/Clerk of their intentions prior to the meeting.

The Growth and Regeneration Scrutiny Panel members are:-

Member

Councillor Moses Crook (Chair)

Councillor Zarina Amin

Councillor Tyler Hawkins

Councillor Susan Lee-Richards

Councillor Harry McCarthy

Councillor John Taylor

Jonathan Milner (Co-Optee)

Chris Friend (Co-Optee)

Agenda

Reports or Explanatory Notes Attached

Pages

1: Membership of the Panel

To receive apologies for absence from those Members who are unable to attend the meeting.

2: Minutes of the Previous Meeting

1 - 14

To approve the Minutes of the meeting of the Panel held on the 14th August 2023.

To approve the Minutes of the meeting of the Panel held on the 25th September 2023.

3: Declaration of Interests

15 - 16

Members will be asked to say if there are any items on the Agenda in which they have any disclosable pecuniary interests or any other interests, which may prevent them from participating in any discussion of the items or participating in any vote upon the items.

4: Admission of the Public

Most agenda items take place in public. This only changes where there is a need to consider exempt information, as contained at Schedule 12A of the Local Government Act 1972. You will be informed at this point which items are to be recommended for exclusion and to be resolved by the Panel.

5: Deputations/Petitions

The Panel will receive any petitions and/or deputations from members of the public. A deputation is where up to five people can attend the meeting and make a presentation on some particular issue of concern. A member of the public can also submit a petition at the meeting relating to a matter on which the body has powers

and responsibilities.

In accordance with Council Procedure Rule 10, Members of the Public must submit a deputation in writing, at least three clear working days in advance of the meeting and shall subsequently be notified if the deputation shall be heard. A maximum of four deputations shall be heard at any one meeting.

6: Public Question Time

To receive any public questions.

In accordance with Council Procedure Rule 11, the period for the asking and answering of public questions shall not exceed 15 minutes.

Any questions must be submitted in writing at least three clear working days in advance of the meeting.

7: Inclusive Economy Strategy

17 - 32

The panel will receive a presentation on the Inclusive Economy Strategy.

Contact: Edward Highfield, Service Director, Skills and Regeneration

8: An Overview of Post 16 Skills, Training and Apprenticeships

33 - 126

To provide an update to the panel on activity related to Post 16 Employment and Skills activity in the district.

Contact: Gillian Wallace, Head of Employment and Skills

Contact Officer: Jenny Bryce-Chan

KIRKLEES COUNCIL

GROWTH AND REGENERATION SCRUTINY PANEL

Monday 14th August 2023

Present: Councillor Yusra Hussain (Chair)
Councillor Tyler Hawkins
Councillor Susan Lee-Richards
Councillor Harry McCarthy
Councillor John Taylor

Co-optees Jonathan Milner

In attendance: Councillor Graham Turner, Cabinet Portfolio Holder for
Regeneration
David Shephard, Strategic Director for Growth and
Regeneration
Naz Parker, Service Director for Homes and
Neighbourhoods
Hannah Elliot, Head of Assets and Development

Apologies: Councillor Zarina Amin
Chris Friend (Co-optee)

1 Membership of the Panel

Apologies were received from Councillor Zarina Amin and Chris Friend (Co-optee).

2 Minutes of the Previous Meeting

RESOLVED:

That the Minutes of the panel meeting held on 3 July 2023 be approved as a correct record.

That the Minutes of the Ad Hoc Regeneration Scrutiny Panel held on 6 March 2023 were noted.

3 Declaration of Interests

Councillor Yusra Hussain, Councillor John Taylor and Councillor Susan Lee-Richards declared that they are members of the Housing Improvement Board.

4 Admission of the Public

All items were considered in public session.

5 Deputations/Petitions

No deputations or petitions were received.

6 Public Question Time

No questions were received from members of the public.

7 Damp, Mould and Condensation

The Panel considered a report on the current situation with regard to Damp, Mould and Condensation in Council Homes. Naz Parker, Service Director for Homes and Neighbourhoods, introduced the item, advising that this is a major issue being faced both locally and nationally, and the report being presented to the Panel aims to show how the service is responding to cases of damp and mould in Kirklees.

The Panel was informed that last winter the government put a lot of attention on this issue, and at that point in Kirklees, there were eight hundred open cases of damp, mould, and there has been a growing number of damp and mould and condensation cases being reported into the service.

Hannah Elliot, Head of Assets and Development, provided a summary of the approach being taken to address the issue regarding damp, mould and condensation in Kirklees. The Panel was informed that in November and December 2022, a rapid review of the council's approach to damp, mould and condensation was undertaken, and a report setting out the issues and an action plan to address these was produced. The review and action plan identified three main areas for improvement: communication, data and intelligence, and process.

In January 2023, a task and finish group was formed with officers from across the council, with the aim of delivering changes to the short-term approach to damp, mould, and condensation with a focus on dealing with, and resolving the current caseload. The number of cases relating to damp, mould and condensation were still high and increasing and by October, there will be a seasonal increase according to historic trends. All the work that has been carried out to date has been around dealing with the existing caseload, putting in systems and processes and gathering information and intelligence to use to help to better understand how to deliver and target services in future.

The review identified the need for a more streamlined approach to improve the efficiency and effectiveness of damp, mould, and condensation services, and this is being addressed through short term changes to processes and service delivery to support management of current cases.

There is now a dedicated IT system, where all relevant information about damp, mould and condensation is brought together in one place. All officers in Homes and Neighbourhoods and Kirklees Direct have access to this system and have received guidance on how to use it.

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Details of all contacts with residents relating to damp, mould and condensation are recorded in the system along with other data to help improve the response. In addition, there is a dedicated Single Point of Contact (SPoC) made up of officers from Housing Management and Assets who deal with all incoming calls about damp, mould and condensation. Information held in the system is being used to triage and categorise cases.

Contract management discussions with the external mould treatment contractor have identified issues that have contributed to the backlog of cases. For example, they experience high levels of no-access visits.

The Panel was informed that an additional piece of work that has been running in parallel, is redesigning the whole of the system for delivering and responding to damp and mould, and the current piece of work around the backlog is still ongoing.

The team are reviewing and refocusing that action plan effectively on a weekly basis to ensuring a response to the situation and to events that are happening in people's homes. The Panel was advised that the current concern is being able to clear the backlog and was directed to the appended report which showed that the number of jobs that needed to be carried out on a weekly basis versus the number that are actually undertaken are quite different. The number of jobs completed weekly vary considerably for both the external and in-house contractors however, the average completed is half of that required. The project team are urgently looking at options for additional capacity to deliver mould treatments to bring case numbers down to a manageable level.

Officers are looking at the action plan in terms of what it is going take to get a reasonable number by the beginning of October, looking at in House capacity. Work is also being undertaken with the existing external contractor around what they can do in their capacity as well also looking at what other options that might need to be taken in order to get the work dealt with and responded to.

So that is the current process around backlog in terms of the future planning. The intention is that from October this year, so our current contract with our external contractors expires at the end of September.

The Panel was informed that the current contract with the external contractors expires at the end of September, however, there is an option to extend for a further year.

The work being undertaken around redesigning the process, is also looking at how the future service might be delivered whether this be in-house, through an external contractor or a combination of the two. That work is ongoing with the intention that by October there will be a new delivery model.

The Panel was informed that to aid a successful redesign of the damp, mould and condensation processes, is that residents are consulted to understand their experience of the current approach, and take forward a coproduced redesign to effectively respond to their needs. The purpose of the redesign will be to move away

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from the historic approach of being reactive, to add more accurate diagnosis at the start to where frontline staff would triage the issues earlier.

In response to the information presented the Panel made comments and asked a number of questions including some of the following:

- There has been mention with regard to the additional support that will be provided to frontline staff that will help with them triage, to enable them to effectively deal with calls. It might be useful share some of that learning material or training material with the staff within MP's offices as they are often the first contact.
- The report makes mention of a 3 year wait for a decant for specialist works, 3 years is a long time are you able to specify the reasons, and for those waiting to be decanted, were there interim mitigants in place to support the tenants?
- Is the learning being shared with the housing associations to encourage similar processes? Could Kirklees Direct also gain access to the learning and training due to being first ports of call?
- Could the council make use of local trades to help with the market constraints and capacity?
- The report states that the week ending 12 May saw the highest level of abortive or cancelled visits at 46, are there any reasons behind them?
- As exiting contracts were due to expire in September 2023, would the council renew on a short term basis or had an alternative decision been made?
- Regarding damp, mould and condensation, what level of re-referrals were the council receiving?
- Learning from the responses from residents and building heat maps, has it identified geographical areas of higher vulnerability?
- Was there an option during the contract renewal to ensure the contractor complies with the councils data requirements and systems?

Hannah Elliott provided a response to the question and comments made by the Panel. In summary, Hannah Elliott stated that she welcomed the suggestion to share training materials with the MP's office and other registered providers. Naz Parker highlighted the council was a member of the West Yorkshire Housing Partnership, which allowed access to joint training materials and the ability to share information both ways. The Panel was further advised that officers recommended an e-learning training package become mandatory training for any officer that speaks or visits residents, including Kirklees Direct, to successfully diagnose issues at the first instance.

The three years decant was an example of one very specific case, and is not a normal wait time. As part of the work, officers are looking at the entirety of the

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decant list, ensuring the process is correct. The other challenge around decants included the fire safety remediation program that required the council to move priority groups out. A panel had been set up to prioritise decants based on vulnerability, health, health risks and more.

With regards to the contractors, the Panel was advised officers would look at the local market alongside the in house capacity and other external contractors.

Responding to the question with regards to the cancelled visits, Hannah Elliot explained that officers do not always know the reason. Officers would make three calls or attempts to visit, however if a tenant has not cancelled, officers would expect them to be home. A follow up letter is made for those cases where officers have failed to make contact.

The current contract is due to expire at the end of September, with an option to extend for one year. Officers are in discussions with the contractor as to how they wish to proceed and looking at the model as a whole to decide if the council delivers via an in house service, external contractor, or a combination approach. The discussions are planned to finish by the end of August.

Naz Parker advised that the first priority was to ensure the council was responding to, and dealing with the damp, mould, and condensation due to the health impacts and risks. Following review of asset management, officers would start thinking about the investment into the decarbonisation initiative and various methods of ventilation. At the present time, there was not a full understanding of all the solutions and technologies available and whether the housing revenue account can afford to invest in all of them.

Hannah Elliot highlighted the single IT system where the information was held and the dashboard, in the corporate system, which can generate heat maps and details on repeat cases, job numbers and details on a location. It was also connected to other data such as public health and poverty, which all brought together allowed officers to see the trends develop that the previously could not identify. Naz Parker added the team works with health colleagues to look at incidents such as respiration issues in the district, cross referencing with the damp, mould, and condensation data.

There was a lot of work ongoing with the contractor to get access to information as previously the council had not asked for information in the way it does now. Discussions moving forward to set the terms of a new contract or contract extension was key. Having access into the contractor systems was essential for those taking calls, in order to provide updates to residents, as well as for officers in terms of intelligence to help them to understand. Any contract discussion moving forward had those requirements.

RESOLVED:

That Naz Parker and Hannah Elliott be thanked for providing a report on Damp, Mould, and Condensation.

8 Tenant Safety in Council Housing

Naz Parker, Service Director for Homes and Neighbourhoods, introduced the agenda item, which was a recommendation and commitment from the Ad-Hoc Residential Housing Stock, Health and Safety Compliance Scrutiny Panel's work. The Panel was informed that the report would focus on the 'big six' in terms of building safety: Fire, Asbestos, Legionella, Lifts, Gas and Electric. When the stock transferred into the Council, there was not a programmed approach to building safety, there is now inspection programs and reinspection programs and those are now in place and working very well.

Fire remains as the largest risk for the council, however there are strong mitigants in place to ensure safety in six storeys, retirement living schemes and the low rise blocks with a mixture of daily, weekly, monthly fire safety checks. There is CCTV at a 24 hour rate, particularly on the high rise, a waking watch on the high rise and a number of other mitigants.

Hannah Elliot, Head of Assets and Development, expanded on the details outlined in the report advising the Panel that progress had been made in relation to fire safety matters at high-rise blocks. Officers have focused on delivering programmes of fire safety works, inspections and re-inspections and developing longer term refurbishment and regeneration plans for these buildings.

There are some cases where work is outstanding mainly due to access issues, but also some due to contractual or delivery issues. In terms of low-rise blocks, there is still more work to be done. The fire safety remedial actions for low-rise blocks was being developed into tender packages for issue in August 2023. These would close off the majority of known fire risk assessment actions currently outstanding. Works were expected to start on site at the beginning of 2024/25.

The Panel was informed that all of those buildings had mitigations in place, and officers regularly reviewed those mitigations and the safety assessment of the buildings. Tenant involvement is key in relation to safety and the Fire Safety Resident Engagement team works with residents, in the high-rises initially but now across all blocks to help understand their concerns and get involved in developing outcomes.

The team also works on person centred fire risk assessments with individuals that may have a vulnerability. The fire service also made referrals and officers would work with them where they found high risk in individuals or properties.

A survey and inspection programme is now in place, with arrangements for remedial works resulting from the results. Most arrangements are in place with some still needing development and improvements on delivery following risk assessments.

There was an issue with leaseholder properties whereby the council were not always able to fully understand the safety issues of these properties. As of March 2023, leases had been changed to enable better access to the information. A new piece of work has begun to ensure a better understanding of the safety aspect to leaseholder properties.

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Naz Parker further added that significant progress had been made on the high rises, by decanting, consultations, and changes to buildings such as installing sprinklers and external wall insulation.

In response to the information presented the Panel made comments and asked a number of questions including some of the following:

- Would leaseholders that need to decant slow the process on this site?
- With regards to Kirklees Performance Indicators (KPI) relating to residents responses, there are no figures and therefore unsure how many residents are communicating. Is it possible to receive figures?
- Are tenant resident associations involved?
- Are issues with regard to contractor issues captured in the system to reflect upon in the future?
- Escalation process, if a tenant identifies something that they believe to be a fire safety risk, are they going through the normal numbers or is there a different contact process for that and can this be shared with the MPs office and Councillors who are also points of contact?
- With regard to leaseholder properties, were these properties previously owned by the council and how many residents live in unsafe conditions as a result of leaseholder properties?
- How many buildings are at risk of the external wall insulation not being addressed?
- As with a House in Multiple Occupation (HMO), would it be possible for the leasehold properties to undergo a licensing process?

Hannah Elliot responded to the Panel's questions explaining that with regards to Buxton House, leaseholder decants could slow down the process, however discussions were ongoing. Naz Parker further advised that there were five leaseholder properties, and one of the leaseholders was not in the country thereby making contact difficult. Following the developments, Buxton House would provide a more attractive offer and integrate with the blueprint plans and improve on fire safety.

Hannah Elliot explained that during the engagement process, the Fire Safety Residents Engagement Team worked with individuals as well as resident and tenant associations.

In terms of contractors, officers always looked at lessons learned when projects are delivered, and learning in terms of delivery around how contractors are managed.

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The leasehold properties are owned by individuals within a Kirklees block of flats, while the council is the freeholder, therefore they are not the council's responsibility. The concern is that due to the leasehold property being in the council's building and proximate to properties that council does manage, it could have an impact on the safety of council tenants whilst being out of the council's control.

Harold Wilson court had external wall concerns, however, the contractor is now on site undertaking the works required. The works started at the end of July 2023, with the full building planned to have the external wall replaced.

Regarding licensing of HMO's, the Panel was advised that this was not possible as the leaseholder properties were previously right to buy owners or sold on since then. Any leaseholder that sublets the property, they would have landlord responsibilities and the gas safety checks would then apply to them. The issue remained that the leaseholder still does not have to pass on that information to the council.

RESOLVED:

That Hannah Elliot and Naz Parker be thanked for providing an update on Tenant Safety in Council Housing.

9 Work Programme

The Panel considered the work programme and the timescales for agenda items for consideration. The Panel agreed that an additional panel meeting would be required given the number of items expected on the panel's work programme. It was determined that an additional meeting would be held in October 2023, and items on the work programme moved to the new panel date.

The Panel also raised the issued for a potential site visit in respect of the regeneration of the town centres. David Shepherd, Strategic Director for Growth and Regeneration, advised that at this current moment, given the time commitment required it would be difficult for officers to accommodate site visits. The Panel suggested that a relevant cabinet member could undertake the site visit prior to the meeting being held, as requested, in Dewsbury.

Contact Officer: Jenny Bryce-Chan

KIRKLEES COUNCIL

GROWTH AND REGENERATION SCRUTINY PANEL

Monday 25th September 2023

Present: Councillor Moses Crook (Chair)
Councillor Zarina Amin
Councillor Susan Lee-Richards
Councillor Harry McCarthy
Councillor John Taylor

In attendance: David Shepherd, Strategic Director, Growth and Regeneration
Edward Highfield, Service Director, Skills and Regeneration
Johanna Scrutton, Planning Policy Team Leader
Simon Taylor, Head of Centre Programmes
Isabel Whitworth, Project Manager, Town Centres

Observers: Councillor Elizabeth Smaje, Chair of Overview and Scrutiny Management Committee

Apologies: Councillor Tyler Hawkins
Jonathan Milner (Co-Optee)
Chris Friend (Co-Optee)

1 Membership of the Panel

Apologies were received from Cllr Tyler Hawkins, Jonathan Milner and Chris Friend.

2 Declaration of Interests

No interests were declared.

3 Admission of the Public

All agenda items were considered in public.

4 Deputations/Petitions

No deputations or petitions were received.

5 Public Question Time

No public questions were asked.

6 Kirklees Local Plan Review Process and Update

Johanna Scrutton, Planning Policy Team Leader, provided the Panel with an update on the Kirklees Local Plan review process, advising the Panel that this is the first of two invitations to attend scrutiny, with today being the first to talk through the local plan review process. The second visit will be to come back later in the year to go

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through the outcomes of the review and any next steps for a potential update of the local plan.

In summary, the Panel was informed that it is a statutory requirement to publish a review of whether the local plan remains fit for purpose, and that has to be carried out, within five years from the date of adoption. For Kirklees, the assessment has to have been undertaken and taken through the cabinet process and be in the public domain by February 2024.

At the end of July 2023, the decision to start the review was taken by the Strategic Director David Shepherd, and this decision was put into the public domain through advertising the significant decision notice, through Kirklees together, local press releases and all social media platforms.

The appended report, outlines that the Planning Advisory Service (PAS) template has been used to undertake the assessment of the local plan. The reason for using this template is that the Local Government Association has worked with PAS to develop this process, and it is a standardised approach which is being promoted nationally.

It sets a standardised approach and allows benchmarking against other authorities. There is also the additional advantage that it feeds into a wider body of what PAS are producing on local plan making, which aims to get consistency across the country in the way that local authorities approach their decision making and their processes.

The Panel was directed to the template that was attached to the appended report and advised that there are 14 main questions aimed at looking at assessing the plan against current national planning policy, and also against the Councils strategies and policies.

It looks at the spatial development strategy and whether Kirklees is delivering the numbers of housing and employment that it said it would across the plan period. It also looks at the performance of the policies both individually and the interrelationships between them.

The Panel was informed that to inform that process, officers have looked at all the national guidance and used ongoing monitoring processes that feed into the annual monitoring report, and spoken to colleagues across different services who use the plan in the delivery of their work and their strategies.

As an additional level of trying to add robustness and transparency to the process, the Planning Officers Society has been commissioned to fulfil a role as a critical friend. They provided advice at the beginning of the process about their experience working with other authorities, which involved looking at the pros and cons of a partial or full review. Those outcomes are listed in the appended report, and they will also provide independent feedback on our assessment.

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The assessment will go to cabinet on the 17 October 2023, seeking ratification of the outcomes and to move forward with a local plan update should the outcomes indicate this and then on to council on the 15 November 2023.

The Panel was advised that in terms of the next steps, the report outlines a potential programme should it be deemed necessary to move forward with the local plan update. This would mean the early part of 2024, would be putting the processes in place, concentrating on the evidence to guide a future strategy, identifying what type of place we want Kirklees to be and what levels of ambition. There would be early engagement towards August 2024, and a submission of a draft plan for examination, in March 2027. It is an ambitious programme, and the report sets out the aim to move forward with that.

In response to the information presented, the Panel made comment and asked questions including some of the following:

- It is positive to be liaising with officers from Barnsley to look at best practice, given that they have recently fulfilled this statutory requirement of a review, and also to be using the critical friend process and using the Planning Advisory Service template which gives some consistency between Kirklees and partner councils and authorities to avoid any pitfalls
- Can clarity be given to if there are any distinctions between preparing a new plan or a plan update, because it seems from reading the report, this is quite a thorough process to where it appears to be going through the entire local plan
- An important aspect of this is communicating with local residents to ensure they have faith in the planning process and making sure that any communication put out is robust
- Communication with local residents is vital as the local plan can often be seen by residence as an imposition, a foregone conclusion, and something that they don't have buy in or inclusion in the process
- It is recognised that there may be a need to go through a full review process as has been advised by the critical friend appointed in this process. Is it worth asking the question around cost and whether there are efficiency savings that can be made in this review process and still reach the same outcome
- The fact that we have fallen below the statutory requirements for land available for housing, does this trigger a renewal of the local plan?
- The last local plan was published before the Council declared a climate emergency, and it does recommend that climate emergency be a key factor in indicating whether an update is required, and therefore it is heartening that the council is taking a robust look at this
- In relation to the consultation, whilst most of this will probably be conducted online and will be a cost saver, it is important to be mindful that there are people

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who don't have access to the internet such as, the elderly, and some people with a disability and therefore it is making sure there are some provision in place to include all those groups

RESOLVED

That:

Johanna Strutton, David Shepherd and Edward Highfield be thanked for providing an update on the Kirklees local plan review process

The Panel supports the officer recommendation that the non-mandatory phases for public consultation be carried out

Officers look at the consultation strategy, which is the same as for LP1, and take any learning points with a view to be more inclusive

7 Update on the Kirklees Wide Town Centres and Small Centres Programme

Simon Taylor, Head of Town Centres Programme, provided the Panel with an update on the Batley levelling up scheme, which forms part of the wider Batley local centres programme.

In summary, the Panel was advised that Batley is the biggest investment in the smaller local centres, and, by way of a reminder, there has been a successful outcome to the LUF2 bid, and since then work has been undertaken with Deluc to agree the terms of that award. An external project management team, Turner and Townsend, has been appointed, and they came on board in June 2023. There are many projects across the council, and there was a need to bring in specialised people to assist with the project in Batley.

They were asked to undertake a review the cost of that scheme to ensure that it was within budget. The reason for the review, was that between submission and the announcement, there was a long delay, and during that time there has been a fluctuation in interest rates. It is therefore important to understand exactly what can be afforded from that award. Whilst the award has not changed in its number, the costs that go into the scheme has. That exercise has now been completed, and at this stage, the money that has been awarded and put to one side from the Council is sufficient to deliver each of the four elements, however, this will be kept under review while going through the design phases.

It is currently at rebalancing stage two, and there is a cost assigned to that, and each stage costs will be reviewed, and recommendations will be made to the board about how to deliver elements of the scheme be it through value engineering or pausing or doing something slightly different.

A review of the programme has also been undertaken, and importantly, some of the time has been filled with surveys that needed to be done, for example, surveys around 39 Commercial Street in Batley, and all the condition surveys have been completed.

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There are four elements to Batley:

Tesco Link - the link between Commercial Street and Tesco, which is effectively trying to bridge the gap between the large supermarket to allow people to move more freely between the supermarket and the main part of the town.

Commercial Street - is an upgrade of the main St in Batley. It is very much as streetscape project, however, one of the key objectives, is to make it much more pedestrian friendly, particularly as the feedback received is that there is a lot of anti-social driving behaviour, people parking where they should not be parking and speeding through the town.

Market Place - upgrading Market Place, which is the area outside of the town hall, which is approximately 30 to 40 years old, and therefore needs an uplift with the aim to make more of a usable space for events and markets.

39 Commercial Street – the largest building on Commercial Street which is owned by the Council. The aim is to repair that, bringing it up to a white box standard so that it can be marketed for new use.

The Panel was given an overview of the programme to date, which is part of the early review. Commercial Street and Market Place will be running at a similar time, going through and looking at options between now and the end of the year, that needs to be undertaken to fulfil the business plan requirements with Deluc.

The expectation is that there will be some stakeholder engagement later this year. From that process, the intention is to start to develop detailed designs, which means taking it past the stage that it is at the moment, and embedded within that is another round of public consultation. With regard to construction, the aim is to be on site by September 2025 through to March 2026, a 6 month program.

The programme is constantly being kept under review, and there are discussions with colleagues in government about the program, and where there might be some slippage.

The Tesco Link falls slightly alongside that, with the designs being developed later next year. There will need to be re-engagement with Tesco regarding land acquisition which will happen later this year. There will also be public consultation, planning application sometime later next year. Construction is expected towards the back end of 2025.

With regard to Commercial Street, a few surveys are being undertaken, in addition to dealing with internal matters to do with the asbestos and condition. A scope of works is being developed, which will give a clear idea of what can be afforded with the money available. From March 2024, the aim is to start the repairs and bring the building up to the required standard to market it.

That is currently the Batley levelling up program, and there is a full team in place, moving through the processes, engaging with Deluc. There will be engagement

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with stakeholders, consulting those when past the detailed design stage.

In response to the information presented, the Panel made comment and asked questions including some of the following:

- It is positive that Kirklees is able to continue to invest in the towns, even if there might be some phasing issues. Local residents need this kind of aspirational project and the jobs and economic development that it will result in, is positive and very much needed
- From the photographs, it is clear that there will be some landscaping which is welcomed, however it is important to give thought to the long term maintenance of that landscaping. For example, maintenance appears to have been missed on the Leeds Rd corridor, where there has been some planting in the central reservation which has developed moss, and litter, and the cleansing team, say they are unable to remove it because it is in the middle of the road, and they would need to put traffic management in place

RESOLVED:

That Simon Taylor be thanked for providing an update on the Kirklees wide town centres and small centres programme.

8 Work Programme and Forward Plan

Cllr Crook advised that in terms of the work programme it was important not to overburden meetings if possible with too many agenda items. The aim will be to pre-triage, to maintain an oversight of some items and concentrate the Panel's time on more critical items.

Panel members were asked to recommend which items they feel needed the most thorough scrutiny, to focus attention particularly as it is a busy work program, whilst recognising that some issues are time sensitive because they are on route to cabinet for a decision.

The Panel was informed that the Chair of Overview and Scrutiny has requested that this Panel maintain oversight of the recommendations from the ad hoc scrutiny panel, on building safety and combined action plan, to confirm that the recommendations made to cabinet have been acted upon.

The next meeting will be on the 10 October and will include the Economic Strategy and Skills post 16.

RESOLVED:

That the work programme and Forward Plan of Key Decisions be noted.

KIRKLEES COUNCIL

COUNCIL/CABINET/COMMITTEE MEETINGS ETC

DECLARATION OF INTERESTS

Growth & Regeneration Scrutiny Panel

Name of Councillor

Item in which you have an interest	Type of interest (eg a disclosable pecuniary interest or an "Other Interest")	Does the nature of the interest require you to withdraw from the meeting while the item in which you have an interest is under consideration? [Y/N]	Brief description of your interest

Signed:

Dated:

NOTES

Disclosable Pecuniary Interests

If you have any of the following pecuniary interests, they are your disclosable pecuniary interests under the new national rules. Any reference to spouse or civil partner includes any person with whom you are living as husband or wife, or as if they were your civil partner.

Any employment, office, trade, profession or vocation carried on for profit or gain, which you, or your spouse or civil partner, undertakes.

Any payment or provision of any other financial benefit (other than from your council or authority) made or provided within the relevant period in respect of any expenses incurred by you in carrying out duties as a member, or towards your election expenses.

Any contract which is made between you, or your spouse or your civil partner (or a body in which you, or your spouse or your civil partner, has a beneficial interest) and your council or authority -

- under which goods or services are to be provided or works are to be executed; and
- which has not been fully discharged.

Any beneficial interest in land which you, or your spouse or your civil partner, have and which is within the area of your council or authority.

Any licence (alone or jointly with others) which you, or your spouse or your civil partner, holds to occupy land in the area of your council or authority for a month or longer.

Any tenancy where (to your knowledge) - the landlord is your council or authority; and the tenant is a body in which you, or your spouse or your civil partner, has a beneficial interest.

Any beneficial interest which you, or your spouse or your civil partner has in securities of a body where -

(a) that body (to your knowledge) has a place of business or land in the area of your council or authority; and

(b) either -

the total nominal value of the securities exceeds £25,000 or one hundredth of the total issued share capital of that body; or

if the share capital of that body is of more than one class, the total nominal value of the shares of any one class in which you, or your spouse or your civil partner, has a beneficial interest exceeds one hundredth of the total issued share capital of that class.



Inclusive Economy Strategy

Page 17 Presentation to Growth & Regeneration Scrutiny Committee 10 October 2023
Cllr Turner, Portfolio Holder, Finance and Regeneration
Edward Highfield, Service Director Skills & Regeneration

Drivers of Change

A refresh not a re-write

- Changed (and changing) context – Brexit, Covid, cost of living crisis
- Build consensus on local priorities for economic recovery/Levelling up
- Stronger focus on long-term/structural challenges and opportunities
- Highlight opportunities from devolution
- Identify clean growth opportunities from climate change agenda
- Articulate links with communities and health
- Strengthen links between inclusion and growth
- Inform review of Local Plan

Timing is challenging

- Making sense of continued economic uncertainty / perma-crisis (there will never be a perfect time to do this)
- Making it relevant now versus the strategy dating very quickly
- Being honest about what we can influence locally versus being seen to have ambition
- Priorities from the new Administration
- Striving for something distinctively Kirklees / single organising principle
- Potential to speak to an incoming government

Comments and discussion from today can directly influence the drafting stage

Kirklees' Economic Outlook

- Despite recent growth, Kirklees still lags regional and national averages – GVA, earnings, productivity
- Covid impact less severe than first predicted e.g. unemployment
- Relatively high employment levels masks low wage, insecure employment and significant economic inactivity
- Emerging evidence of loosening of labour market (reducing number of vacancies)
- Widening of inequality with differential impacts across groups
- Cost of living crisis affecting for most people – inflation, energy etc
- Interest rates remaining higher for longer
- Major headwinds – export, automation, input costs, skilled labour

Multiple Audiences

- Council / Cabinet / Executive Team
- Anchor institution partners (University/College etc)
- Residents and wider business community
- Potential investors
- West Yorkshire Combined Authority (WYCA)
- Government

Output

- Refreshed Inclusive Economy Strategy, to be owned by Council and partners
- Focus on long-term (10 year) structural challenges and opportunities
- Framework for action over short term
- Revised partnership approach
- Public facing web page of key content
- Acknowledge different audiences will need tailored output

- Aiming for Cabinet and Council early 2024

Kirklees Top Tier Strategies



Economic Recovery Plan Framework

People
Skills & Jobs

Partners
Businesses

Places
Investment

Environmental sustainability

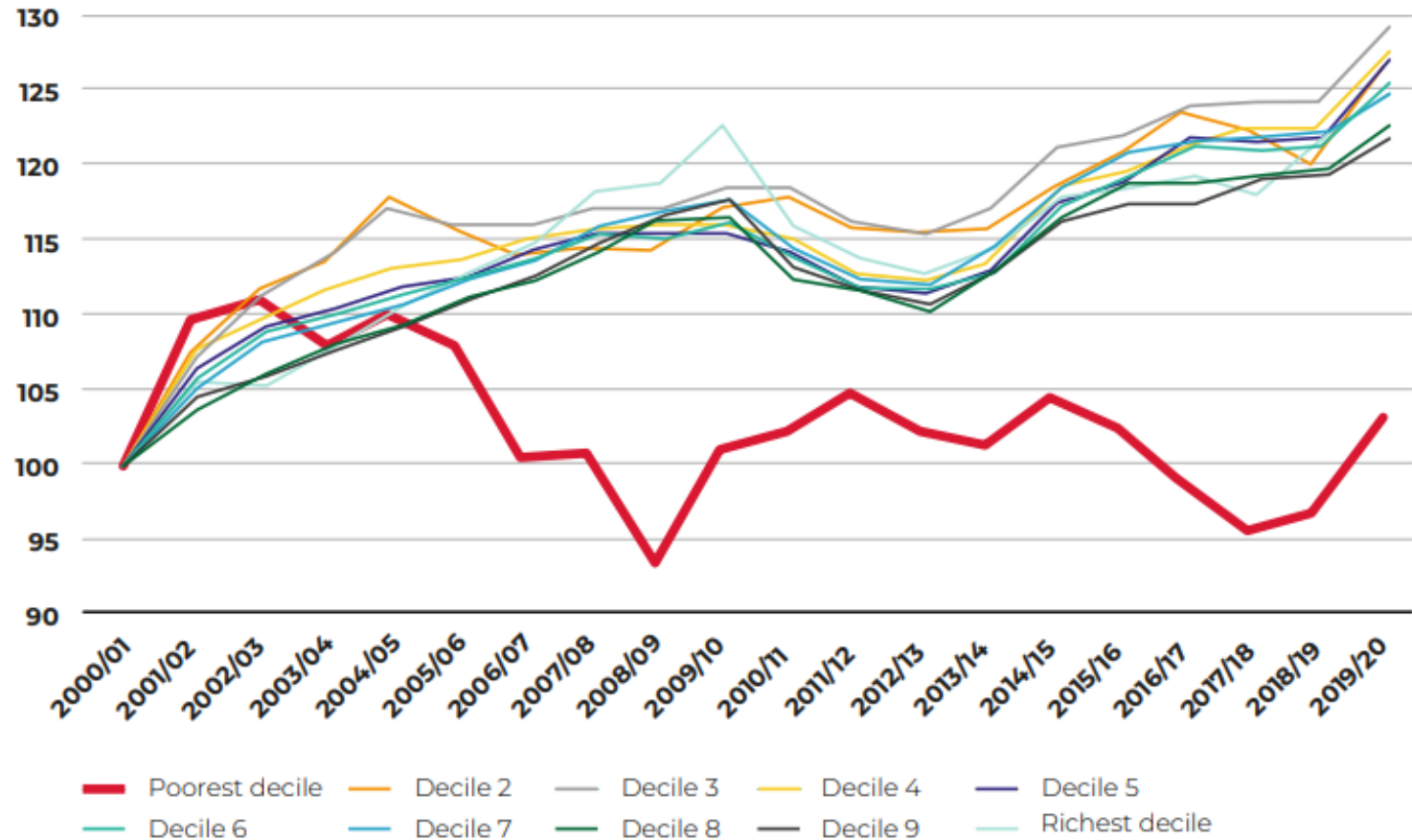
Inclusive Economy

Inclusive Economic Strategy Framework

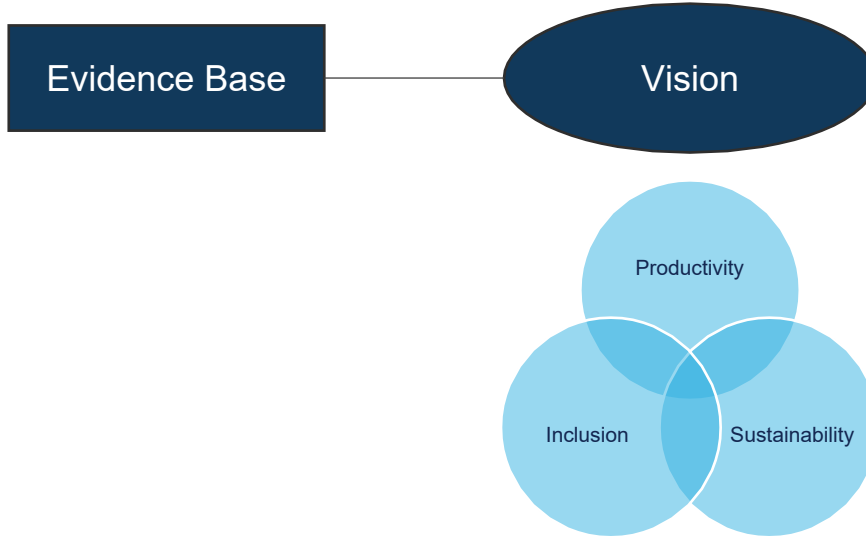


Nationally the bottom 10% have seen no improvement in living standards in 20 years

Indexed (2000/01=100) real median household disposable income (after housing costs) by decile, 2000/01 to 2019/20.



Plan on a page



People	
Empowering Young People	Digital inclusion
Supporting Communities to learn and progress	Skills for the future

Place	
Town centres	Rural
Culture and the outdoors	Transport
Place marketing	Housing Growth

Business / partners	
Start	Grow
Inward investment	Social enterprise and shared ownership

People

Empowering Young People

- Apprenticeships
- Pre apprenticeship
- Employer engagement
- Work readiness / employability
- GCES / KS4 (English and Maths)
- Progression to higher education inc; degree apprenticeships
- Linking to areas of demand (health and social care, digital/tech etc)

Digital inclusion

- Digital skills/ digital citizen
- Roll out Digital Hubs / Digital Champions
- Digital productivity in SMEs
- Digital skills qualifications
- Higher level digital skills

Supporting Communities to learn and progress

- Adult education that meets local need
- Support for unemployed
- First steps to learning
- ESOL
- Expanding adults and community learning offer
- Linking to employer need and under represented groups
- Numeracy and literacy
- Link to higher level skills

Skills for the future

- Reskilling / transferable skills
- Employer engagement / workforce development
- Construction skills academy
- Green / low carbon skills
- Link to growth areas e.g. top 100
- Enterprise education / experiences
- Interface with WY programmes – careers, schools, adults, employers, start ups

Place

Town Centres

- Delivery of Blueprints (inc Smaller Centres)
 - George
 - Cultural Heart
 - Station Gateway (TRU)
- Station to Stadium including Health Innovation Campus
- Night time economy

Transport

- Transport Strategy – link to LTP 4
- TRU
- Mass transit
- Active travel
- Delivery of major projects – Cooper Bridge etc
- Bus improvement (inc bus stations)

Rural

- Broadband
- Bus Services

Place Marketing

- Narrative
- Collaboration with private sector
- Champions / ambassadors

The Outdoors

- Quality of life
- Visitor economy
- Visitor economy / tourism strategy
- Link to Cultural Strategy – events, YOM etc

Housing Growth

- Town centres – esp Huddersfield and Dewsbury projects
- Large sites e.g. Chidswell, Riverside
- Mid size SME developers
- Link to housing strategy – e.g. quality of existing stock

Business / Partners

Start up

- Delivery start up West Yorkshire – advisors
- Business centres / incubation
- High growth sectors e.g. health tech

Grow

- Growth advisors (WY model) – resilience, survival, growth
- Export
- Innovation
- Productivity
- Low carbon sector / support for companies
- Key Account Management & High value sectors
- Sites and premises

Inward Investment

- Skills
- Sites and premises
- Incentives
- Location / connectivity
- University strengths
- Quality of life / wider offer

Social enterprise and shared ownership

- Awareness raising
- Support and incubation
- Strengthening the evidence base and knowledge building
- Finance
- Profile building

Thank you!

Edward Highfield

edward.highfield@kirklees.gov.uk

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Name of meeting: Economy and Neighbourhoods Scrutiny Panel

Date: 10th October 2023

Title of report: An Overview of Post 16 Skills , Training and Apprenticeships

Purpose of report:

- To provide and update to the panel on activity related to Post 16 Employment and Skills activity in the district.
- To provide and present an overview of programmes being delivered directly by the LA.
- To provide and update on the Employment and Skills partnership, formed in November of 2022 to oversee the delivery of the districts Employment and skills plan, Aspire, Achieve, and Include.
- The report invites the Economy and Neighbourhoods Scrutiny Panel for any comments, feedback, or areas they would like further information on in future session.

<p>Key Decision - Is it likely to result in spending or saving £250k or more, or to have a significant effect on two or more electoral wards? Decisions having a particularly significant effect on a single ward may also be treated as if they were key decisions.</p>	<p>Not Applicable If yes give the reason why</p>
<p>Key Decision - Is it in the <u>Council's Forward Plan (key decisions and private reports)?</u></p>	<p>No Private Report/Private Appendix – Yes/No</p>
<p>The Decision - Is it eligible for call in by Scrutiny?</p>	<p>No If no give the reason why not</p>
<p>Date signed off by <u>Strategic Director</u> & name</p> <p>Is it also signed off by the Service Director for Finance?</p> <p>Is it also signed off by the Service Director for Legal Governance and Commissioning?</p>	<p>David Shepherd , Strategic Director , Growth and Regeneration 2/10/2023</p> <p>N/A</p> <p>N/A</p>

Electoral wards affected: All

Ward councillors consulted: n/a

Public or private: Public

Has GDPR been considered? YES

1. Summary

- 1.1 Our economy is changing rapidly. Making sure that people have the right skills to get a job and progress in work is key to economic growth through ensuring employers have access to people with the right skills.
- 1.2 Despite improvement in recent years in Kirklees our adult population have lower skills levels than the England average. 8.6% of Kirklees adults (23,200) have no qualifications – inline with the regional average (9%) and more than England (7%); qualifications lag the national average at NVQ Levels 1 to 3. At Level 4, just 34% of residents have a level 4 qualification or better, compared with 45 %% for England.
- 1.3 Low skill levels are one of the factors impacting on productivity and in turn wage levels. Gross weekly pay for Kirklees residents was -4.5 % of the English average in 2022 ; wages growth lagged that of England as a whole between 2015-2022.
- 1.4 The Adult Skills landscape is complex and made up of local, regional, and national policy and programmes with funding managed by at least nine Whitehall departments. In West Yorkshire the approach is a combination of Local and Regional. Local Authorities are closer to their communities. As the labour market fluctuates and behaves differently in each Local Authority this requires a flexible response to support individuals to retrain, upskill and progress towards employment or self-employment. Regional coordination provides the opportunity to build upon best practice from local 'hubs' and provides economies for scale.
- 1.5 Last year officers presented a report giving a top line introduction and overview of skills policy and programmes available in Kirklees for both businesses and individuals to support with skills development.
- 1.6 This report provides a more in-depth overview and update of the work of the Employment and Skills Service with the Local Authority. Additionally, it provides and update on the Employment and Skills partnership who have oversight for the Employment and Skills plan - 'Aspire, Achieve, Include'. The full plan can be found in Appendix A

2. Information required to take a decision.

Headline Summary

- 2.1** Despite the unemployment rate remaining steady at 4.4 % , other statistics are concerning. The employment rate the lowest in the region at 73 % and the economic inactive rate the highest at 27 %
- 2.2** Whilst Kirklees outperforms the regional average for percentage of young people achieving level 2 or 3 equivalent by aged 19 (81 % and 60 %) we still lag behind in higher level skills in the adult population .
- 2.3** The Employment and Skills team continue to deliver at pace on projects and programmes we enter the final year of the delivery of ESF programmes although increased scrutiny from contract leads is proving challenging .
- 2.4** The Employment and Skills Partnership Boards oversees the agreed list of actions and priorities detailed in the districts Employment and Skills plan *Aspire* , *achieve*, and *include*. It will monitor the data on employment and skills and responds accordingly. The partnership first meeting took place in November 2022 and has met four times in the last year with good engagement and attendance.
- 2.5** The development of the LSIP has been led by the Chambers, with support from an advisory Board made up of members from the provider landscape, and the Local and Mayoral Combined Authority. The plan was approved by August of this year.

Current programmes - LA delivered / Accountable body

- 2.6** A large number of programmes supporting Kirklees employers and people who live in Kirklees exist. This paper will give a top line summary those which the Local Authority Employment and Skills team are the accountable body for and actively delivering and monitoring for performance in Kirklees.
- 2.7** Consolidated figures for last financial years performance across programmes has been completed. A report summarising this can be found in Appendix B . Highlights includes number of individuals supported, number of employers supported, and value of money commissioned to delivery partners (primarily VCS).
- 2.8** For this years, all reported figures are consolidated and confirmed until the end of Q1 (June 22) Any major variations in performance will be highlighted at Scrutiny panel.
- 2.9** Adult Community Learning - Performance of the last quarter remains strong with the programme on track to deliver all KPIs with over 900 learners enrolled on courses to date (end of June 22) and a pass rate of 98 %.

Quality of provision is high and has been acknowledged by WYCA as an exemplar performer.

2.10 Employment Kirklees - Stage One of the employment Kirklees programme is in delivery with Paddock Community trust and C+K careers both working with individuals who are in insecure employment or looking to progress their careers. Demand has been very strong in the over 25 elements of the programme.

Programme	Actual	Profile	Variance
Emp West plus 25	148	95	53
Emp West 15 to 25	35	55	-20
Total	183	150	33

Market engagement for Stage 2 of the programme has taken place with over 30 organisations attending the sessions.

Mayoral Pilot programmes are still in development.

Aspire, Achieve and Include: Employment and Skills Plan 2022 -2025

2.11 Kirklees Apprenticeship for All / Apprenticeship Levy Transfer / Kirklees apprenticeship grant -The ESF funded Kirklees apprenticeship for ALL programme is working at pace to meet its contractual targets as we progress into the final 6 months of delivery.

Programme	Actual	Profile	Variance
AFA	1117	1080	37
Total	183	150	33

Additional scrutiny from DWP is causing significant challenges with the programme as we respond to asks for additional information at short notice.

Apprenticeship Levy Transfer is continuing to gain momentum to date £ 91 K of Kirklees council apprenticeship levy has been committed for transferring to Kirklees SMEs this will cover the training costs associated with apprenticeships . Additionally working with the Combined Authority, the employer engagement team have facilitated the transfer of a further 236kof Levy from large employers to fund 28 apprenticeships based in the Kirklees district.

Across the district 71 new apprenticeship starts have been supported by the Kirklees Apprenticeship grants - a total value of £ 177 K . The grant is now reopened, and this figure is expected to increase.

2.12 Local supported Employment Initiative - The DWP Local Supported Employment programme is a joint programme between Employment & Skills alongside REAL employment who are delivering the service to residents.

Outcome	Actual	Profile	Variance
On programme	39	34	5
Into work	3	0	3

As REAL have delivered a supported employment offer to the residents of Kirklees for a number of years, the Kirklees programme is offering support to the other LAs delivering this programme and have delivered a presentation to the West Yorkshire Combined Authority officers .

2.13 Multiply - After the successful implementation and completion of year 1 of the programme where Kirklees delivered 2 /3 of the regional community strand outputs year 2 has continued at pace .

Programme	Actual	Profile	Variance
Multiply	316	150	166

Attention has now turned to measuring the impact of last year's provision and setting up accurate tracking and monitoring beyond the ask of DfE .

The appointment of delivery partner for the employer strand of Multiply programme has been completed . This commissioning led by WYCA is a regional approach with Calderdale College and Realise training being successful . We are working with both organisations to ensure successful implementation in Kirklees.

2.14 UKSPF programmes - Digital Hubs / PACE / ESOL

Implementation of these programmes was delayed by 3 weeks as we awaited the decision on the credible plan submitted by WYCA. All programmes are now in or have recently completed the commissioning stages and a verbal update can be given at the scrutiny meeting .

2.15 Works Better Enhanced / Works Better 15 to25 Positive minds / YEP 2
The ESF funded Works Better suite of programmes to support those out of work are now in the final 6 months of delivery . Performance figures are below – all projects are within the agreed project tolerance.

Programme	Actual	Profile	Variance
WBE	4354	4534	-180
Positive minds	876	950	-74
YEP 2	1095	1000	95

The Positive Minds programme has now completed delivery and we are pleased to report that we have reach the contractually required Outputs for

number on programme. Attention has now turned to transitioning participants onto other programmes to ensure continuous support.

The remaining programmes are all on track to achieve the top line outputs required however there are some sub targets where underperformance is risk , most notably the unemployed to inactive ratio . This is not unexpected due to the fact the targets are based on national figures and were committed to pre pandemic and there is little flexibility from DWP in this area.

Financial performance remains strong and external claims will be maximised ensuring the maximum amount of grant funding is achieved.

2.16 Regional programmes - Skills for Growth /Skills Connect / Skills Bootcamps - The Skill Connect Screen Yorkshire programme from the previous 4 cohorts from the past 3 years, 21% of participants were from the Kirklees region. This has increased going from 8-9% in the first two cohorts, to 15% and 24% in the latest two cohorts. Participants from Kirklees have gone on to have long-term contracts working with production companies, have continued their education both at University and more long-term Craft Courses, they have also worked on both factual tv shows and films across the region.

Additionally last financial year, 13% of Skills Bootcamp participants were from Kirklees and I'm pleased that to date, this has increased to 18%.

Work is ongoing with WYCA officers to increase the Local Authorities input into both the design of these courses , the deliver, and the marketing to ensure they are contributing towards the skills needs of the district .

Aspire Achieve and Include

2.17 Adopted by Cabinet 'Aspire, Achieve, Include' is the 2022-2025 Post-16 Employment and Skills Plan for Kirklees. It explains how the Local Authority , working closely with partners across the borough, will support and invest in the local employment and skills system over the next three years. See Appendix B for a copy of the plan

2.18 It details a series of partnership-based actions and explains how we will measure success and is overseen by a partnership board which has representation from further and higher education, work-based learning providers, employers from sectors of local strategic significance, business representative organisations, the voluntary sector, the local authority, and local government agencies.

2.19 'Aspire , Achieve, and Include' is designed to align with the West Yorkshire Combined Authority investment priorities as detailed in the West Yorkshire Investment Strategy (2021 – 2024) which identifies Good Jobs and Skills and Training as key investment priorities and the Combined Authority Employment and Skills framework. This is necessary in order to

ensure we are well placed to maximise on any future funding opportunities which will present themselves via the West Yorkshire Investment Strategy.

2.20 The Employment and Skills partnership boards oversees the agreed list of actions and priorities. It will monitor the data on employment and skills and respond accordingly . The partnership also oversees local and regional provision - monitoring performance and seeking to exert strategic influence and direction to ensure all provision has the impact required.

2.21 The Partnership has met four times in the last year with good engagement and attendance from partners.

2.22 Four subgroups have been identified and are working on the delivery of related actions.

- Empowering of Young people – Apprenticeship / Pre-Apprenticeship focus.
- Digital Inclusion – focus on skills development and gaps in provision.
- Employment Kirklees – overseeing funding allocation and deliver of the Employment West Yorkshire programme contribution towards Supporting our Communities to Learn and Progress.
- Send Employment Forum - Aims to increase the number of supporting internships and supported employment opportunities in Kirklees and providing oversight and challenge to the Local Supported employment contract detailed in 2.12.

The partnership has also had significant input into the TRU Social value ask for Kirklees and is working with partners on the developing outcomes from Cultural heart and other major infrastructure projects .

LSIPs (Local Skills Improvement Plans) and LSIFS (Local Skills improvement Funds)

2.23 Local Skills improvement plans(LSIPS) are part of a suite of reforms launched in DfE’s “Skills for Jobs” White Paper that aim to put employers more firmly at the heart of the skills system.

2.24 Led by designated Employer Representative Bodies , LSIPs will set out a clear articulation of employers’ skills needs and the priority changes required in a local area to help ensure post-16 technical education and skills provision is more responsive and flexible in meeting local labour market skills needs. The product will be a report setting out those key priorities, but the process to develop the report, i.e., bringing together employers and providers to understand skills needs and provision, is as important as the report itself.

2.25 In December 2022 the Chamber of Commerce received their funding agreement. The development of the LSIP has been led by the Chambers, with support from an advisory Board made up of members from the provider landscape, local and the Mayoral Combined Authority. The group has met regularly to provide support, advice and guidance to the Chambers and development of the plan.

2.26 The West Yorkshire plan was published in August 2023 a copy can be viewed in Appendix C.

2.27 The LSIF (Local Skills improvement fund) is intended to enable FE providers to support the delivery of LSIPs in an area. £80m of funding is available for 2023/24 with a 50:50 capital and revenue split, with £85m (capital) available the following year at the national level. A maximum amount is available based on the size of the working population, current skills attainment levels and productivity level of the area. Regional proposals cannot exceed these values:

LSIP Area	Funding Ceiling		
	2023-24	2024-25	Total
West Yorkshire	£3,383,296	£3,594,752	£6,978,048

The funding is intended for new investment in facilities and equipment, fund the delivery of new courses and curriculum, support college leadership, governance and teaching especially at levels 3-5.

In West Yorkshire the Lead organisation is the West Yorkshire Consortium of College, with Kirklees College working closely with them and submitted bids to access funding to develop there engineering and manufacturing offer to increase the use of digital technologies making it more relevant for industry .

UKSPF Pillar 3 - People and Skills

2.28 The WYCA led sounding group for Pillar 3 of the UKSPF took place on the 28th of June and presented the broad principles and ideas agreed at the LGPS.

Employment West Yorkshire	£4m	Named project in the UKSPF LIP - existing programme working with 5 partner councils using gainshare funding that will be substituted in year 3 with UKSPF – under the principle that gainshare is the funder of last resort
Work and Health Programme	£4m	Open Call for Projects
Community Grants Programme	£4m	Open Call for Projects
Youth Unemployment Programme	£2m	Open Call for Projects
Total Funding	£14m	

2.29 General feedback was that the broad areas where correct however there was concern that the calls and values were prohibitive to smaller localised organisation who would be best placed to deliver support. There was also feedback that the potential for duplication was large and needed to be avoided at all costs .

2.30 This feedback was repeat at the WYCA E & S committee and officers are now working with WYCA officers to help flex the calls and build on the detail.

2.31 At the time of writing this report the calls are not live, but it is envisaged they will be by mid-October.

Other activity

2.32 Furniture Manufacturing E &S network -The second meeting of this group of key employers took place on 5th July 2023 . As agreed by the employers who attend the network the focus is on filling vacancies now . We were joined by the meeting by the National Bed Federation national lead who is keen to feed back the issues our employers are facing at a national level.

The Employment Kirklees team presented some information on Better off in work calculations to inform and educate the employers on how the universal credit system works and how to support employees who feel benefits are a barrier to them working more hours or increasing pay. This was extremely well received, and we have several requests to go into the workplace to support their employees with careers advice and carry out these individualised calculations for them.

Employers also agreed to share job description of the roles they are struggling to recruit for so we can design a skills-based programme to support resident into employment . The intention is to fund this by the Adult education and Skills Bootcamp budget .

2.33 NHS workforce development programme – The Local Authority attends the regular meeting of Health and Social care partners workforce development group (including all NHS partners, Locala and social care employers) . The group have identified refugees as target group they would like to support as part of their current inclusive employment offer. We have engaged them with our migrating team and are supporting them in developing an employment offer.

The Princes Trust funding young person engagement programme is performing well with some successful outcomes in linking young people with disadvantage jobs in the sector - with health care assistant jobs in the NHS proving the most attractive.

2.34 It is important to note this is not a complete list of all provision - research by the Local Government association has recently identified over 49 national programmes delivered across 9 Whitehall departments which state skills in their activity. As our ability to monitor and influence these is limited, we have not covered these for the purposes of this report.

3. Implications for the Council

3.1 Working with People

Our skills work considers the impacts of people in everything it does. By its nature, we are seeking to ensure that the skills offer the district has will enable everyone who lives in Kirklees, regardless of their background to have a thriving future.

3.2 Working with Partners

We recognise that we cannot operate in isolation and that creating the conditions for local growth requires intense collaboration across the public, private and third sector. From its inception, Aspire, Achieve, and Include has been co-produced and developed through collaboration and engagement with Stakeholders. The Employment and Skills Partnership Board has been established to oversee the delivery of this plan and skills related programmes. The Board has representation from Further and Higher Education, Work-based learning providers, Employers (from sectors of local strategic significance), Business representative organisations, the Voluntary Sector, the Local Authority, and Local Government Agencies.

3.3 Place Based Working

Where Kirklees residents live shapes their experiences and outcomes and has an impact on their personal economic and social circumstances. Places and neighbourhoods are important and influential to both everyday experience and to longer-term outcomes for individuals including their health, economic footprint, and employability.

Transparent sharing of data will continue to enable all partners to be responsive to the changing demographics and their changing needs within Kirklees, and our internal place-based analysis will shape future interventions.

Our understanding of Place will continue to influence the way we work with partners, providing the aspiration and challenge to local people, appropriate to their needs.

3.4 Climate Change and Air Quality

The information contained within this Cabinet Report and the appended Employment and Skill plan do not directly impact on the climate and air quality. However, many of the key priorities and actions contribute towards a cleaner and greener future for the people of Kirklees.

The growth of the green economy and the need for individuals with the skills to support this transition is a growing theme of skills development and is reflected in project pipeline activity related to the mayoral pledges.

3.5 Improving outcomes for children

The information contained within this Report and the appended Employment and Skill plan do not directly impact on improving outcomes for Children . However, many of the key priorities and actions contribute indirectly towards improving outcomes of Children in Kirklees .

3.6 Financial Implications for the people living or working in Kirklees

Low skill levels are one of the factors impacting on productivity and in turn wage levels. Gross weekly pay for Kirklees residents was -4.5 % of the English average in 2022 ; wages growth lagged that of England as a whole between 2015-2022. By improving skill levels of people who live and work in Kirklees there is the potential to increase gross weekly pay and contribute toward the shared outcome of Sustainable Economy

3.7 Other (e.g. Integrated Impact Assessment (IIA)/Legal/Financial or Human Resources) Consultees and their opinions

There are no direct legal/ financial implications in associated with this report .

4. Consultation

N/A

5. Engagement

N/A

6. Next steps and timelines

The report invites the Economy and Neighbourhoods Scrutiny Panel for any comments or feedback on content.

Work on Skills is ongoing and 2023 is a key year with the development of the Local Skills improvement plan and work of the Employment and Skills partnership continues.

Development of regional programmes detailed in the skills pipeline will commence to business case development at which point further information can be provided.

7. Officer recommendations and reasons

The report invites the Economy and Neighbourhoods Scrutiny Panel for any comments or feedback on content.

8. Cabinet Portfolio Holder's recommendations

That the Committee notes content of the report and agrees to receive regular progress reports on the delivery of the employment and skills plan and Skills programmes.

Our economy is changing rapidly, this poses both challenges and opportunities for Kirklees. Making sure that people have the skills to get a job and progress in work and employers have people with the right skills they need for growth is a key priority.

9. Contact officer

Gillian Wallace, Head of Employment and Skills, 01484 221000,
gillian.wallace@kirklees.gov.uk

10. Background Papers and History of Decisions

Kirklees Employment and Skills plan 2022 - 2025 - adopted June 2022.
[Kirklees Economic Strategy - Kirklees Council 2019 - 2025](#) - Kirklees Council
[Kirklees Economic Recovery Plan](#) - Kirklees Council 2020
[Our Kirklees Futures :Our Approach to Learning 2019 - 2030 - Kirklees Council](#)
[West Yorkshire Employment and Skills Framework](#)
[West Yorkshire Investment Strategy 2021 - 2024](#) - West Yorkshire Combined Authority
[Levelling Up the United Kingdom White Paper 2022](#)- Department for Levelling Up, Housing and Communities

11. Service Director responsible

Edward Highfield , Service Director Skills and Regeneration

Aspire, Achieve, Include:

**The Kirklees Post-16 Employment and Skills Plan
2022-2025**

Foreword

Our economy is changing rapidly, this poses both challenges and opportunities for Kirklees. Making sure that people have the skills to get a job and progress in work and employers have people with the right skills they need for growth is a key priority.

As employers grapple with Skills shortages and inability to recruit, residents are facing challenges around exclusion and loneliness. The solution lies in sustained and significant investment in skills, at all levels, underpinned by aspiration, achievement and inclusion.

We need an approach that is sufficiently nimble to successfully respond to local needs with a focus on outcomes and impact. We recognise that we cannot operate in isolation and that creating the conditions for local growth requires intense collaboration across the public, private and third sector.

'Aspire, Achieve, Include' is the 2022-2025 Post-16 Employment and Skills Plan for Kirklees. It explains how the council, working closely with partners across the borough, will support and invest in the local employment and skills system over the next three years.

It will ensure we are well placed to support the Mayoral Combined Authority with the delivery of its Employment and Skills related Mayoral pledges and maximise the opportunities arising from the UK Governments Levelling up White paper and its ambition to put local employers at the heart of skills provision.

The plan proposes a series of new partnership-based actions, and a new Collaborative approach to oversee the delivery of those actions. It provides an agreed list of actions and priorities, the details and delivery of which will then be worked on by local stakeholders.

Aspire, Achieve and Include does not exist in isolation, it sits alongside and builds upon the Our Kirklees Future Learning Strategy and Kirklees Economic Strategy and will work alongside the forthcoming employer lead Local Skills and Improvement Plan.

It is the key link between these key long term strategies allowing Kirklees to harness the economic benefits from the quality of learning Kirklees Futures will deliver and ensuring the Skilled and Ambitious people strand of the Kirklees Economic strategy is achieved.

It seeks to tackle not only issues brought forward as a result of the Covid 19 Pandemic but also lay the foundations for future success in our key sectors .

Improving residents' skills and careers, whilst being clear about our role and the role of our partners will be critical to our success.

Introduction

'Aspire, Achieve, Include' is the 2022-2025 Post-16 Employment and Skills Plan for Kirklees. It explains how the council, working closely with partners across the borough, will support and invest in the local employment and skills system over the next three years. It will contribute to the delivery and achievement of the Council Plan – in particular, the 'sustainable economy' and 'aspire and achieve' themes – and will play an important part in our ambitions for economic growth. It will also help us to maximise the opportunities arising from devolution, both in terms of increased local investment and the co-design of government programmes.

The plan draws on feedback from over 250 local businesses and education providers. It proposes a series of new partnership-based actions, a new commission to oversee the delivery of those actions and explains how we will measure success.

Aspire: we want our young people and adults to aim high, to be proud of where they're from and to take advantage of the many opportunities that exist in Kirklees, both now and in the future. We will ensure that the necessary learning pathways, wraparound support and opportunities to experience the world of work are in place to help them do that.

Achieve: we want Kirklees to be a place where everyone can fulfil their potential in education, in work and in life. This means making good quality learning available to everyone, supporting people to progress or to retrain, and working with our businesses to invest in the development of the local workforce.

Include: as our local economy grows and evolves, a wide range of new jobs and careers will become available, many of which don't yet even exist. We are committed to ensuring that local people are in the best place to take advantage of these opportunities, regardless of their background or starting point.

The Local Context

Kirklees is a great place to live, learn and work. We have three high performing colleges, a world-class university and renowned innovation and training assets such as the 3M Buckley Innovation Centre and the Textiles Centre of Excellence. GCSE and A-level results have been improving, high proportions of our learners progress into higher education and apprenticeship participation rates have historically been strong.

University of Huddersfield	20,000 students
	Work experience opportunities for all undergraduates
	Best University Employability Strategy Award 2021
	Queen's Award for Enterprise for International Trade, and Queen's Anniversary Prizes for the Centre for Precision Technologies and the Institute of Railway Research
Greenhead College	In the top three designated sixth form colleges in the country based on A-level results.
Huddersfield New College	Ranked number one in England for equality and diversity
Kirklees College	Links to over 1,000 businesses
	In the top ten colleges in England for apprenticeships

Our diverse business base includes world-renowned textiles manufacturers, precision engineering firms and a fast-growing creative sector. In fact, web design is now the area's leading export. Evidence gathered in 2021 shows that most local businesses intend to grow or stay the same size over the next three years (only 4% expect to reduce their headcount) and many tell us they are interested in working with the education sector to help ensure that Kirklees has the right talent pipeline for the years ahead.

Kirklees is an attractive location for inward investment, with a strategic location and a competitive labour market that is well placed to build on the skills of the workforce and graduate talent. But we also have a number of important learning, skills and employment challenges that require a concerted, partnership-based effort if they are to be addressed. For example:

- Too many jobs in Kirklees still pay below the Real Living Wage.
- An above average proportion of jobs in Kirklees are, or will be, at risk of automation.
- Local employers continue to voice concerns about the technical and employability skills of the young people and adults that apply for vacancies.
- A below average proportion of our young people achieve good GCSE grades in English and Maths, which can impact on their employment and earning potential as adults.
- Black and minority ethnic groups are more likely to be in less secure, low wage jobs that will be most at risk.

Before COVID-19, more local people were achieving higher level qualifications while the number of people without the basic skills needed for employment was falling. We are committed to getting back on that trajectory as soon as possible and to closing the gaps between Kirklees and the rest of the country. At the time of writing, 34% of our working age residents are qualified to Level 4 – an impressive improvement on the 2016 figure of 29%, but still some way below the national figure of 43%. We also need to reduce the number of working age adults without any formal qualifications (currently 9% in Kirklees compared with an England average of 6%) and increase the number of people qualified to at least Level 2 (currently 74% in Kirklees against an England average of 78%).

Unemployment in Kirklees has been low in recent years, but COVID-19 has affected the types of jobs that are available and the capacity of Kirklees businesses to invest in training for some time to come. With some sectors reporting high numbers of hard-to-fill vacancies, it is essential that we support local people to develop the skills and attributes they need to thrive, whether that means helping them to return to the labour market after a period of unemployment, brokering apprenticeship opportunities or supporting them to achieve higher level qualifications.

COVID-19 has also accelerated the rate at which employers (and society as a whole) have become more reliant on digital skills and interaction. While many of us take this for granted, for some it is a significant barrier to employment or progression. A Kirklees-wide commitment to digital inclusion for all is therefore very much within our plans.

This skills and employment plan celebrates our past, acknowledges the challenges of the present but, most importantly, looks boldly ahead to a bright future. It is structured around four priority areas:

- Empowering our Young People
- Digital Inclusion
- Supporting our Communities to Learn and Progress
- Skills for the Future

Each of the priority areas includes actions that are designed to augment and complement the great work taking place every day in education and training providers across Kirklees. Together with Kirklees Futures and the forthcoming Local Skills Improvement Plan, they will help us achieve our vision for Kirklees: where aspiration, achievement and inclusion are the norm.

Empowering our Young People

The actions in this priority area are designed to help the young people of Kirklees – regardless of their personal circumstances or background – find good quality employment and progress in work.

The pandemic has accentuated local inequalities and has affected the employment prospects of some young people in Kirklees (10% of local employers say it is ‘very likely’ they will recruit an apprentice over the next two years, compared with 17% who employ one now). We also know that young people without good qualifications in English and maths can find it much harder to access employment opportunities and apprenticeships, or to progress once in employment, and can become drawn into a low skill/low wage equilibrium.

We must therefore take a partnership-based approach to creating an inclusive jobs market for young people in Kirklees, building on our existing offer that includes Works Better 15-25 and borough-wide provision from C&K Careers. The actions below are an important part of that and sit alongside those proposed under ‘Supporting Our Communities to Learn and Progress’.

We will continue to:

<p>Help young people find and secure the apprenticeships they want.</p>	<p>Why? Apprenticeships provide excellent career pathways and help develop core competencies for work and life.</p>
<p>Ensure that good quality pre-apprenticeship provision is available in Kirklees and that the additional capacity made available.</p>	<p>Why? Many young people need a stepping stone, in the form of pre-apprenticeship provision, to progress into the industry of their choice. This is particularly the case at a time when the job market is more challenging and the risks of higher youth unemployment have risen.</p>

We will also:

<p>Make it easier for local employers to recruit apprentices at all levels, from intermediate to degree.</p>	<p>Why? It is not always easy for employers to recruit apprentices and there is evidence that higher and degree level apprenticeships don't yet have the profile they deserve.</p>
<p>Ensure that young people in Kirklees have access to meaningful, high quality employer encounters involving real-life assignments and ongoing assessment.</p>	<p>Why? Meaningful employer encounters improve young people's knowledge of jobs and careers, develop enterprise and work readiness skills and increase earning potential. They also significantly reduce the risk of young people becoming unemployed.</p>
<p>Work with local employers to identify the work readiness and employability attributes that are most important to them. These will then be shared across the full spectrum of education providers and employment support agencies.</p>	<p>Why? Having the right work readiness and employability skills is essential, especially for young people entering the labour market for the first time. Only half of our local employers say the work readiness of new starters is good or better, so there is still work to do on this topic.</p>
<p>Support young people who do not achieve good GCSEs in maths and English at Key Stage 4 to achieve those qualifications by age 19 (this is a long-term action that will continue beyond the life of this strategy).</p>	<p>Why? Achieving at least GCSE grade 4/C in English and maths is linked to better further and higher education opportunities, employment prospects, earning potential and health. It is therefore essential that young people in Kirklees are given high quality post-compulsory support to achieve at this level by age 19.</p>
<p>Support young people to progress to higher education, including degree apprenticeships, preparing them for the higher skilled jobs in great demand including those in health, care and digital.</p>	<p>Why? Achieving degree-level qualifications and above will empower young people to access higher level jobs, achieve higher earnings and meet local skills needs from employers.</p>

Develop practical actions to improve graduate utilisation by businesses in Kirklees . Enabling more graduates to achieve career success in Kirklees.

Why ? For university towns, retaining the students that have studied there after graduation means adding talented young minds into the local workforce. This in turn will address high level skills shortages and improve productivity .

Digital Inclusion

Employers in Kirklees tell us that skills gaps in IT and digital competencies are more prominent than any other type of skills gap, impacting on both competitiveness and growth. Around half the workforce does not have the right digital skills, despite digital technology having transformed nearly every aspect of modern life. While many of us now take digital skills and digital confidence for granted, for some it remains a very daunting area.

Demand for digital skills at all levels – from introductory to higher level – is increasing and has been accelerated by the pandemic. It is now estimated that 95% of jobs will need some level of digital skills in the future. As such, it is important that our people and our businesses can access and develop the right digital skills for modern life and work and that we take the necessary steps to remove digital skills as a barrier to employment, progression and productivity.

We will do this as an active member of the West Yorkshire Local Digital Skills Partnership as well as providing accessible support and interventions that are tailored to the specific needs of Kirklees residents and businesses.

We will continue to:

<p>Implement Kirklees Council's Digital Work Forward Programme, through which we will improve digital training facilities, develop a new digital skills strategy and develop a Young Digital Citizen model.</p>	<p>Why? Digital skills will play an important role in the post-pandemic reshaping of the Kirklees economy. A programme of work dedicated to improving the digital skills of our citizens is therefore very important.</p>
<p>Provide Digital Hubs and Digital Champions, helping more residents to improve their digital confidence and access digital services in a safe and secure way.</p>	<p>Why? Improved digital confidence can help people to better manage their money, health, housing and more. It also makes them more employable (which in turn benefits our businesses), helps them to feel more independent and be less isolated.</p>

We will also:

<p>Support SMEs in Kirklees to improve their digital productivity, from everyday digital competencies and selling online, to more advanced digital skills, using the cloud and back office functions.</p>	<p>Why? Digital technology offers fantastic opportunities for growth and diversification. But smaller businesses can be vulnerable to digital change and it is therefore important they are supported to help take advantage of the opportunities that are available.</p>
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<p>Promote and encourage the take-up of free-to-access digital skills qualifications via the Lifetime Skills Guarantee.</p>	<p>Why? Evidence consistently points to the growing importance of digital skills for employment and progression. The Lifetime Skills Guarantee enables people to access digital qualifications at all levels up to and including Level 3.</p>
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<p>Promote higher level digital skills access including Digital Boot Camps and digital degrees via the University of Huddersfield</p>	<p>Why? We need more young people, especially females and those from disadvantaged backgrounds, to see the attraction of digital roles and to see routes for them to secure the skills needed to secure the many opportunities available.</p>
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Supporting Our Communities to Learn and Progress

Kirklees has a high quality employment and skills offer that engages residents from disadvantaged groups and reconnects them with the labour market. The offer includes the suite of Works Better programmes, English for Speakers of Other Languages (ESOL) provision, Adult and Community Learning (Rated 'Good' by Ofsted in 2019) and is supported by effective pre-engagement activity through First Steps.

Whilst participation in adult and community learning fell by almost a half nationally during the COVID-19 lockdowns, Kirklees recorded an increase. Provision was quickly refocussed to help with home schooling, with mental health and wellbeing, and to support people that had become unemployed as a result of the pandemic.

The University of Huddersfield attracts a high proportion of commuter students who live at home and travel in from the local area. Nearly half of the students are from ethnic minorities, while 57% are first generation students.

The foundations for an expanded employment and skills offer in Kirklees are therefore strong. We are well placed to support more local people of all ages, characteristics and backgrounds, be it to re-engage with learning, to improve their confidence and work readiness, to progress in work or to develop the new skills needed for a change of direction.

We know that this kind of provision has a multitude of benefits for learners and for the economy. It can improve health and wellbeing, raise aspirations and achievement and make people more employable. It can also increase the supply of skills to support our key sectors, reduce the number of residents without any formal qualifications and increase the number qualified to higher levels.

Working with partners across the West Yorkshire Combined Authority area, we are therefore committed to Kirklees being seen as a recognised place of excellence for employment and skills.

We will continue to:

<p>Work closely with colleagues at the West Yorkshire Combined Authority to ensure that activity commissioned through the devolved Adult Education Budget addresses local need in Kirklees.</p>	<p>Why? The West Yorkshire devolution deal provides more local control and accountability for adult skills delivery. This will allow us to target local priorities such as supporting the unemployed, making learning more inclusive and addressing prominent skills gaps.</p>
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<p>Expand the offer of support for people that have been out of work for a long time, young people that are unemployed and older unemployed residents, to help them progress towards and into employment, including self-employment.</p>	<p>Why? The longer people are out of work, the harder it can be to find employment. For young people, this can mean reduced life chances in the future, while over 50s are almost three times more likely to be long-term unemployed than other age groups.</p>
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<p>Maintain a high quality ESOL offer, delivered in safe, supportive environments and covering the real-world English skills that local employers expect.</p>	<p>Why? A good grasp of the English language can improve communication skills and job opportunities. Students on ESOL courses can gain real-world experience and enterprise skills that help them successfully engage with the world and people around them.</p>
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We will also:

<p>Seek further funding to expand the adult and community learning offer in Kirklees, aligning with local employer need and increasing participation amongst under-represented groups.</p>	<p>Why? It is important that we reduce the number of people in Kirklees without formal qualifications and increase the number qualified to at least Level 2. An expanded adult and community learning offer is a</p>
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	key mechanism through which we can achieve that.
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<p>Enable access to good quality training and progression programmes in numeracy and literacy for people whose skills in these areas prevent them from securing the job or career they would like.</p>	<p>Why? People without basic numeracy and literacy skills are twice as likely to be unemployed. Where local people in Kirklees are struggling to find work because of their numeracy and literacy, they should have access to the right training to help them overcome that challenge.</p>
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<p>Stimulate the development of intermediate and higher level skills through a range of routes including apprenticeships, higher education, employer investment and the Lifelong Loan Entitlement.</p>	<p>Why? Higher level skills drive up productivity and carry a wage premium. We need more people in Kirklees with higher level skills, but to achieve that they must be able to learn in a flexible way. The Lifelong Loan Entitlement gives them the opportunity to do that.</p>
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Skills for the Future

We know that different industry sectors will recover from the effects of the pandemic at different rates. Construction, IT, professional services and green technologies are likely to show strong growth. Health and social care sector remains a priority and will continue to employ a large number of local people (the new National Health Innovation Campus in Huddersfield is a flagship opportunity to grow the health sector). Other sectors have been harder hit and will take longer to recover, giving the potential for an increase in the number of insecure, low-paid jobs.

Approximately one third of all working time in Kirklees is spent on tasks that are at high risk of automation, which is more than across England as a whole. This risk is particularly pronounced in lower skilled occupations and in manufacturing, both of which are heavily represented in our local economy. Kirklees also has a concentration of migration-sensitive production roles which may see higher levels of churn as the effects of Brexit unfold.

Most companies recognise the importance of improving leadership, management and innovation skills to remain competitive in global markets, yet very few have a skills plan, particularly smaller companies. It is important that we have high quality provision available with support from government, including Help to Grow for SMEs, to ensure our local leaders are well prepared and aware of the importance of investing in the workforce.

These are significant challenges. But with challenge comes opportunity and we are committed to ensuring that our people can obtain the skills and attributes they need to succeed and thrive. How we will do that is explained below.

We will continue to:

<p>Build on the success of national and regional reskilling initiatives by supporting Kirklees residents to acquire important transferable skills that are valued by employers across a range of industries.</p>	<p>Why? COVID, automation and Brexit will mean that some of our residents need to change job and work in different industry sectors. Employers tell us that transferable skills such as communication, teamworking and numeracy are very important to them, in many cases more so than job-specific or technical skills.</p>
<p>Work with employers to make it easier for them to understand the local training offer, provide apprenticeship opportunities for staff of all ages, invest in workforce development and raise job quality.</p>	<p>Why? Less than half of local employers say they 'definitely' know where to find information about local training and that they find it easy to understand.</p>
<p>Take forward plans for a new construction skills training facility, linked to the Council's capital investment programme, the Transpennine Route Upgrade rail improvements and significant residential housing developments planned in North Kirklees. The facility will include on-site working and will be delivered in conjunction with employers.</p>	<p>Why? Kirklees (and the wider region) has a shortage of skilled construction workers, especially given our ambitious capital programme. The new facility will provide a talent pipeline, raise awareness of the wide range of careers in construction, increase apprenticeship numbers and enable us to leverage more social value from large capital schemes.</p>

We will also:

<p>Support individuals and businesses to develop 'green skills'¹ and to take advantage of opportunities associated with green industry.</p>	<p>Why? The council has a vision to make Kirklees carbon neutral by 2038 and there is a Combined Authority mayoral pledge to build 5,000 sustainable homes. Achieving this will require a significant growth in 'green skills' and much wider use of green technologies.</p>
<p>Work with the Kirklees Top 100 Companies and those sectors experiencing significant local recruitment and retention challenges to help ensure that career opportunities are widely promoted and understood, that they are available to local people and that we address outdated perceptions about working in those sectors.</p>	<p>Why? Some of our largest employing sectors are facing a recruitment and retention crisis. Health and care, for example, suffers from misunderstandings about the nature of the work, high turnover and a mass of unfilled vacancies (amidst ever growing demand). Working collaboratively across the education and skills system to address this has never been more important.</p>
<p>Help people to develop the enterprise and leadership skills they need to become high quality employers and leaders, and to start and grow new businesses in Kirklees.</p>	<p>Why? Enterprise skills and an entrepreneurial spirit are central to the growth of our economy and to the progression of our people into positions of leadership and management. We must ensure these qualities are well embedded across our area.</p>
<p>Ensure that Kirklees residents can benefit as much as possible from West Yorkshire-wide employment and skills offers in adult re-training, careers, school engagement, business support and start-up provision.</p>	<p>Why? There is a strong and varied employment and skills offer in West Yorkshire, with evident efficiencies and savings to be had in the local deployment of those elements that will most benefit Kirklees residents.</p>

¹ Defined as the knowledge, abilities, values and attitudes needed to live in, develop and support a sustainable and resource-efficient society.

Summary of Actions

Empowering our Young People We will:	Digital Inclusion We will:	Supporting our Communities to Learn and Progress We will:	Skills for the Future We will:
<p>Help young people find and secure the apprenticeships they want.</p>	<p>Implement Kirklees Council's Digital Work Forward Programme, improving digital training facilities, developing a new digital skills strategy and developing a Young Digital Citizen model.</p>	<p>Work closely with colleagues at the West Yorkshire Combined Authority to ensure that activity commissioned through the devolved Adult Education Budget addresses local need in Kirklees.</p>	<p>Build on the success of national and regional reskilling initiatives by supporting Kirklees residents to acquire important transferable skills that are valued by employers across a range of industries.</p>
<p>Ensure that good quality pre-apprenticeship provision is available and that the additional capacity made available through Kickstart is continued.</p>	<p>Provide Digital Hubs and Digital Champions, helping more residents to improve their digital confidence and access digital services in a safe and secure way.</p>	<p>Expand the offer of support for people that have been out of work for a long time, young people that are unemployed and older unemployed residents.</p>	<p>Work with employers to make it easier for them to understand the local training offer and to invest in workforce development.</p>
<p>Make it easier for local employers to recruit apprentices at all levels, from intermediate to degree.</p>	<p>Support SMEs in Kirklees to improve their digital productivity, from everyday digital competencies and selling online, to more advanced digital skills, using the cloud and back office functions.</p>	<p>Maintain a high quality ESOL offer, delivered in safe, supportive environments and covering skills that employers expect.</p>	<p>Take forward plans for a new construction skills training facility, linked to the Council's capital investment programme, rail improvements and residential housing developments.</p>
<p>Ensure that young people in Kirklees have access to meaningful, high quality employer encounters involving real-life assignments and ongoing assessment.</p>	<p>Promote and encourage the take-up of free-to-access digital skills qualifications via the Lifetime Skills Guarantee.</p>	<p>Seek further funding to expand the adult and community learning offer in Kirklees, aligning with local employer need and increasing participation amongst under-represented groups.</p>	<p>Support individuals and businesses to develop 'green skills' and to take advantage of opportunities associated with green industry.</p>
<p>Work with local employers to identify the work readiness and employability attributes that are most important to them.</p>	<p>Promote higher level digital skills access including Digital Boot Camps and digital degrees via the University of Huddersfield.</p>	<p>Enable access to good quality training and progression programmes in numeracy and literacy.</p>	<p>Work with the Kirklees Top 100 Companies and those sectors experiencing significant local recruitment and retention challenges to help ensure that</p>

			career opportunities are widely promoted and understood.
Support young people who do not achieve good GCSEs in maths and English at Key Stage 4 to achieve those qualifications by age 19.		Stimulate the development of intermediate and higher level skills through a range of routes including apprenticeships, employer investment and the Lifelong Loan Entitlement.	Help people to develop the enterprise skills they need to become high quality employers and leaders, and to start and grow new businesses in Kirklees.
Support young people to progress to higher education, including degree apprenticeships, preparing them for the higher skilled jobs in great demand.			Ensure that Kirklees residents can benefit as much as possible from West Yorkshire-wide employment and skills offers in adult re-training, careers, school engagement, business support and start-up provision.
Develop practical actions to improve graduate utilisation by businesses in Kirklees . Enabling more graduates to achieve career success in Kirklees			

Delivering the Employment and Skills Plan

A new Employment and Skills Commission will be established to oversee the delivery of this plan. The Commission will have representation from further and higher education, work-based learning, employers from sectors of local strategic significance, business representative organisations, the voluntary sector, the local authority and local government agencies.

Meeting on a quarterly basis, the Employment and Skills Commission will consider the sustainability of the actions in this strategy, especially those supported by short-term funding.

Measures:

1. Reduction in the proportion of working age adults with no formal qualifications.
2. Increase in the proportion of working age adults qualified to at least Level 2.
3. Increase in the proportion of working age adults qualified to at least Level 4.
4. Increase in the number of learning completing digital skills courses.
5. Unemployment in Kirklees, including youth unemployment and long-term unemployment, is below the national average.
6. Year-on-year increase in the number of people starting and completing Apprenticeships in Kirklees, including Higher and Degree Apprenticeships.
7. Employers report improved work readiness skills amongst new starters.
8. Increase in the proportion of young people from Kirklees entering higher education.

Back cover

Contact details etc.

Our Vision

Kirklees Employment and Skills are committed to developing life and work skills for all, enabling better employment opportunities for those who live in Kirklees. We help support businesses to access the workforce they require in order to grow and succeed. Leading to thriving businesses, an increase in earning potential and in turn an improved quality of life.



Employment



Helping individuals secure great employment opportunities.

We support anyone looking to get into work, or already in work looking for career progression, to help improve their job status.

Skills



Helping individuals with skills development and progression.

We support those who are looking to gain additional life and work skills and qualifications to help them learn and grow.

Apprenticeships



Helping individuals and businesses navigate the apprenticeship landscape.

We support anyone considering doing an Apprenticeship, or any businesses looking to employ an apprentice.

Business Support



Helping businesses to access the skilled workforce they require, both now and in the future.

We support businesses of all sizes to help them thrive and succeed, by providing information and guidance on recruitment, skills development and funding opportunities

Aspire, Achieve
and Include

Our Delivery Partners

- Fusion Housing - Paddock Community Trust - Proper Job
- C + K Careers - Northorpe Hall - Support2Recovery
- REAL Employment - Kirklees Success Centre - Aalfy
- RCC - CMCLC - Education Planet - S & H Training - Third Sector Leaders - The University of Huddersfield
- Kirklees College - Kirklees Active Leisure - Connect Housing Association - Thornton & Ross Ltd

Our Funding Partners



European Union
European Social Fund



<https://www.kirklees.gov.uk/beta/employment-and-skills/index.aspx>



EmploymentandSkills@kirklees.gov.uk



01484 225016



Kirklees Council Employment and Skills



Council Employment and Skills



@KCEmploySkills

The Year in Numbers

Throughout the period 1st April 2022 to 31st March 2023 ...



379

Unique
businesses supported



4,877

Unique
residents supported

791

Participants secured
work or apprenticeships

5,914

Skills development
sessions completed



138

New
Volunteers
Supported



19

Local
Delivery
Partners

£655,637

Grant funding given to businesses to support
with employment of priority groups



£2,189,805.87
commissioned funding

£92,241.23
value of funding to other council services



<https://www.kirklees.gov.uk/beta/employment-and-skills/index.aspx>



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Kirklees Council Employment and Skills



Council Employment and Skills



@KCEmploySkills

Our Projects

Employment Support



Economic

Kirklees has sustainable economic growth and provides good employment for residents and businesses

Works Better Enhanced

Works Better Enhanced provides a personalised and holistic service to help residents aged over 25 identify and remove barriers that prevent them entering the labour market. It offers a comprehensive and innovative matrix of support activities to prepare people for work before connecting them to suitable vacancies through our bespoke matching service. A package of In Work Support helps to ensure that residents can sustain work.

Works Better 15-25

Works Better 15-25 provides tailored support for young people focusing on improving self-confidence and addressing complex barriers in returning to, or remaining in education, employment or training. Funded through 2 separate contracts, it provides opportunities to achieve by offering stimulating, informal provision in non-academic context including occupational tasters to support career exploration and short course vocational tasters.

Better Work

The Better Work programme supports those already in work, helping them to stay in work and advance their careers. Better Work provides support for people who are at risk of redundancy or working in vulnerable sectors. It also supports the under-employed who are working a low number of hours or on zero-hour contracts. The aim is to provide particular support to Kirklees most disadvantaged residents.

Positive Minds

Positive Minds offers support to connect young people, aged 15 - 25, with local mental health organisations. Advisers share techniques to help support wellbeing and take away some of the anxiety around applying for jobs and training. Positive Minds is part of the Works Better programme in Kirklees which helps people get back into work.

Local Supported Employment

Local Supported Employment is aimed at helping adults with learning disabilities, autism or both into employment and providing the support they need to maintain that employment.

Barrier Breaker

Employment and Skills provide financial assistance to remove barriers that are preventing participants from moving into sustainable employment, or education. We have supported over 226 residents throughout this period helping them overcome their barriers into employment.



<https://www.kirklees.gov.uk/beta/employment-and-skills/index.aspx>



EmploymentandSkills@kirklees.gov.uk



01484 225016



Kirklees Council Employment and Skills



Council Employment and Skills



@KCEmploySkills

Skills Provision

Adult Learning

We want people in Kirklees to have aspiration to achieve their ambitions through education, training, employment and lifelong learning.

There are a wide range of courses and workshops available and all courses are free. Courses include:

- Help with employability skills Boost
- confidence and thinking skills Health
- and wellbeing
- Eating healthily and on a budget
- Digital skills for all levels

There are also courses to support family learning, including phonics, reading and how to manage challenging behaviour.

ESOL

English for Speakers of Other Languages (ESOL) courses are designed for residents who do not speak English as a first language. We focus on improving your English listening, speaking, reading, writing and grammar with the opportunity to gain a nationally recognised qualification.

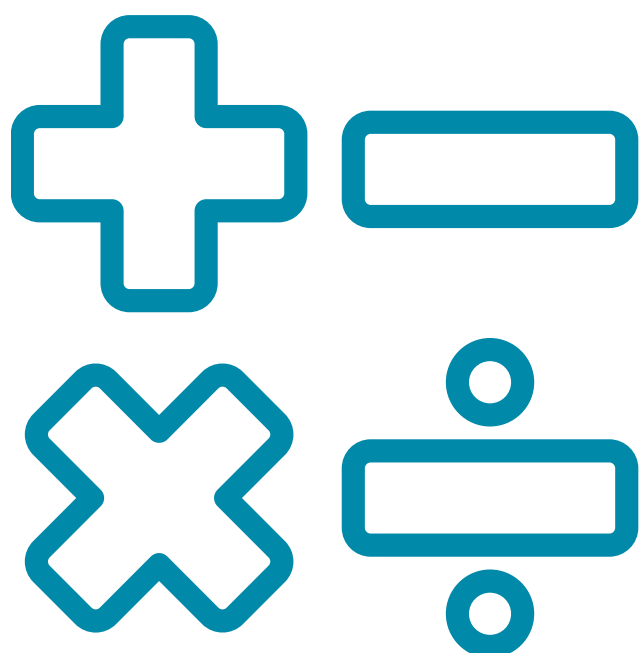
Digital Hubs

The council is supporting Kirklees Digital Hubs run by local community organisations to make sure that access to devices, spaces and digital skills are available to everyone. We have a number of free courses that can be accessed, with levels to suit everyone, from beginners to intermediate through to more advanced courses. In partnership with Kirklees College we have designed a Digital Citizen course that will take residents through all the skills that they need to be digitally confident.

Multiply

The Multiply programme aims to boost people's confidence, and ability, to use maths in their daily life, at home and work. Whether that be improving household finances, helping children with homework, making more sense of the facts in the media, or improving numeracy skills specific to a line of work.

All adults, 19 years and over, who do not already hold a Grade C GCSE Maths or above (or equivalent) and who are looking to improve their numeracy confidence are able to access free flexible courses that fit around their lives, whether this is in person or online, evenings, part time or intensively.



Employer Engagement

Our work with employers means we can support them to grow their workforce, developing a skilled, flexible and diverse workforce, to meet their immediate and future workforce planning needs. It contributes to the creation of local employment opportunities, skills development and continuous education within the district.

Support is tailored to the needs of each employer and may cover:

- Identifying available support to solve skill gaps within the workforce
- Advising on inclusive recruitment practices
- Promoting vacancies and providing a job matching service Supporting the creation of apprenticeships
- Brokerage with schools, colleges and training providers



Apprenticeships

We help navigate the apprenticeship landscape, whilst promoting that apprenticeships are for everyone - all ages, all sectors and all types of job role.



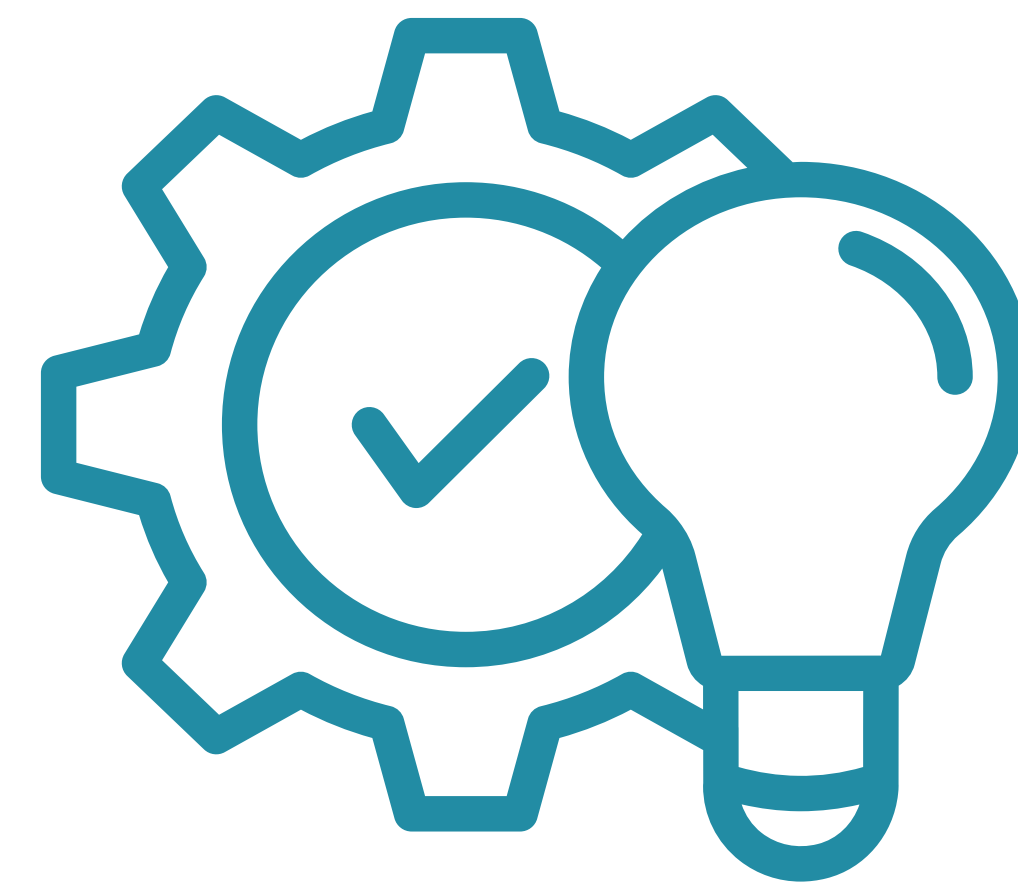
We work with individuals who are looking to get into employment, and those who are already employed and looking to upskill and progress within their current role, ensuring they have the support to maintain the right life, work, learning balance. We also work with businesses to identify where their workforce may benefit from introducing or developing an apprenticeship role. They means individuals are able to gain skills, qualifications and work experience, and more organisations can benefit from a higher skilled workforce.



July 2022 - "Aspire, Achieve and Include" Kirklees Employment and Skills Plan 2022 - 2025 was endorsed by Cabinet

This plan was developed in collaboration with key partners across the district and outlines a number of new partnership based actions and priorities, and a collaborative approach to achieving these.

This plan does not exist in isolation. It forms a strong link between our Kirklees Futures and Kirklees Economic Strategy, allowing the district to harness the economic benefits from the quality of learning Kirklees Futures delivers, together with ensuring the "skilled and ambitious people" strand of the Kirklees Economic Strategy is achieved.



Employment and Skills Partnership Board - The execution of this plan is overseen by a partnership board with representatives from across the district. Including members from:

- Higher and further education
- Work based learning
- Employers from sectors of local strategic significance
- Business representatives
- Voluntary sector
- Local authority
- Local government agencies.



To date ...

The partnership board have met twice and elected an independent chair. This position will be held jointly between Martin Green of C + K Careers and Helen Rose of Kirklees College. Four task groups have been created, each of whom is addressing what the board considers to be a priority task.

Some outcomes include ...

Kirklees College received Ofsted "Good" in all areas

£2.3 million has been secured to delivery employability support across the district, under "Employment Kirklees"

We have seen positive Apprenticeship stats in comparison to the National average (DfE quarterly stats - Q2 in 2022/23)

Increasing our strategic capacity to work with WYCA at a regional level - This ensures Kirklees is well represented in decision making.

Secured funding from the Princes Trust to work with the Kirklees Health and Care partnership to support young people from disadvantaged backgrounds into jobs in the sector.

Looking forward ...

Priorities for the board as we move forward into next year focus on four headline areas, these are:

Empowering our young people, digital inclusion, supporting our communities and skills for the future.

Participant



I bagged myself a job! what a way to end 2020 for me with a smile on my face and a confidence boost, I was excited to message Claire to tell her my good news and I am happy to have written this because for everyone who is struggling of finding work, never give up as I nearly did!

- Jessica, Works Better Participant



Employer



We love Kirklees Apprenticeships for All here at XYZ Law, Solicitors. Kirklees have been instrumental in the growth of our company and our staff and we are indebted to them for all that they continue to do.

- Anis Dadu, Managing Partner at XYZ Law



Delivery Partner



Kirklees are a supportive delivery partner. Their Employment and Skills team have a diverse range of backgrounds and experience which enables them to come up with creative and practical solutions to issues that arise in day-to-day delivery of service. One example of this is the support my organisation received to improve our community engagement, we were paired with a team member with extensive experience in this area who worked with us over a number of weeks to provide advice and guidance. As a result of this, our team is now much more knowledgeable in this area

- Dave Cormack at Proper Job Theatre Company



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Funded by
UK Government

West Yorkshire Local Skills Improvement Plan

This Local Skills Improvement Plan has been approved by the Secretary of State in line with the approval criteria set out in the [Skills and Post-16 Education Act 2022](#), and in accordance with the [LSIP statutory guidance](#).

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INTRODUCTION

The Local Skills Improvement Plan (LSIP) is intended to put employers at the heart of skills development, enabling them to have a more direct input into the local skills system, influencing local provision to address their skills needs, and recognising their role in helping economies to prosper.

This LSIP, funded by the UK Government, has been facilitated and developed by West and North Yorkshire Chamber of Commerce (WNYCC), as the Employer Representative Body (ERB) for West Yorkshire, working in partnership with the Mid-Yorkshire Chamber of Commerce and Industry. We have focused on the key changes needed in West Yorkshire's post-16 technical education and skills infrastructure to better align with local labour market needs.

In identifying and developing the priorities set out, we have engaged with employers of all sizes across all West Yorkshire's sectors, ensuring that they are at the forefront of driving local change.

In addition, we are working with West Yorkshire Combined Authority (WYCA); our five West Yorkshire local authorities; our further education and sixth form colleges; independent training providers; universities; higher education providers; and our wide-ranging, supportive business and representation intermediaries, including the Federation of Small Businesses, the Confederation of British Industry and other sector-specific organisations. Strong involvement and representation from these stakeholders through the LSIP Board has contributed to the overall aims and objectives for the LSIP, as set out in Part 1 of the LSIP.

We have not compiled the LSIP in a vacuum and have instead considered existing strategies and plans in place to support employers to access the skills they need and contribute to economic growth. Our engagement and collaboration with West Yorkshire's employers and skills stakeholders has enabled us to focus on where the gaps are locally, within that wider national and regional strategic and operational context.

This has resulted in an understanding of the skills needed and challenges that employers face in accessing the training that will help to boost productivity, alongside the barriers individuals face to increasing employability and progression.

In Part 1 of the document, we have set out:

- The overall priorities, aims and objectives of the LSIP.
- LSIP governance.
- Local context.
- Changes needed.
- Expected benefits of changes, success factors and how it will be taken forward.

Part 2 sets out the justification for future changes, on a sectoral basis. Part 3 sets out the roadmap and how actions will be taken forward.



PART 1: LSIP PRIORITIES

Overall priorities

The West Yorkshire LSIP Board and our stakeholders have agreed the following overall aims, objectives and priorities for the West Yorkshire LSIP:

- To enable employers and individuals to access the technical skills they need to support growth, transformation and increased productivity in our key sectors, defined as:
 - Health and Social Care
 - Engineering and Advanced Manufacturing
 - Financial and Professional Services
 - Low Carbon
 - Digital and Technology
 - Creative Industries
 - Education
 - Construction
 - Transport and Logistics.

To enable employers to increase their responsiveness and resilience to changes, including emerging regulatory challenges and changing socio-economic circumstances, by addressing thematic skills needs, with themes defined as:

- Net zero transition and sustainability
- Transferable skills
- Equality, diversity, and inclusion (EDI)
- Leadership and management
- Digitisation and automation.

To work in collaboration with key stakeholders to jointly address the skills-specific issues, focusing on the occupations/activities where there are significant local skills shortages alongside gaps in, or limited take-up of, locally available provision.

- To build upon the strengths in the existing collaborative working arrangements and post-16 skills ecosystem across West Yorkshire. To make the necessary changes to better respond to the shifting needs of employers and the West Yorkshire labour market.
- To facilitate practical interventions that are achievable on the local level and consider other regional and national strategies, plans and activities, ensuring the local workforce is equipped with the skills that employers need now and in the future.

In identifying and responding to these priorities we are seeking to:

- Help employers to:
 - Better understand and communicate their skills needs.
 - Overcome barriers to accessing suitable provision.
 - Become actively involved in influencing curriculum development.
 - Increase awareness of what provision is available to them.
 - Become more proactive in planning and investing in their workforce development activities over a longer period.
 - Develop a more inclusive approach to addressing their skills needs, working with providers to open up opportunities and skills and recruitment pipelines.
- Support providers to:
 - Align and develop provision to respond to identified needs.
 - Collaborate amongst each other to jointly address curriculum areas that are niche and may not be feasible for a single organisation; or alternatively, where demand is significant in several areas and may benefit from each organisation taking a specialism to ensure provision is available locally.



- Develop new ways of delivering to improve take-up of provision by employers of all sizes.
- Provide funders with:
 - A clear strategic imperative for allocating resources to support skills development.
 - Clarity on the potential benefits and impact of skills investment on individuals, employers and the wider West Yorkshire economy.

LSIP governance and development

The ERB has established a Board¹ to:

- Provide strategic direction for the LSIP in West Yorkshire.
- Ensure alignment of the LSIP with the West Yorkshire economic strategies and plans.
- Input into the plan development on behalf of those they represent.

In developing the LSIP we have:

- Drawn on a range of evidence directly from the business community through in-depth conversations, one-to-one meetings, focus groups, roundtables, workshops, surveys, and large-scale events. This has been supplemented by reviewing data and intelligence collected from over 200 skills research and labour market information reports.
- Set out our understanding of local circumstances, needs and aspirations across various aspects of business, from large to small, sector to clusters and cross-theming to geographies.
- Set out clear actions to address each aspect, and measures to demonstrate real and sustainable progress.

Key principles underpinning our approach include:

- Employer-led: put employers' needs first to significantly transform the system for the better.
- Collaboration: proactively and positively engaging and collaborating with education providers to stimulate transformational and real change – recognising that the whole is greater than the sum of its parts.
- Adding value: alignment with the local economic and skills strategies and plans, and proposals that focus on filling gaps that are not addressed at a local level.
- Shared ownership: facilitating input from all stakeholders to understand need and agree and deliver actions, recognising the roles each can and should play.

Supporting economic growth

The focus of our approach is to enable West Yorkshire businesses to access the skills they need, in turn creating an economy that works for everyone, is more innovative, has greater equality of opportunity and leads to a culture of employer reinvestment in training.

Addressing the priorities set out above and detailed in this document will support inclusive local economic growth by:

- Enabling the supply of skills and provision in West Yorkshire to better match the skills demanded in the economy.
- Assisting employers to address their skills shortages, gaps and longer-term recruitment and workforce needs.
- Increasing awareness and understanding of skills demands and drivers in key sectors across the West Yorkshire economy, supported by engaging current careers information provision to drive curriculum and labour market development.

¹ The Board led by the ERB



- Encouraging and supporting employers to increase their take-up of skills provision, having been involved in influencing it and ensuring that it is fit for purpose and industry relevant.
- Increasing access to skills for both employers and individuals by making provision available in a place, format and style that suits all employers and all learners, all while putting in place pathways to support progression and continued skills development, whilst reflecting changing needs.

We have focused on priorities and actions that need to be addressed at the local level in West Yorkshire, recognising that many of these challenges are common across the country, and are being addressed with actions on both a national and wider regional level.

Local context

The above priorities reflect the consultations that have taken place, and mirror the skills challenges and issues identified in research that underpins and has informed the local economic and skills strategies and priorities developed by West Yorkshire Combined Authority, the Leeds City Region Local Enterprise Partnership, local authorities and other skills stakeholders. Details of these strategies and plans are set out in Annex A, and key elements of the local context, including some of the priorities, are summarised below (referencing the Leeds City Region Local Skills Report, Jan 2022², and the West Yorkshire Labour Market Analysis report, Jun 2022³):

- A local West Yorkshire (WY) landscape with:
 - A diverse geography with a population of over 2.3m across five districts with relatively distinct sectoral specialisms and the city of Leeds providing an economic hub.
 - A business base of 95,000 private sector businesses, predominantly small and medium-sized.
 - An employed workforce of 1.1m, and a broad base of employment growth across diverse manufacturing and service sectors.
 - Steadily increasing employment rate, mainly in employed and full-time jobs.
 - Unemployment rates are currently similar to those nationally but differ across West Yorkshire local authorities.
 - A large skills and education provider base at further and higher education levels, offering diverse provision, including apprenticeships at all levels to address technical needs. Apprenticeship starts grew by 9% in 21/22.
 - Productivity levels below the national average and a gap that has not narrowed over the last decade – this is impacted in part by skill levels below the national average at Level 4+, and an overrepresentation of residents with low or no qualifications.
 - Lower than average pay levels, reflecting weaker productivity.
- Widespread pockets of deprivation across West Yorkshire, particularly Adult Skills deprivation. Skills demand coming from:
 - The three biggest sectors in West Yorkshire’s employment base - Health and Social Care (13%), Manufacturing (10%) and Business Administration and Support Services (10%).
 - Sectors with higher-than-average representation in the economy, including manufacturing and financial services.
 - Growth in the green economy skills linked to energy and environment and primarily Science, Technology, Engineering and Maths (STEM) related skills across diverse roles including engineering, project management, electricians and specialists such as environmental scientists.
 - Growth in mainly high-skilled occupations including:
 - Science, research, engineering and technology professionals (especially digital).

² <https://www.westyorks-ca.gov.uk/media/7885/local-skills-report-2022-final-pdf.pdf>

³ <https://www.westyorks-ca.gov.uk/media/10256/labour-market-report-2022.pdf>



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- Business and public service associate professionals (including finance and investment analysts and advisers).
- Business, media and public service professionals (especially business and financial project managers).
- Growth in some intermediate level occupations including caring personal service and administrative roles.
- Two-thirds of employers with upskilling needs, driven by new working practices, new technology, equipment and regulatory requirements.
- Skills shortages, particularly affecting higher skilled roles, and compounded by labour shortages in sectors such as Health and Social Care and construction. 59% of skills shortage vacancies are due to a lack of specialist/job specific skills and knowledge, eg, marketing, finance, agile methodology and auditing. Transferable skills such as customer handling, team-working and time management are also identified as lacking.
- Skills gaps, particularly relating to computer literacy and basic IT skills, but also including numeracy and literacy in the lower skilled occupations, which also have high staff turnover. There are skills gaps in 15% of employers (accounting for 51,000 gaps).
- Replacement demand driving recruitment in most sectors and occupations, including those with expected employment decline such as skilled trades, administrative occupations and customer service, in turn impacting on a continuing need for skills.
- Demand-related challenges:
 - Employers are crucial in developing the skills needed, but 39% of them under-invest in training (due to a lack of funds or not being able to spare staff).
 - Succession planning is an issue for many employers, particularly across the range of sectors that have an ageing workforce.
 - Skills under-utilisation (particularly among graduates) co-exists alongside acute skills shortages.
 - A widespread lack of proficiency among managers is impacting on business performance and workforce development, and ultimately their ability to respond to key economic drivers and challenges.
 - Exposure to automation in industries such as retail and food manufacture reduces the need for people with lower-skilled jobs – reskilling is essential to enable the affected individuals to develop new skills to make the transition into new career opportunities.
 - Transferable and employability skills are cited by most employers as areas of skills gaps in both existing workforce and potential new recruits. The focus is not just on technical skills.
- Supply-related challenges cover a wide range of factors including:
 - A relatively weak skills base and comparatively low educational attainments amongst young people, the latter concentrated in Bradford, Leeds and Wakefield. A lack of basic skills impacts on ability of individuals to both enter into and progress in learning.
 - Acute deprivation is widespread across WY's communities and is closely associated with a lack of skills within those neighbourhoods.
 - A significant challenge in getting jobless people into or back into work (in those that are inactive or dealing with health issues).
 - Lack of access to education and training opportunities including apprenticeships and higher education for disadvantaged groups. This is a key barrier to inclusive growth and social mobility. This is typically reflected in employment rates for underrepresented groups, including women, older people, people from ethnic minorities and disabled people.
 - Both the take up and provision of higher apprenticeships is focused on a narrow range of subjects in areas around technical skills. The most acute skill shortages are in areas such as engineering, construction and ICT, all of which have low start-up



rates. This misalignment of provision suggests that improved careers support is needed to raise awareness and understanding of the opportunities in the local labour market.

In addition to the local context for skills development, the LSIP needs to consider key drivers, that impact across sectors, and on a national/global basis. The skills strategies and plans all reference these drivers, but it is useful to provide examples of factors that will affect labour supply and skill shortages. These include:

- Long-term structural changes in the economy, the move to low-carbon industries, AI, automation and 5G networks and the shift away from permanent roles to portfolio careers are macro factors signalling a mismatch in skills and supply.
- The shift from secure roles to self-employment and gig work and the rise of creative tech skills/roles. For example, supporting companies and consumers to better manage their operations and processes by applying specialised software and algorithms, as well as using emerging technologies to bring about new ways of engaging audiences.

Improving responsiveness to skills demand

West Yorkshire’s skills stakeholders have long been at the forefront of innovations with regards to improving the post-16 skills system to enable it to work better for employers, individuals and institutions. Examples of activities and arrangements to address the skills challenges and issues set out above, and wider economic development activities, include:

- WYCA facilitating the **Future Ready Skills Commission**⁴ and developing a blueprint for improvements. Actions proposed building on infrastructure such as the West Yorkshire Careers Hub (FutureGoals)⁵, Employment Hubs in each of the districts, and the West Yorkshire Consortium of Colleges⁶, all contributing to making skills and information about it more accessible.
- **Delivery Agreements**⁷ established and delivered between each of the FE colleges and WYCA, 2017-2020, setting out provision plans and evidencing how they were responding to their local skills needs and issues, including:
 - Raising the bar on high level skills.
 - More and better apprenticeships.
 - Great education connected to businesses.
 - Building workforce skills and attracting talent.
 - Employability, accessing jobs and realising potential.

These agreements were a forerunner to the Accountability Agreements, with their aims of addressing skills gaps and shortages that were barriers to local growth. This helped to target activities on the key sectors across West Yorkshire including Construction, Digital and Engineering.

- **Leeds Manufacturing Festival**⁸ and **Bradford Manufacturing Weeks**⁹, facilitated by the ERB, bring employers and the education sector together to address skills issues and succession planning within the manufacturing sector.
- The **West Yorkshire Digital Skills Partnership** – a collaboration between business, education, community and the public sector, has developed The West Yorkshire Digital Skills Plan¹⁰ aimed at addressing the digital skills challenges, focusing on the local

⁴ <https://www.westyorks-ca.gov.uk/growing-the-economy/business-and-skills/future-ready-skills-commission/>

⁵ <https://futuregoals.co.uk/engage/educators-and-advisers/west-yorkshire-careers-hub/>

⁶ <https://www.westyorkshirecolleges.co.uk/>

⁷ <https://www.westyorks-ca.gov.uk/media/6077/delivery-agreement-report-2021.pdf>

⁸ <https://leedsmanufacturingfestival.co.uk/>

⁹ <https://bradfordmanufacturingweek.co.uk/>

¹⁰ <https://www.westyorks-ca.gov.uk/media/9492/digital-skills-plan.pdf>



priorities: higher level skills for the tech sector; skills for all businesses; workforce; upskilling; education; inclusion.

- The West Yorkshire Mayor’s leadership on green skills and jobs through the **Green Jobs Task Force**¹¹. Stakeholders are working together to achieve the targets of 1,000 well paid, skilled, green jobs created for young people, and skills and training to ensure everyone in West Yorkshire has the skills they need to secure work within the green economy.
- **Skills Connect**¹² – Free training courses designed by employers and aimed at supporting adults to gain skills for job roles in the Digital, Construction, Health and Social Care, and Environmental sectors. This initiative was launched by WYCA and the Leeds City Region LEP, and delivered by a range of local providers, linking with employers and available vacancies.
- “Yorkshire Universities’ work on **Supporting Graduate Employment and Employability in Yorkshire**¹³ is providing coordination across the HE sector to amplify and build on the existing work of universities to continually improve relationships with employers in the region. This work aims to support opportunities for students and graduates while improving graduate utilisation in the region. The YU Graduate Implementation Group is exploring sector specific challenges and opportunities, as well as working on broader initiatives to make it easier for employers to engage with universities.”
- HE providers across the region participating in the Office for Students’ **Uni Connect Programme**¹⁴ to widen access and participation for disadvantaged groups and communities. This enables teams of staff to deliver and evaluate impartial Careers Education Information Advice and Guidance (CEIAG) and outreach activities delivered to schools and colleges in target areas supporting progression to HE.

The above examples evidence the significant work already being taken forward in West Yorkshire, and this LSIP is designed to work in conjunction with this to increase the total impact at a local level.

The changing **national context and policy** (further details in Annex A) must also be referenced in developing local responses. This includes changes in the qualification and funding landscape, such as:

- The introduction of T-Levels – employer-led vocational qualifications in our region.
- Review of qualification funding.
- Introduction of Lifelong Loan Entitlement (LLE) from September 2025, offering individuals in West Yorkshire access to the equivalent of four years of post-18 education covering L4-L6, or £37,000, to be used flexibly over an individual’s working life, providing opportunities to upskill/reskill, encouraging wage/career progression, and addressing employer demands for higher level technical skills.

It should be stated that funding is a critical issue both for our region’s providers in delivering provision that meets employers’ needs, and for employers in terms of taking up training.

Employer feedback on local provision

Our consultations with employers across diverse sectors indicate things are changing as a result of the above, following concerted efforts and investments that have been made in

¹¹ <https://www.westyorks-ca.gov.uk/a-mayoral-combined-authority/mayoral-pledges/1000-green-jobs-in-west-yorkshire/>

¹² <https://www.futuregoals.co.uk/learn/free-adult-training-courses/skills-connect-training-courses/>

¹³ https://yorkshireuniversities.ac.uk/wp-content/uploads/sites/15/2022/05/YU_Supporting-Graduates_Full-Report_May-2022.pdf

¹⁴ <https://gohigherwestyorks.ac.uk/category/uni-connect/>



recent years to address the skills issues. Analysis of the employer surveys indicated the following specific reference to local provision:

- 69% can access training and development locally (although this drops to 56% for small businesses and 54% for micro businesses).
- 81% have engaged with a provider in last 3 years, and 61% in last 6 months.
- Half of those consulted indicated that they had very positive or positive experiences working with provider(s).
- 54% very positive or positive about the quality of education (19% with a neutral experience).
- 58% are planning to start an apprenticeship (new or existing staff) in the next 12 months.

Nevertheless, despite this feedback, and the interventions and activities being delivered locally, there is still work to do, and further improvements and changes are needed to better support economic growth. The surveys also identified that the following skills would be needed over the next three years:

Skill Type	% of employers with this need
Leadership and managerial	69
Employability skills (eg. team working, taking initiative, being inquisitive, attendance, time keeping, work ethic)	66
Customer Service	59
IT and digital	59
Planning and organisational	56
Technical, practical or occupation specific	51
Sales and marketing	42
Creativity	39
Financial management	29
Skills to do with low carbon and the transition to net zero	27
Numeracy	25
Literacy	20
Don't know	2
Other	0

Feedback from more in-depth consultations with employers, from the employer-provider events and focus groups, suggests that there are continuing challenges in accessing (and delivering) the skills and skilled workforce to support growth and address the skills needs set out above. These include (and are expanded upon in Part 2 on a sectoral basis):

- Awareness of available provision and different pathways to gain the skills needed.
- Qualifications that do not address the skills required. In many curriculum areas there is no need for wholesale curriculum change but for an evolution in the content being taught, to reflect changes and key drivers in the industries.
- Employers want the skills, not necessarily the qualifications, which may take too long to achieve and impact on capacity within the business, whilst employees are undertaking the training.
- Unmet demand for provision in areas of significant skills shortages due to a lack of qualified and experienced tutors at providers, and/or lack of up-to-date equipment (with learning not keeping up to date with developments).



- Leadership and management skills in an employer, to analyse and understand their business needs, responding to changing circumstances and conditions, eg planning for future staff/upskilling needs to support these.
- Closer relationships with providers – with employers purchasing a specific course but not necessarily taking a holistic approach to their current and future skills needs, at the same time as providers not having the resources to provide an account management approach but may appear to be focusing on ‘sales’.
- Confusion over skills funding. Smaller businesses in particular struggle with the eligibility criteria for different courses on offer and may not have the time or capacity to follow-up queries and any paperwork needed. Funding may also constrain when or where training takes place, potentially limiting take-up. For example, if the training must take place during working hours this may not be feasible for smaller businesses (and sectors such as Health and Social Care) that need their staff to be at their workplace and cannot back-fill.
- Recruitment issues including, from an employer’s perspective, a lack of understanding of the opportunities a more diverse workforce could bring and a lack of progression routes for those successfully engaged through placements/internships (linking to the workforce planning skills above). From a potential candidate’s perspective, there is a lack of awareness and understanding of opportunities in key sectors and the pathways available.
- The culture within individual businesses to accept change and adopt new working practices remains an issue. If senior staff are not prepared to adapt then they look to source these skills externally which is costly, inefficient and time consuming. This is evident in different sectors including, Childcare, Manufacturing and Education.

It should be noted that many employers are struggling with issues related to the cost of living, which diverts attention (and resources) away from their business’s longer-term skills needs. Many are only reacting to short-term needs and are not in a place to think beyond these.

Changes needed

The changes that are needed within the West Yorkshire skills infrastructure and across the sectors, as identified in the consultations, are summarised below. It should be noted that activities are taking place in many of these areas and the LSIP will focus on actionable priorities to better meet skills needs and drive change, adding value to, and filling gaps to existing infrastructure and activities.

- Employers to be supported in a better understanding and awareness of funding and provision. Brokerage, advice and information are essential, alongside better sharing of information about provision. This will involve both collaborative working across providers (to agree and promote specialisms), as well as providers improving their individual relationships with employers, to provide holistic support to meet their skills needs and help to change the culture in businesses where needed.
- Improved employer engagement and resources to:
 - Help employers to become more proactive and plan for workforce development and their longer-term skills need, including responding to key skills drivers eg, automation, net zero.
 - Encourage their active involvement in designing curriculum and influencing provision to meet their needs.
 - Enable them to offer placement opportunities, also opening potential recruitment pipelines.
- Careers guidance and awareness of the opportunities, key sectors and occupations that are driving the skills demand locally. This includes understanding of different pathways and types of jobs through collaboration across education and business.



- Developing more responsive and up-to-date provision, filling gaps and providing flexibility to enable take-up as needed. This may include:
 - Local funding changes to enable employers to access skills, rather than a focus on qualifications which may not fully fit requirements. For instance, increasing skills bootcamp style provision to upskill existing employees, i.e. not just potential recruits.
 - Developing new delivery models, eg using virtual reality.
 - New apprenticeship delivery to provide additional pathways for skills development.
- Developing and increasing capacity in the West Yorkshire post-16 skills ecosystem, particularly the provider base, to both increase the employer engagement (developing relationships and new curriculum) and deliver a responsive curriculum. This element is reflected by including Education as a sector, helping to address skills and recruitment issues that, in turn, will impact all the sectors.
- Maximising the potential opportunities presented by the Lifelong Loan Entitlement (LLE) for employers to upskill their workforce, whilst also supporting providers to improve pathways between HE and FE systems. Also, HE short course provision can be expanded to offer alternative skills and qualifications to address needs.

Underpinning and working on a cross-cutting basis across all the sectors, we also need to make changes reflecting the themes we have identified. Changes that are aligned to themes are set out according to the specific needs in each of the priority sectors (with details in Part 2), but include:

- Improving equality, diversity, and inclusion (EDI) and access to skills across sectors and, in turn, helping to address skills shortages by maximising available talent. These include areas such as females in Construction and Engineering, males in Social Care and neurodiverse people in IT. The starting point for this is also to ensure that those that are involved in skills provision lead on, and fully represent and embed EDI. Responding to the demand for more transferable skills, including digital skills, team-working and communication.
- More needs to be done to change cultures in businesses that are slow to adapt in terms of digitisation and automation, as well as promoting the benefits of investments in digital technology. One business fed back: *“There needs to be a greater understanding of the benefits and capabilities of digital amongst the wider workforce and having people that can communicate that. You can employ or engage external staff on a technical level, but selling the benefits of digital possibilities to the business as a whole is a gap. SMEs generally need to catch up in this and are generally unaware or unwilling to fully explore the benefits of digital, whether that be in process efficiency, automation or customer engagement.”* At the same time, 400,000 adults in West Yorkshire lack foundation digital skills and circa 500,000 workers lack essential workplace digital skills.
- Leadership and management skills were in the highest demand amongst the employers consulted. They suggested that course provision should be more modular, ensuring that the content fits the needs of both the learner and employer rather than the provider. 69% stated they would need training within the next three years.

Expected benefits of change

We expect that these changes will create benefits for employers, individuals, providers, and the wider economy, including:

- Employers:
 - Improved workforce and skills planning.
 - Reduction in skills shortages and gaps.
 - Increased ability to support their workforce to achieve and progress.



Funded by UK Government

- Higher and more relevant skill levels impacting on productivity, growth, and resilience.
- Individuals:
 - Increased access to skills development opportunities, aligned with skills demand.
 - Increased employability and vocationally relevant skills.
 - Improved career progression.
 - Improved ability to participate in and contribute towards economic growth.
- Providers:
 - Increased capacity and capability to respond to local skills needs.
 - Improved employer engagement, contributing to provision improvements and increased take-up.
- Wider economy:
 - Reduction in the skills mismatch between the skills in demand, and those available locally in the workforce.
 - Increase in productivity, resulting from better skilled recruitment pipelines and workforce.
 - Higher levels of educational attainment.
 - Reduction in the number of residents without any qualifications.
 - Increased take-up of learning across all business sizes and equality and diversity groups.

Success factors

To align with the strategic context and interventions and activities already taking place in West Yorkshire, we propose to broadly adopt the ambitions set out in the West Yorkshire Employment and Skills Framework, as the success factors. These have been developed and agreed by all the key stakeholders. We have tailored them to reflect the LSIP's aims and objectives and the key changes that we want to put into place.

- Employers understand the benefits of a skills plan and invest in the workforce at all levels leading to a reduction in skills gaps reported, increased productivity and resilience to changes.
- Technical education is a choice with clearly developed pathways that meet the needs of employers, with flexibilities built in to increase access and take-up.
- Increased qualification and skills levels, particularly in STEM, of working age adults, foster a culture of enterprise and innovation, and widen the talent pool for employers.
- Learning supports preparation for and progression in work, it is informed by employers. Locally rooted careers information inspires and enables informed choices to support personal ambitions, and to meet the local skills demands.
- Employees have access to training in the workplace that enables progression and development of transferable skills.

Driving changes through the LSIP

We will drive changes within the following governance structure:

- ERB having overall responsibility for delivery of the LSIP.
- The LSIP board having strategic responsibility for the LSIP, with linkages to the wider infrastructure and stakeholders, eg, linking to the Digital Skills Partnership or the Manufacturing Task Force, to support coordination of activities.
- Sectoral steering groups and thematic task groups with operational responsibilities for agreeing operational linkages and delivery.
- Project management team within the ERB, and with secondments from the key stakeholders, to practically take forward, oversee and coordinate and monitor the delivery of the actions.



The LSIP provides us with an opportunity to build on the existing strengths, activities and interventions in the West Yorkshire’s post-16 skills ecosystem, proposing and facilitating additional changes and improvements – directly responding to issues identified through our consultations and research.

The LSIP is not intended to duplicate work and plans that are already taking place but is intended to focus on those specific changes and issues identified by the employers as key blockages to accessing the skills they need. We will involve all relevant stakeholders in taking forward the actions, with the LSIP Board, which is representative of all the key stakeholders, acting as the conduit for engagement and facilitation.

In practice this means that where activities are already taking place that align with our proposed actions, we will identify how the LSIP can add value, with clear roles and responsibilities agreed for any facilitation and delivery. The LSIP will provide additional focus and a means to channel resources (including via the Local Skills Improvement Fund) to develop and deliver relevant initiatives that create a greater impact. For example, the Manufacturing Task Force in their Recommendations Report¹⁵ has included skills-specific recommendations that include – “short courses to retrain and upskill people in the sector”. As this also links to actions proposed for the sector in the LSIP, we will work with the Task Force to set out practical approaches to this requirement.

As stated above, collaboration forms one of the key principles in the delivery of the LSIP. We will work with all key stakeholders in taking forward the actions, which have been developed with their involvement.

Part 2 of this document sets out the results of our collaborative working, incorporating the employer feedback and research, to set out and clarify the issues and challenges on a sectoral and thematic (where applicable) basis; to understand what is already provided to address these issues; and to agree focus and actions that are needed on the local level.

Steering groups have already been established for each of the priority sectors, and these will form the basis for taking the actions forward over the next three years, ensuring alignment with existing activities. These steering groups currently include representatives from the provider base, and will be expanded to include other relevant stakeholders, including industry specific representation organisations. Clear terms of reference will also be agreed.

Part 3 of the document sets out how the proposed actions may be delivered. Further work is required to agree roles and responsibilities, across many of the actions set out.

PART 2: TAKING THE PRIORITIES FORWARD

Priorities for action

For each priority sector this section sets out the rationale for its inclusion in this LSIP. This includes details of the jobs that are in demand; skills shortage jobs; specific issues and challenges employers and individuals face; examples of provision and specific gaps and needs in the sector. The themes are also highlighted, as appropriate. Details are also provided on priority issues, informing the actions to be taken forward in the road map in Part 3.

HEALTH AND SOCIAL CARE – Sector Overview	
<ul style="list-style-type: none"> • The biggest sector in West Yorkshire with 160,000+ employment, and 350+ sector roles. • Growth in caring occupations at intermediate level with a 16,000 net growth in jobs. 	
Jobs in demand	Skill shortage jobs

¹⁵ <https://www.westyorks-ca.gov.uk/a-mayoral-combined-authority/mayoral-pledges/manufacturing-task-force/>



<p>Care workers, home carers, nursing auxiliaries Care giver/personal care aide and RGN both c.7k job postings – 2022</p>	<p>Registered nurses, midwives and health visitors; and allied health professionals and managers (eg radiology and radiography and children’s services); 5,500+ vacancies across Social Care sector c.990 establishments</p>
<p>Example issues identified in consultation/research</p>	
<ul style="list-style-type: none"> • Decline in students of nursing/physio/radiography. • Zero-hour contracts in Social Care. • Staff turnover in NHS at 13.7% and 23.8% in Social Care sector. • Ageing workforce (and population), higher demand for services and increased workforce to meet these. • Releasing staff for training (eg off job learning for apprenticeships). • Sourcing placements as part of provision is difficult, often Higher Education pays employers for these placements, but FE do not. • Lack of access to IT equipment by staff prevents digitisation in Social Care settings. 	
<p>Skills gaps and needs</p>	
<ul style="list-style-type: none"> • Persistent skills gaps • Digital skills • Management and leadership across the sector • Skills to support patients with mental health concerns. • Emotional intelligence, resilience and non-verbal communication for frontline roles. • Interpersonal/transferable skills including communication, timekeeping, teamworking. 	
<p>Skill supply and responding to challenges</p>	
<p>Wide range of courses across all levels and plans for more accessible provision and pathways – multiple progression routes with apprenticeships across nearly all FE colleges and ITPs. eg Leeds City College – contract with LTHT for clinical health apprenticeships and developing a flexible apprenticeship with Leeds City Council. Also using employer support money to expand the provision, the issue of <18 on the placements is a significant one, creating a mock hospital on campus to substitute for placements initially. eg Calderdale College developing/testing new delivery methods to make training accessible, using virtual reality to gain competencies before placements.</p>	
<p>Priority issues to be addressed</p>	
<ul style="list-style-type: none"> • More support for employers to encourage take-up of training and offering apprenticeships/placements. Issues raised by employers include time lost supporting young learners, capacity to enable shadowing, they do not see themselves as the educators, unable to offer apprenticeship to paid job transition. Employers understanding of the theory underpinning the practical so can support training. • The likely gaps in provision, particularly social care, for non-academic/exam averse learners • Take-up of social care courses (even those developed to respond to employer needs). • Requirement in T-Levels to know what young people want to specialise in very early in their learner journey. 	
<p>Actions</p>	
<ul style="list-style-type: none"> • Employer engagement resources to support developments including placements. • Creation of alternative shorter courses to provide pathway into the sector, for those for whom T-Levels may not be appropriate, incorporating transferable skills. • Flexible skills provision to increase access and take-up – collaborative working across provider base to offer different pathways. • Promotion of Social Care as a career – careers myth-busting and positive role modelling. • To develop train the trainer courses as delivering training in house is more cost effective. 	
<p>Future skills</p>	



21st century healthcare innovation requires a special set of skills. Whilst technical and clinical skills can be taught within the curriculum, learners will need to acquire creative, visionary and people skills that are not typically taught within the context of healthcare innovation. Providers should support students to develop these wraparound skills in creativity, analysis, communication, management, leadership, empathy, problem solving, and social responsibility.

ENGINEERING AND ADVANCED MANUFACTURING – Sector Overview

- 7,300 businesses, 66%+ are specialists in advanced processes, research and development and product development, employing 144,000.
- Second largest sector, 30% of businesses are SMEs.
- Biggest specialism is textiles employing 7.5k, but manufacture of machinery and equipment employ 10k.
- WY Manufacturing Task Force in place.

Jobs in demand

Production operatives, maintenance engineers, vehicle technicians.

Skill shortage jobs

Production operatives, maintenance engineers, metal fabricators, electrical engineers, CNC machinists

Example issues identified in consultation/research

- Ageing workforce and businesses have limited/no succession planning.
- Replacement demand.
- Automation.
- Increasing demand for higher skilled occupations.
- Providers lacking skilled/experienced tutors to deliver the skills needed.

Skills gaps and needs

- 68% reporting skills gaps, 15% hard to fill vacancies (BMG).
- Several gaps in apprenticeship provision incl. robotics, computer aided manufacturing, engineering and manufacturing technologies at L4+, CNC and turning and milling.
- Hand based skills, eg moving products from the production line to pallets or finishing a product with a hand file and putting into packaging ready for shipping.
- Employability based skills; being punctual, telephone skills, drafting emails and ‘having the right attitude’ feature strongly in the feedback.

Skill supply and responding to challenges

Courses across all levels, ranging from 150 spaces at UTC, new campus at Keighley College, through to HE provisions eg textile focused provision at Huddersfield University. 10% of all WY Apprenticeships are in manufacturing businesses (36% of apps at Kirklees College are Engineering and manufacturing technologies). 15k+ STEM graduates from local universities. Existing activities focused on promoting the sector as a career choice led by ERB and Make UK.

Priority issues to be addressed

- More support for employers to encourage take-up of training and offering apprenticeships/placements. (including for T-Level courses).
- Equipment for delivery of training at many providers is out of date. Cost of equipment is a big barrier to offering new courses.
- A provider skills gap exists – with few staff delivering training experienced or fully competent in the latest equipment.
- Promotion of Engineering as a career – particularly areas such as welding, where there is a lot of demand.
- Providers attracting highly skilled tutors, due to the earnings differential with industry (some final year apprentice students are earning more than the tutors).
- More consideration of the introduction of AI, automation and its impact on traditional tasks such as admin, communication and interaction. Creation of a new role to ease transition such as “Automation Project Manager”.



Actions
<ul style="list-style-type: none"> • Employer engagement for more work placements for T-Levels and apprenticeships, promoting the benefits in terms of potential recruitment pipelines etc. • Work with employers to host the training and teaching (utilising state of the art equipment), act as industry experts, deliver training in-house, and embed training the trainer into the day job for specific staff. • Enable industry secondments for teaching staff to learn and then inform curriculum development. • Develop a bank of tutors made up of ex-students, industry experts and those coming towards the end of their careers industry, to support skills delivery.
Future skills
<p>A significant increase in the number of young people taking up manufacturing and engineering apprenticeships is needed to address challenges including an ageing workforce, underrepresentation, perception of industry, as well as to boost productivity and to meet the region’s 2038 carbon neutral target. Engineering subsectors experiencing growth include nuclear energy, big data, food and drink manufacturing and artificial intelligence (AI). There is pressing demand for mechanical, electrical, electronic, chemical and software engineers. These roles will be particularly sought-after in the onset of the fourth industrial revolution and the roadmap to a green, low carbon economy and net zero. Digital skills and the ability to think and work across traditional disciplinary boundaries is also key to enabling people to move from declining industries and capitalise on opportunities within the sector. The rise of automation in the workplace has brought with it an interesting corollary for skills needed in workers. As technology replaces several of the manual or repetitive tasks many manufacturing and engineering jobs entail, it frees up space for skills that are uniquely human: soft skills. A recent World Economic Forum study found the top 10 skills for the next decade include essential human skills such as critical thinking, creativity, and people management.</p>

FINANCIAL AND PROFESSIONAL SERVICES – Sector Overview	
<ul style="list-style-type: none"> • UK’s 2nd largest centre for banking; largest growing Legal centre • Key specialisms with 36k employed in Financial and Professional services in just Leeds, and 332k+ in LCR (including Business Services). • Calderdale has highest location quotient and Halifax has 7k+ employed in the sector. • Expected growth by 23%. 	
Jobs in demand	Skill shortage jobs
<p>Bookkeeper/accounting clerk, lawyer (and office administrative assistant – highest overall). Accounting is the highest in demand skill on job postings.</p>	<p>28% of businesses reporting skills shortage vacancies 70% reporting skills gaps, 11% hard to fill vacancies (BMG). (In FSSC report, 92% of Financial Service businesses had hard to fill vacancies).</p>
Example issues identified in consultation/research	
<ul style="list-style-type: none"> • Technology/automation driving change in the sector – 20%+ of current financial services workforce at risk of displacement. • 62% of jobs in SMEs, with limited awareness/resources to upskill staff. • Higher level skilled jobs, resulting in competition with tech businesses for staff. 	
Skills gaps and needs	
<ul style="list-style-type: none"> • Digital and data analytic and insight skills. • Need for reskilling staff impacted by digital transformation. • Management and leadership to navigate transition. • Agile, change management and project management skills. 	
Skill supply and responding to challenges	
<p>Significant levels of provision delivered in-house, across the larger employers, and in HE providers.</p>	



L2/L3 and apprenticeships (eg business admin and law) across most FE colleges and many ITPs. Providers have created additional courses addressing skills gaps:
eg Calderdale College with FE/HE focus on apprenticeships accounting/project manager, and leadership and management L3-6.
eg Bradford College working with one company to develop an academy for Project Management (L3); also new AAT L2 study programme (2023-24) – high demand course – commercial/PT/evening and school leavers and a vocational pathway in business (HNC) leading to management or accounting and finance in the 2nd year.

Priority issues to be addressed

- More support for employers to encourage take-up of training and offering.
- Difficulty in tailoring courses to specific needs, when it is a diverse SME market – costs to do so are high and may not be feasible.
- To create alternative pathways for Legal or Banking sectors – to enable those who do not want to/cannot undertake a degree to access opportunities in the sectors.
- Challenge of multiple different apprenticeship standards – some are very niche and may not have the critical mass to deliver feasibly.
- Barrier to provision. Providers struggle to attract tutors with the right level of technical knowledge/skills, as they go into the better-paid industry.
- Attracting young people into the sector eg few want to do bookkeeping.

Actions

- Career awareness activities – for both new labour market entrants and those changing careers.
- Capacity building activities and resources for tutor development and to attract potential tutors.
- Development and promotion of vocational pathways into the sector, eg legal apprenticeships to address skills shortages and increase diversity in the sector.
- Collaborative working across the provider network to address specialisms and feasibility of running courses (i.e. working across the wider region to deliver).

Future skills

The shift to virtual working is driving an increase in demand for more technical talent in the sector, such as software developers and engineers. The rise in technology-driven roles also necessitates and unlocks data insights, leading to increased demand for new roles such as data architects and scientists. The skills landscape already reflects some challenges/changes, eg growth in demand for programming languages and machine learning. New skills needs are also arising, such as leading others in hybrid working environments and advisory knowledge for a net zero economy. While there is a continued trend of firms seeking candidates with general data/digital literacy, the Financial Services Skills Commission has observed an increase in traditionally non-technical roles requiring a greater understanding or specialism in technology. eg, accounting firms have described hiring 'tax technologists', with ideal candidates demonstrating technical skills and industry-specific experience. Examples of soft skills in demand include emotional intelligence, empathy, complex problem solving, innovation, creativity, agile mindset, coaching, empowering people, adaptability, cognitive flexibility, resilience and positivity.

LOW CARBON – Sector Overview

Green economy definition, including power; home and building; green professional and research services; industrial decarbonisation; reduce, reuse, recycle and repair; low carbon transport; climate adaptation; and natural environment.

- 73,400 jobs in the sector (7% of all jobs) spread across diverse sub sectors incl. power (21k); home and building (20.8k).
- Total employment projected to grow by 104% between 2020 and 2030 – 9,270 jobs.
- 680,000 homes will need retrofitting.
- WYCA Green Jobs Task Force

Jobs in demand

Skill shortage jobs



<p>Environmental engineers, recycling workers, environmental consultants, environmental H&S managers, solar PV installers. Jobs growth dominated by STEM roles – engineers, scientists and technicians.</p>	<p>Overlaps with Construction sector's skill shortages – as 30k workforce needed just for retrofitting. project manager and civil engineer</p>
<p>Example issues identified in consultation/research</p>	
<ul style="list-style-type: none"> • Definition of sector and green jobs/skills is confusing. • Awarding bodies response to changing qualifications/needs. • Capacity/capability for green skills delivery. • Providers are trying to develop skills that are not yet in significant demand from employers, i.e. creating the market in response to regulatory drivers and policy. • Significant capital builds taking place alongside retrofit programme led by local authorities/housing associations but skills availability not keeping up with these. 	
<p>Skills gaps and needs</p>	
<ul style="list-style-type: none"> • Demand from employers is low – need for market development. • Estimated 116,000 workers requiring upskilling and support to meet net zero targets. • Updating of apprenticeship standards to embed green skills. 	
<p>Skill supply and responding to challenges</p>	
<p>Green Skills Service (WYCC) offers 40+ courses at various levels. SDF2 programme contributed to investment in green skills technologies and course development. Many of the providers have developed add-ons to existing apprenticeships and L2/L3 provision. WYCA plans for a Regional Green Skills Academy, involving the FE colleges through WYCC.</p>	
<p>Priority issues to be addressed:</p>	
<ul style="list-style-type: none"> • A range of specialist technical skills and courses are needed including heat pump/recovery, EV and hydrogen, and skills for retrofit of housing stock. • Existing channels such as skills bootcamps may work for some subjects to enable entry into the available jobs, but there are limitations - you cannot train eg a gas engineer in 60 guided learning hours. • Upskilling is essential, i.e. not just new entrants into the sector. Eg we currently need 100,000 engineers capable of supporting heat pumps but only have 3,000 so upskilling of current gas engineers is essential. It is a similar for EV installation at garages. • Cost of equipment eg an EV training rig may cost £100k, is a barrier to developing and offering courses. • A provider skills gap exists – with few staff competent in the latest equipment. • Whilst the apprenticeship standards are changing to reflect the needs for the green economy, they are not changing fast enough, so in the interim, the focus needs to be on adding pathways to existing qualifications. Only do accreditation if required – learning the skills is key. 	
<p>Actions:</p>	
<ul style="list-style-type: none"> • To build on the work started in this sector through SDF, working alongside the planned Regional Skills Academy – in terms of developing the capacity and capability in the provider network to deliver these skills and new provision whilst waiting for standards. • Career awareness activities for new labour market entrants/those changing careers. • There are quite a few providers offering similar courses located close together – there is a fine line between collaboration and competition, but discussions to agree specialisms/target markets, and developing courses, may address this, in addition to addressing staffing issues, with sharing of experts. • Ensure developers train/upskill their own workforce and offer labour market entrants opportunities. Providers can then work with the developers/funders to address the needs on a longer-term basis. 	
<p>Future skills:</p>	



The fastest-growing green skills are in ecosystem management, environmental policy and pollution prevention. In addition to responsibly managing the environment, skills in clean energy, sustainable finance, construction, technology, and urban planning will also be required for an effective and inclusive green transition. As environmental sustainability becomes the norm, businesses will need the skills to take advantage of this change. The blend of green skills adoption, coupled with an environmentally sustainable workforce culture, will inspire new business models and strategies that deliver for people, planet, and profit. Green skills need to increase in every sector to build the supply needed and meet the demand required to achieve climate goals. For example, the Fashion industry is becoming greener, not only in fashion design hubs but also across manufacturing hubs. The automotive industry plays a substantial role in the environment and in the improvement of air quality. Upskilling/reskilling this workforce, across all levels, will accelerate the transition and create new opportunities. However, the National Open College Network’s (NOCN) new report, ‘Greening the UK Skills’, estimates that of the 60 potential new occupations required to meet net zero, the largest share (20%) is in Construction. These learners will be tasked with, among other things, retrofitting the country’s 29 million buildings and ensuring they are adequately insulated. Hydrogen maintenance engineers, solar photovoltaic engineers, retrofit advisers and animal waste manure aggregators are some of the 60 new jobs the UK is predicted to need to train people in if it is to achieve its ambition to become net zero by 2050.

DIGITAL AND TECHNOLOGY – Sector Overview

- UK’s fastest growing digital sector, with 50k jobs in 8,695 businesses and concentration in Leeds.
- 5,400 businesses in ICT – of these 4,200 are computer programming and consultancy businesses.
- Emerging strengths in technology services, especially TV.
- WY Digital Skills Partnership and Digital Skills Plan

Jobs in demand

Programmers and software developers, IT business analysts, IT user support technicians, data analysts, cloud/data architects, data engineers

Skill shortage jobs

Software developers, programmers, cloud and data science roles, research, and data analysts. Digital marketing apps (level 3 and 4)

Skills gaps and needs

- Skills in short supply include artificial intelligence, machine learning, software development, cyber security, data specialists.
- Creation of software for virtual reality/augmented reality (VR/AR) as well as its use.

Skill supply and responding to challenges

ICT forms very small proportions of apprenticeship provision (ShIPLEY College has highest proportion), but the providers are increasingly able to develop and deliver courses in a format that is accessible to the target businesses.
 eg skills bootcamps have been developed to respond to emerging needs eg web design and development, leading digital teams.
 eg Calderdale College have developed an Industry 4.0 hub with VR/AR and 3D prototyping and scope for extra input for the apprenticeships and engineering courses.
 eg the University Centre (Luminate) are exploring “stackable short courses” that employers can dip in and out of for CPD. Bradford College/Uni network also have a version of this.
 eg HE short courses and CPD linked to digital skills for example, through Leeds Institute for Data Analytics (LIDA) at the University of Leeds.

Priority issues to be addressed

- To maximise capital investments in technology and equipment, (eg for T-Levels) by enabling staff and course development, both in digital curriculum and across sectors (to support digitisation and automation in employers).
- SME engagement and delivering to diverse requirements.



- Getting enough work experience placements – given the size and location (i.e. home-working) – of many businesses in the sector.
- Need better understanding of qualifications, pathways and provision landscape, demystifying the complexity (and language) in the sector, for employers and learners, and linked to improved careers guidance.
- Acknowledge and address the difficulty of upskilling as the tech changes – for internal staff retention and for people to teach the skills.

Actions

- Expand good practice developed elsewhere to increase understanding of the scope of digital, involving employers and schools – to help to increase awareness of opportunities and aspirations.
- Careers advice.
- Brokerage support for the sector – helping people understand what is out there and where need to go for that training.
- Ensure strong links with the Digital Skills Partnership/Strategy going forward.

Future skills

As digital transformation is central to all organisations in the digital economy, digital business analysis skills have become an in-demand skill; digital business analysts are at the centre of digital transformation projects. At the heart of any tech product or digital service is coding. The core languages that most programming and app development positions need include Bootstrap, jQuery, Angular, Code Igniter, PHP/JavaScript and MySQL. There is also an increase in demand for digital marketers with skills including digital marketing tools, analytics tools, social media marketing, content marketing, SEO and UX (User Experience) Design. Data visualisation is used to gain valuable insights from data. Tools such as Tableau and Power BI are used to analyse and visualise data are also highly sought-after skills.

CREATIVE INDUSTRIES – Sector Overview

- Diverse sector including screen (film and TV production), arts, gaming, interactive experiences; design and publishing; dance, theatre, heritage, and culture.
- Dominated by small, micro and freelance businesses, but with large businesses including Channel 4’s headquarters.

Skill shortage jobs

Production, craft and technical grades – in particular VFX, games and animation. Copywriters, creative design roles, production management roles, editor, accountants, line producers, first assistant directors, series producers, storyboard artists, animators and general coders

Example issues identified in consultation/research

- Creative skills are not necessarily the issue, but many lack the basic business skills for sustainability and growth.
- Take-up of training delivered via FE/HE is challenging given the make-up of the sector and costs that might be involved.
- Attracting staff into roles such as an electrician or an accountant, where pay is much higher in other sectors.
- Lack of awareness of the range of roles there are in this sector, and therefore limited take-up of provision, impacting on courses not running because they are not feasible.
- Struggle to get trainers due to those with these skills earn much more in industry.
- Courses at FE level do not provide a realistic insight of the working environment for the screen and music industries; HE courses for filming/editorial areas limited to one specific type of equipment in terms of camera training thus inhibiting entry into industry – candidates are required to be able to adapt quickly within roles for editorial and shooting.
- No structured development process for employees within the industry, which has contributed to an upsurge in freelance working since the pandemic.

Skills gaps and needs

- Fundraising and financial planning.



- Business/enterprise skills gaps including finance, marketing, social media (supporting business survival).
- IP development, project management.
- Gaming/games design – not just coding.
- Technical skills are lacking within grip and electrical roles – including best boy, sparks and lighting engineers.

Skill supply and responding to challenges

All offer L2-6 provision of various sorts, with creative arts providing a range of transferable skills, eg electrical/rigging skill, problem solving, engineering and building.
Support for freelancers and those setting up their own business after HE courses eg Leeds Conservatoire Agency.

Priority issues to be addressed

- Need to be promoting STEAM, not just STEM, and recognising the value of creative courses, not just as a gateway to 'traditionally valued roles.'
- Ensure that courses are funded regardless of the smaller cohorts (which are required for safety).
- Employer incentives to get them involved in shaping the creative side of the courses.
- Enterprise skills for artists, enabling them to successfully run their businesses.
- Obtaining work placements could be a barrier to creative industry courses with links to production roles, events management etc. The H&S and insurance for theatres prohibits placements for those aged under 18. Also, most companies are very small so hard to get placements. Need a "tame" theatre with a passion to bring in the under-18s to be willing to incur the extra expense.

Actions

- Support and collaborate on the pooling of resources across colleges to ensure there is no penalty for merging a course, and that it runs somewhere, whilst enabling each provider to retain their ability to deliver. This should include funding for students to be transported between venues.
- Work with employers (and insurance companies) to overcome barriers to placements.

EDUCATION – Sector Overview

- The sector encompasses education and training from early years to CPD.
- The sector is key to delivery of the LSIP and enabling employers and individuals to access the skills they need.

Jobs in demand

Expected increase in early years staff (nursery nurses and assistants) to respond to childcare policy.
FE tutors across a range of technical subjects and STEM areas.
Teaching assistants – one of the most in demand jobs

Skill shortage jobs

An acute shortage of qualified teachers/tutors particularly STEM.
Lack of tutors across a range of technical areas eg construction, engineering, manufacturing.

Example issues identified in consultation/research

- The sector faces significant recruitment challenges – particularly in FE, as providers find it difficult to recruit people with industry specialisms who can also teach well (eg construction/computing/engineering). Competitiveness of pay and working conditions to make teaching a more attractive proposition for those in industry to progress and evolve their careers.
- A range of teaching qualifications are available but providers are not recruiting fully to courses.

Skills gaps and needs

- Digital skills – digitisation of learning and increased technology in education requires upskilling of staff.



- Early years skills gaps include knowledge of stages of development, methods of supporting children’s learning, observation, assessment, planning, understanding and managing children’s behaviour.

Skill supply and responding to challenges

A range of apprenticeships are offered across several FE providers – L2,3 and 4+; FE provision of certificates/diplomas in teaching and learning; HE degree provision for teaching at all levels.

Priority issues to be addressed

- To develop new routes into the sector for subject matter experts, without having to undergo 2-3 years of training for high level professionals in their field to be able to become "qualified" to teach on a part time basis (and maintaining the links with industry for the remaining time).
- Funding issues related to sharing subject matter experts across colleges. Better brokerage/pooling of students to create large enough cohorts to run a course in one location.
- Careers awareness and promotion for teaching.

Actions

- Independent brokerage service to enable signposting to courses, one-stop-shop to develop these and identify business need, translate it into training and find the best local provider.
- Enable sharing of tutors/students/subject matter expert educators from industry between colleges.
- Support colleges to create a modular teaching qualification for subject matter experts to do hybrid teaching.
- Campaign to raise profile of teaching as a career.
- CPD for employees based in education sector, to enable them to keep up with technology/techniques and developments.

CONSTRUCTION – Sector Overview

- 70k + employed in the sector.
- 2.2% growth in Y&H, particularly in infrastructure repair and maintenance.
- Dominated by sub-contracting arrangements and self-employment impacting recruitment and upskilling.

Jobs in demand

Civil engineers, quantity surveyors, electricians and electrical fitters, scaffolders, dry liners, fencing, paving.
Other construction professionals and technical staff (1470 p/a).
Professional, technical, IT and other office-based staff (390 p/a); plasterers (330 p/a) – CITB – 17.8k workers needed Y&H 2023-27.

Skill shortage jobs

All trades especially, electricians and electrical fitters.

Example issues identified in consultation/research

- Time and funds to train.
- Retention of employees is a barrier to training.
- Short-term planning.
- Capacity to deliver – unprecedented demand for provision, but lack of tutors.
- Bureaucracy for apprenticeships is overwhelmingly demanding for smaller businesses.
- Alignment of some apprenticeship standards with skills needed in businesses.
- Employers understanding of the standards is patchy and the course is significantly more straightforward to follow than the completion of assessments – so many individuals do gain competences but do not secure a qualification in the end.
- Changes in qualifications and alignment with apprenticeships.



- Rather than qualifications, employers want wider skills that do not fit under the construction specific standards (eg literacy/numeracy/time keeping skills really matter).

Skills gaps and needs

- 59% reporting skills gaps, 8% hard to fill vacancies (BMG).
- Need to upskill as well as be able to recruit staff.
- Updating apprenticeship standards to reflect sustainability requirements and skills.
- Managerial levels – Federation of Master Builders say it is too hard to recruit/retain at this level.
- Need training that is flexible – to access on site during down time and easily accessible.

Skill supply and responding to challenges

Wide range of courses across all levels (L1-6), with new campuses at LCB (and Kirklees College – working on live site development); apprenticeships at LCB, Calderdale, Kirklees, Wakefield Colleges and via ITPs etc.

Priority issues to be addressed

- Need more Tier 1 courses to support entry into the sector. Not all jobs that need doing are at a higher level.
- The intelligence from employers is limited. The business model is based on big builders subcontracting, so bottom line is the focus – leaves little room for spend on skills, other than those required to practice. This contributes to short-termism and just in time recruitment and upskilling.
- Standards are required but they need to flex these to match the local economy.
- A provider skills shortage exists with tutors not available to meet provision demands.
- Develop new delivery models to improve access to skills development/upskilling.
- Updating of curricula to continue to reflect/fit the needs of employers.

Actions

- Career awareness and myth-busting activities for both new labour market entrants and those changing careers (or coming closer to retirement).
- To build up the workforce for the future to address there is a need for more pressure on developers to train/upskills their own workforce and offer labour market entrants opportunities. This can be progressed through procurement channels. Providers can then work with the developers/funders to address the needs, on a longer-term basis, and offer apprentices permanent work.
- Explore the ability to amend/update qualifications rather than wait for the awarding bodies to do so, thus responding to employer need. Working on this through cross college/provider collaboration would be beneficial to the wider sector.
- Develop train the trainer programmes, retaining and retraining older employees to pass on their knowledge to younger generations.

TRANSPORT AND LOGISTICS – Sector Overview

- 52k employment in Transport and Storage and increased by 69% between 2014-18
- Particular specialism for Wakefield (8% of business units).
- Sector dominated by small businesses, but with some very large businesses in the Wakefield/Castleford area.

Jobs in demand

Office staff, vehicle drivers and warehouse workers. Demand for staff, is 4.6% higher than young people wanting to work in the sector.

Skill shortage jobs

Software engineers, project managers and executives hardest to fill roles.

Example issues identified in consultation/research

- Move to online retail has increased demand for warehousing.
- Automation has an impact on the sector.
- Higher skilled roles such as HGV drivers and mechanics harder to fill than those not requiring specialist qualifications (eg van drivers).
- Ageing workforce and reliance on migrant workforce.



<ul style="list-style-type: none"> • Need the sector to engage and articulate their needs – the issue is more around recruitment practices, short termism and contract length.
<p>Skills gaps and needs</p>
<ul style="list-style-type: none"> • 66% of Transport/Storage employers reporting skills gaps and 64% of Distribution. • 9% of Transport with hard to fill vacancies, 8% for Distribution.
<p>Skill supply and responding to challenges</p>
<p>Apprenticeship provision in selective FE colleges and in private providers. HE provisions for transport, logistics and/or supply chain management at eg Leeds Trinity and Huddersfield University. Sector-based work academy provision has been a source of skills (but focusing on those that are unemployed and enabling them to enter into jobs).</p>
<p>Priority issues to be addressed</p>
<ul style="list-style-type: none"> • Need to work with employers to develop a longer-term view. Employers take a short-term view and recruit temporary staff especially for entry level roles, providing no progression/longevity.
<p>Actions</p>
<ul style="list-style-type: none"> • Employer engagement with focus on the forward-facing employers, to include developing good practice as a starting point to promoting the benefits of skills/upskilling and developing longer-term skills plans.

Desired outcomes

The following outcomes are sought by employers:

- Access to local training to upskill staff – from 81% of employers.
- Access to funding to support training – from 88% of businesses.
- Training courses/qualifications that are designed for their specific sector – 69%.
- Access to training courses that form a clear career pathway to support employee professional development – 63% employers wanted this.
- 56% of employers wanted tutors that have up-to-date knowledge of their sector.
- Training courses leading to qualifications for specific occupations (formally accredited by recognised awarding bodies) – 59% of employers stated this was wanted.
- 37% wanted training courses leading to qualifications for specific occupations (that were not formally accredited by recognised awarding bodies).

Monitoring and review

The outcomes will contribute to the key performance indicators to measure the extent that employer’s needs are being met, eg employers able to access local training. Baselines will be identified at the outset, to support monitoring and help to identify the impact of changes made through LSIP delivery.

The Project Management team will report on the KPIs and progress on the LSIP implementation to both DfE and the LSIP Board, cascading details through sector steering groups. The LSIP will be reviewed, and actions updated based on new evidence of need captured through the ongoing employer engagement activities.

PART 3: DELIVERING THE LSIP PRIORITIES

This section sets out the road map of how we will work with the employers, providers and other stakeholders to deliver the priorities.

1 – the likely lead organisation is in bold and potential partners – this is not an exhaustive list others may be added as relevant

2 – the top line outcome/benefits to be realised

3 – code for review/monitor method

A an annual report

B updates commissioned to/from LSIP board, including potential cascade of information

C updates or case studies shared on LSIP website

D cascade according to comms plan including social media/newsletters

The schedule for monitoring will be agreed with the lead provider and partners where not indicated

4 – Abbreviations used

Chamber West and North Yorkshire Chamber of Commerce in partnership with
Mid Yorkshire Chamber of Commerce

CITB Construction industry Training Board

ITPs Independent Training Providers

JCP Job Centre Plus

LA's The 5 local authorities covered by the LSIP – Bradford, Calderdale,
Kirklees, Leeds and Wakefield

Providers Potentially all providers of education and training in the region

REC Recruitment & Employment Confederation

WY West Yorkshire

WYCA West Yorkshire Combined authority

WYCC West Yorkshire Consortium of Colleges

YLP Yorkshire Learning Providers – also known as West Yorkshire

Learning Providers and North Yorkshire Learning providers

YU Yorkshire Universities

Item	Activity	Likely lead and example partners ¹	Start date	End date	Outputs/benefits ²	Review/monitor/update process ³
1	Agree reviewed Terms of Reference for WY LSIP Board Road Map implementation phase	Chamber project team, all current membership	Sep-23	Nov-23	<ul style="list-style-type: none"> Clear structures, full buy in from partners 	Annually
2	Set up/expand on existing sector-based groups with local representation to drive collaboration, reduce duplication, support provision mapping and progression routes	Chamber , providers, employers, WYCA ⁴ , business representative bodies	Oct-23	April-24	<ul style="list-style-type: none"> Established groups as required, with appropriate leads Increased comms/understanding of what is in place by all partners in the delivery of skills training Increased sharing between providers in relation to course delivery options Increased input to curricula development by employers 	Notes shared from group, reflect on impact to curricula development feedback to board. Cross reference between groups C



Item	Activity	Likely lead and example partners ¹	Start date	End date	Outputs/benefits ²	Review/monitor/update process ³
3	Deep dive provision mapping against our sector priorities to establish good practice, duplication, and gaps (include higher and degree apprenticeships)	WYCA/Chamber, Providers, YU, sector specialists, LAs	as required from Oct-23	Mar-24	<ul style="list-style-type: none"> Clarity re gaps and duplication Accountability agreements clearly informed Greater understanding of gaps informing curricula development 	Ad hoc working group overseen by board, individual feedback A, B, C
4	Review of FE Accountability Agreements as part of provision mapping to check what plans are in place for new provision	TBC, Chamber, WYCC, skills specialists, WYCA, providers	Oct-23	Annually to align with April sign off	<ul style="list-style-type: none"> Maintain understanding of the marketplace for courses Increased availability of courses to meet demand Benefits from 2023/24 academic year Career pathways become more clear Courses for specific occupations clearly signposted to meet demand. 	As part of annual accountability agreement review cycle lead by WYCA One to one from WYCA to colleges as part of negotiations A, B
	Course Enhancements					
5	Identify opportunities to retain/secure L2/L3 funding in priority sectors where required, to ensure pathways to work are maximised (with a focus on Social Care)	WYCA, provider networks, providers, Chamber, business representative bodies	Sep-23	TBC	<ul style="list-style-type: none"> Ensuring EDI for all learners, regardless of qualifications undertaken Options for returners to work/career change are enhanced, vacancies in affected roles are reduced 	WYCA data reports, open data reporting B, D
6	Collaborative working across the provider network to address specialisms within sectors, to share expertise for niche areas, explore co-running of courses/cross college delivery	Providers, employers, WYCA, other careers guidance providers, Chamber	Jan-24	ongoing	<ul style="list-style-type: none"> Increased efficiencies in course delivery and provision availability Support sharing of expertise regionally enabling employers needs to be met Students to report increased access to courses Impact from 24/25 Cost effective delivery of courses that have previously been unable to run 	Course data/achievement data, specific facilitation of provider group A, B, C, D



Item	Activity	Likely lead and example partners ¹	Start date	End date	Outputs/benefits ²	Review/monitor/update process ³
7	Support identification and communication of gaps in training identified by employers to provider base to inform curriculum planning	Chamber, WYCA, employers	following course starts Sep-23	summer-25	<ul style="list-style-type: none"> Better understanding of course marketplace and funding opportunities maximised Employers find the providers more responsive to need Improved relationships between employers and providers Improved understanding of the needs, and course content can be explained so matching of need and existing provision does not require as much expert intervention, enabling providers to release capacity to focus resources on unmet need that requires new course development 	Updates from Business engagement team. LSIP board, track feedback to providers, update on ongoing basis via comms to provider network A, D
8	Develop resources in colleges/ITPs to support greater collaboration with employers, including for curriculum development and placements	Providers, ITPs, WYCA, YU, employers, business representative bodies	Nov-23	summer-25	<ul style="list-style-type: none"> Co-designed new courses tailored to local need; higher quality resources available for delivery/access by students Increased availability of placements Students feel impact on study Employers find they see the benefits of the training for their staff. Impacts start within 3 months of development 	Survey of businesses, reporting by colleges/ITP providers A, B, C, D
9	Increase provision available at L4 and L5 in modular, flexible format in priority sectors, eg low carbon technologies – collaborative working across provider base to offer different pathways and specialisms	Providers, ITPs, WYCA, business representative bodies	Aug-23	TBC	<ul style="list-style-type: none"> Increased access to local provision, training courses that have been designed for specific sectors and occupations 	Providers network, feedback via WYCA, course review A
10	Increase provision in small, bite-size and introductory format in priority, technical sectors	Providers, WYCA, business representative bodies, employers, LAs, YU	Oct-23	summer-25	<ul style="list-style-type: none"> Increased access to local sector-specific courses Speed with which learners can upskill increased as do not have to attend courses and can fit learning into down time more easily "Try before you buy" – lower drop out on more advanced courses as better understanding of content by potential attendees and fewer people making inappropriate career change/course selection as opportunities to test appropriateness are increased 	Course pass rates, outputs from providers/ITPs to WYCA, employer surveys, feedback in communications to providers/ITPs A, B, C, D



Item	Activity	Likely lead and example partners ¹	Start date	End date	Outputs/benefits ²	Review/monitor/update process ³
					<ul style="list-style-type: none"> Use of new skills in workplace more rapidly supported as short course is less to try out in work next day. 	
11	Creation/maintenance of alternative shorter courses to provide pathway into key sectors, for those who are not ready to access T-Levels, incorporating transferable skills	Providers, WYCA, Chamber, employees	Apr-24	TBC	<ul style="list-style-type: none"> Increased numbers of people able to show skills for key sectors, applicants to roles better able to demonstrate skills sets Progression to next level training increased Reduction in untimely departure from roles as are better informed of requirements before starting in post and can show ability to move from one role to another in practice 	Uptake of courses via provider data/destination data/WYCA A, B, D
12	Increase bootcamp style provision to help mid-career individuals transfer into key labour shortage occupations.	Providers, employers, JCPs, WYCA, other careers guidance providers	Sep-23	summer-25	<ul style="list-style-type: none"> Reduction in skills gaps in digital/tech related sectors More swift progression from one career to another for citizens Reduction in labour shortages Greater success in securing employment for unemployed individuals 	Course data from colleges, employment data A, B
13	Increase apprenticeship (incl degree) opportunities and pathways into skills shortage occupations eg legal degree apprenticeships	TBC, YLP, universities, business representative bodies, employers	Mar-24	ongoing	<ul style="list-style-type: none"> Potential career pathways are clearer for those considering options More diverse learning experience opportunities and routes into employment More rapid transition to earning from learning for learners in these sectors Improved EDI outcomes enabled as need to self-fund for degree reduced and access pathways to work expanded 	Employment statistics from WYCA/open data/DWP, course outcomes from providers A, C, D
14	Raising awareness of leadership and management provision to support employers to plan for their workforce skills and influence development of resources	Providers, WYCA, Chamber, employers, YU	Sep-23	ongoing	<ul style="list-style-type: none"> Access to training to upskill staff Potentially bite size freely accessible materials and more in depth funded/ paid for courses More effective and efficient staff at all levels Internal promotion opportunities enhanced More long-term planning leading to fewer shortages/less down time resolving issues Enhanced teamwork 	Skills Hub/brokerage network feedback, business survey, feedback from provider business engagement teams, direct feedback via business engagement team A, B, C, D
15	Collaborative working to raise awareness of the benefits of digitisation and automation. Ensure associated provision is in place to meet needs	Providers, Chamber, WYCA	Oct-23	ongoing	<ul style="list-style-type: none"> Streamlined working practices Increased efficiencies in the workplace Enhanced skills in the workforce Reduced overheads 	Completion of relevant student destination stats, survey of businesses A, D
	Support for Delivery of Training					



Item	Activity	Likely lead and example partners ¹	Start date	End date	Outputs/benefits ²	Review/monitor/update process ³
16	CPD for employees based within education sector, to enable them to keep up with technology/techniques and developments	Providers, Chamber, WYCA, employers, YLP, WYCC, YU	Sep-23	summer-25	<ul style="list-style-type: none"> Tutors with up-to-date knowledge. Increased no of experts in the field feeding into the learning experience at colleges, one off or ongoing delivery direct to students Providers are more able to offer tailored courses to the latest tech Learner confidence in current knowledge of tutors increased Real life application of learning can be more readily articulated Employers/providers relationship strengthened 	Survey, feedback on staffing reports, Ofsted/other inspection, direct comms to providers/links with employers, business engagement team A, D
17	Train the trainer programme development, including tutor Bank, to fill tutor gaps in both industry (within employers) and education across priority sectors	Providers, employers, universities YU, YLP, WYCC	Mar-24	ongoing	<ul style="list-style-type: none"> “Relief” Tutors with up-to-date knowledge Train the trainer courses for specific occupations Enhancing work-based support for apprenticeships and other in work delivery Enhanced support for apprenticeship/placement students and understanding of requirements Experts by experience have their skills in knowledge transfer enhanced leading to better quality delivery into provider courses on an ad hoc basis Within organisations coaching/training enhanced enabling knowledge cascade 	Feedback from providers/employers, course completion stats, direct comms A, C, D
18	Create a modular teaching qualification for subject matter experts to enable increased hybrid teaching	Providers, employers, universities, YLP, WYCC, YU	Jan-24	ongoing	<ul style="list-style-type: none"> Increased end of career/mid-career pathways for experts to incorporate some teaching into their work portfolio, including potential to move into teaching full time without taking a full year out for teacher training smoothing the transition Increased availability of people to deliver tuition in latest technologies and applied examples with direct relevance to today's workplace 	course completion data, tracking teaching vacancies, student/employer feedback on courses A, C
Net Zero Support						
19	Ensure 'green' modules are added to existing qualifications in priority sectors	Providers, WYCA CITB	Oct-23	ongoing	<ul style="list-style-type: none"> Additional modules within existing courses/stand alone for upskilling purposes to enhance the carbon neutral work for the region Access to training to upskill staff Greater understanding of how to make your business more carbon neutral for non-specialist staff 	Course completion data, courses available data, business skills survey results, ongoing skills survey, sharing of case studies and



Item	Activity	Likely lead and example partners ¹	Start date	End date	Outputs/benefits ²	Review/monitor/update process ³
					<ul style="list-style-type: none"> Enhanced skills for those involved in delivery of practical actions that contribute to enhancing the carbon neutrality of working practices, engines, workspaces, homes, etc 	communications direct to partners/stakeholders A, C, D
20	Programmes to support businesses and organisations to embed sustainable work practices	WYCA, Providers, CITB	Feb-24	ongoing	<ul style="list-style-type: none"> Access to training to upskill staff Greater understanding of how to make your business more carbon neutral for non-specialist staff enhanced skills for those involved in delivery of practical actions Enhanced business efficiencies and reduced costs 	Skills surveys to businesses, ongoing feedback from Skills Hub conversations A, B, C, D
	Promotion of existing initiatives					
21	Review options in relation to an independent brokerage service to enable signposting to courses, i.e. central contact point to identify business need, translate it into training and find the best local provider	Chamber, WYCA, Providers	Sep-23	Dec-23	<ul style="list-style-type: none"> Increased take-up of local provision Increased understanding of courses available by individuals and businesses Clear referral pathways between services Businesses report ease of access to information Business engagement advisors across services share info 	Working group overseen by board B, C, D
22	Establish local, shared process for brokerage	Chamber, WYCA, Providers, WYCC, YU	Dec-23	ongoing	<ul style="list-style-type: none"> Increased take-up of local provision Increased understanding of courses available by individuals and businesses Clear referral pathways between services Businesses report ease of access to information Business engagement advisors across services share info 	Dependent on 3 A, B, C, D
23	Coordination with existing CIAEG infrastructure to support promotion of priority sector careers – careers myth-busting and positive role modelling for new labour market entrants and those changing careers	TBC, JCPs, WYCA, other careers guidance providers, business representative bodies, Chamber, REC	Oct-23	summer-25	<ul style="list-style-type: none"> Coordinated promotion of local opportunities Improved information for citizens Ease of access to information on career change increased positive new stories 	Monitor of positive stories/applications B, D

ANNEX A: LOCAL STRATEGIC CONTEXT

Strategic infrastructure

The LSIP has been developed within a context that includes the following infrastructure:

An Elected Mayor, Tracy Brabin, who represents the interests of West Yorkshire's 2.3 million residents. The Mayor works with the leaders of the five councils that make up the West Yorkshire Combined Authority. The Mayor's priorities include how to level up communities, with four of her 10 pledges focusing on businesses and skills (<https://www.westyorks-ca.gov.uk/a-mayoral-combined-authority/mayoral-pledges/>), including "prioritise skills and training to ensure everyone in West Yorkshire has the skills they need to secure work".

West Yorkshire Combined Authority (WYCA – <https://www.westyorks-ca.gov.uk/>) – with strategic oversight of a range of policies and programmes that support the vision "to create a West Yorkshire that is prosperous, well connected, safe, inclusive and a hotbed of creativity and sustainability". WYCA is made up of the Mayor and elected councillors from Bradford, Calderdale, Kirklees, Leeds and Wakefield local authorities; the Chair of the Local Enterprise Partnership and a non-voting member representing the City of York Council.

WYCA with the Mayor (and the LEP) oversee a range of policies and programmes that contribute to objectives set out in the annual corporate plan. These include:

- Empowering our communities, towns and cities to thrive
- Championing culture, sport and creativity
- Driving economic growth and innovation to enable good jobs
- Enabling a diverse, skilled workforce and accessible learning for all

Priorities this year, which also link to priorities in the LSIP, include:

- Deliver the early priorities of our Carbon and Environment Plan and build our longer-term plans into implementable projects to work towards our target of becoming net zero by 2030.
- Grow the Creative and Digital sector through the Creative Digital Catalyst Programme.
- Implement the Employment and Skills Framework, including a Digital Skills Plan.

<https://www.westyorks-ca.gov.uk/media/8648/new-corporate-plan-2022-23.pdf>

WYCA have overall responsibility for distributing a range of funding including:

UKSPF – with an allocation of £83,054,057

Devolved Adult Education Budget - with an allocation of £65,000,000 <https://www.westyorks-ca.gov.uk/growing-the-economy/business-and-skills/adult-education-budget/>

Leeds City Region Local Enterprise Partnership (<https://www.the-lep.com/about-us/our-board/>) – brings together business and local authority leaders to oversee and make strategic decisions on the Strategic Economic Plan (SEP) 2016-2036.

The LEP develops strategy and policy aimed at meeting both the current and future needs of the region's economy, and it delivers projects that support businesses and accelerates growth. Objectives and activities are set out in the SEP against the four Strategic Priorities:

Priority 1: Growing Businesses



Priority 2: Skilled People, Better Jobs

Priority 3: Clean Energy and Environmental Resilience

Priority 4: Infrastructure For Growth

<https://www.westyorks-ca.gov.uk/media/1110/strategic-economic-plan.pdf>

West Yorkshire Manufacturing Task Force – involving 15 representatives of different parts of West Yorkshire’s manufacturing sector. Set up to review, research, consult and report, setting out a series of action-based recommendations to support the future resilience of the manufacturing sector. Areas of focus for the Task Force include:

- Future Industry Skills Needs: exploring the skills and capabilities that are required for the future of manufacturing.
- Productivity: looking into solutions and best practices that can tackle our regional productivity puzzle.
- Digitalisation and Adoption: supporting businesses to adopt and/or make greater use of digital technologies to streamline supply-chain, customer-relations and financing systems.
- The Transition to Net Zero: how our manufacturing base adopts to, and contributes to, tackling the climate emergency.

<https://www.westyorks-ca.gov.uk/a-mayoral-combined-authority/mayoral-pledges/manufacturing-task-force/>

Alongside these publicly-led organisations, West Yorkshire also benefits from a strong representation of business-led organisations, including the 2 Chambers of Commerce partnering to deliver this LSIP, CBI and the Federation of Small Business.

Skills related infrastructure

As set out in the main part of the report, West Yorkshire has a strong post-16 skills infrastructure includes the following:

Overarching WYCA/LEP led strategic bodies:

- Employment and Skills Committee – <https://westyorkshire.moderngov.co.uk/mgCommitteeDetails.aspx?ID=224>
- Business, Economy and Innovation Committee – <https://westyorkshire.moderngov.co.uk/mgCommitteeDetails.aspx?ID=221>

West Yorkshire Consortium of Colleges (WYCC)

The Consortium operates on behalf of the FE colleges in West Yorkshire as the ‘Colleges’ company’. They offer access to a diverse range of training and support funded through various funding sources, including DfE’s Strategic Development Fund. They operate/coordinate programmes such as the Green Skills Service and Skills Connect, on behalf of their membership and other partners including Independent Training providers and the Universities in the region.

<https://www.westyorkshirecolleges.co.uk/>

FE is represented across West Yorkshire through a diverse group of colleges (some of which also deliver HE provision) including:



Funded by UK Government

Calderdale College, Bradford College, Keighley and Leeds City Colleges (both part of the Luminate Group), Kirklees College, Leeds College of Building, Shipley College, Castleford and Wakefield Colleges (part of the Heart of Yorkshire Group).

Sixth form colleges include Notre Dame Catholic Sixth Form College, Greenhead College, New College Pontefract, Huddersfield New College, Dixon's Sixth form Academy.

Designated Institutions include Future Horizons, Leeds.

Yorkshire Learning Providers (YLP)

YLP's diverse group of members also provide a wide range of FE/HE and technical provision. They are a network of training organisations operating across Yorkshire, representing training providers (including those delivering sector specialisms), colleges, universities and schools. They provide support and services covering four elements:

- The Network
- Support Services
- Contracts, Research and Projects
- Conferences and Events

<https://www.wyyp.org.uk/>

Yorkshire Universities (YU)

YU provides a regional voice representing eleven universities and one specialist higher education institution (HEI) across Yorkshire. Seven of these are in West Yorkshire. They have a key role in supporting partnership and collaborative working particularly contributing to the skills agenda in the region.

<https://yorkshireuniversities.ac.uk/>

West Yorkshire Digital Skills Partnership

The Digital Skills Partnership is supported by the Department for Digital, Culture, Media & Sport, and has been created to inspire change and tackle local digital skills challenges. Its aims are:

- Social Digital Inclusion – no individual is left behind as all are supported to engage in an increasingly digital society through accessible and inclusive provision of digital skills training.
- Workforce for the Future – the skills shortages and gaps are reduced in roles within the digital sector and in roles that require digital skills.
- SME and Third Sector Growth – SMEs and third sector value and invest in digital skills for their workforce to transform their businesses.
- Simplifying the Digital Offer – all residents understand how to access digital career guidance and digital skills training for any stage of life or work.

<https://www.westyorks-ca.gov.uk/growing-the-economy/business-and-skills/west-yorkshire-local-digital-skills-partnership/>

There are clear linkages between the work of the Partnership and key priorities that have been identified through the LSIP. In taking forward these priorities there will be close coordination with the Partnership.

Green Jobs Task Force

This was established to contribute to the achievement of the Mayor's Pledge – 1000 green jobs for young people (skilled and well paid). In addition to advising on the development of the Mayoral Green Jobs Gateway to support this pledge, the Task Force was set up to agree



actions that were needed to provide access to green skills and jobs and the business community with access to a skilled and talented workforce.

<https://www.westyorks-ca.gov.uk/a-mayoral-combined-authority/mayoral-pledges/1000-green-jobs-in-west-yorkshire/>

Local Authorities

The five local authorities (Calderdale, Bradford, Kirklees, Leeds and Wakefield) also have extensive skills related support and delivery teams, supporting their residents into and progression within employment, whilst also working with their local businesses to ensure they can access the skills they need.

Business-Led Organisations

There are also a diverse range of sector specific groups focusing on business and skills related activities. Research and consultations undertaken by these have informed the priorities and discussions. These include:

- Calderdale and Kirklees Manufacturing Alliance – <https://www.ckma.co.uk/>
- Leeds Manufacturing Alliance – <https://leedsmanufacturingfestival.co.uk/about>
- Textile Centre of Excellence – <http://textilehouse.co.uk/>
- Construction Industry Training Board (CITB) – <https://www.citb.co.uk/about-citb/what-we-do/citb-in-your-local-area/yorkshire-and-humber/>

Key skills related strategies, plans and supporting documents

There are several existing strategies and plans that provide the context for the LSIP and will support activities both within the LSIP and alongside of it.

Skills and Employment Framework (SEF)

This sets out the 5 priorities that will contribute to the Combined Authority’s vision for West Yorkshire ‘to be recognised globally as a place with a strong, successful economy where everyone can build great businesses, careers and lives supported by a superb environment and world-class infrastructure.’ These are:

- Quality technical education.
- Great education connected to business.
- Accessing and progressing in good work.
- Creating a culture of investment in workforce skills.
- Driving innovation and productivity through high level skills.

It is supported by the latest research and intelligence (eg the Local Skills Report) and is intended to be a dynamic overarching framework enabling responsiveness to changing needs in the region, and for detailed strategies and plans to be developed within it to address specific opportunities or funding requirements. It also forms the basis for additional policy statements, including the High Level Skills and Apprenticeship Policy Statements.

<https://www.westyorks-ca.gov.uk/media/6573/employment-skills-framework-final.pdf>

<https://www.westyorks-ca.gov.uk/media/7885/local-skills-report-2022-final-pdf.pdf>

<https://www.westyorks-ca.gov.uk/media/8003/indicator-appendix-wy.pdf>

<https://www.westyorks-ca.gov.uk/media/5394/policy-statement-raising-the-bar-on-high-level-skills.pdf>



<https://www.westyorks-ca.gov.uk/media/5395/policy-statement-more-and-better-apprenticeships.pdf>

Adult Education Budget (AEB) Strategy

AEB provides a potential source of funding to support the implementation of the LSIP. The Key priorities for West Yorkshire AEB are to:

- Support the unemployed to gain and sustain employment.
- Unlock progression opportunities and career adaptability through skill, particularly for those on low wages and with insecure work.
- Make learning more inclusive to support disadvantaged residents.
- Increase the supply of skills to support key sectors in West Yorkshire.
- Improve West Yorkshire's resilience by identifying and delivering the skills needed for the future.

<https://www.westyorks-ca.gov.uk/media/5148/wyca-adult-education-budget-strategy-sept-20.pdf>

<https://www.westyorks-ca.gov.uk/media/10118/west-yorkshire-aeb-funding-rules-2022-23-v5.pdf>

<https://www.westyorks-ca.gov.uk/media/9607/22-23-wyca-aeb-allocations-v3.pdf>

Digital Skills Plan

As referenced above, the Digital Skills Partnership have developed a skills plan, that will align with digital skills actions in the LSIP.

<https://www.westyorks-ca.gov.uk/media/9492/digital-skills-plan.pdf>



ANNEX B: BACKGROUND AND METHOD

Methodology for business engagement – West Yorkshire LSIP

The task for the LSIP was to ‘convene providers and employers which lead to the identification and prioritisation of skills needs with the development of actionable solutions’, and ‘develop learner demand and employer engagement to support providers, employers and the wider skills system’.¹⁶

The first step was to recruit a business engagement team. We were unable to recruit one post.

The business engagement strategy included event attendance, mailshots, direct phone calls, questionnaires/surveys, one-to-one meetings (either virtual or face-to-face) and one-to-many events. Email mailshots were sent to promote the LSIP and ways to get involved. We utilised the Chamber of Commerce and other local authority emailing lists as well as local branches of industry bodies such as CIPD, manufacturing alliances and forums.

The business engagement team alongside the board, project management team and consultant developed a methodology to capture business’ skills needs and engage with sufficient number of businesses to analyse data trends. Primarily this was achieved through two survey tools; the first, a short survey that captured high level information and the second, a longer questionnaire that was more detailed.¹⁷

An ‘engagement’ with the LSIP involved any interaction with the project. The short survey was the next point of contact for business engagement. Those who were willing to discuss further could leave their contact details for a follow up conversation. There was the option to answer this questionnaire anonymously if the business did not want their contact details captured. The short survey took approximately 2 minutes to complete. The business engagement team were then able to use these responses as a funnel for future engagement.

The long questionnaire was based on the Hull and East Yorkshire Chamber’s research survey. It consisted of approximately 40 questions and took between 10-15 minutes to complete. When developing our questionnaire, we considered usability for the businesses as well as ease of data processing and decided to use MS Forms as the tool for hosting the survey. MS Forms formats the data into MS Excel which can then be manipulated and analysed.

We hosted two virtual focus group feedback sessions with two Boards on 9th February for West Yorkshire and 10th February for North Yorkshire. We changed the wording of the questions to reflect a more diverse target audience to ensure that we did not inadvertently lead businesses to assume the LSIP was only for young people. We also removed jargon around qualification levels as this does not translate well to the general business population. Our finalised long questionnaire was completed by 14th February and live by 17th February 2023.

There are significant limitations to using survey tools, however, in order to collect business responses, we needed a structured tool to allow us to analyse the data effectively. One limitation included not being able to capture the nuance of an individual business’ circumstances due to the need to create standardised responses. To address this the Business Engagement Team also conducted one-to-one meetings with businesses that were happy to follow up their questionnaire responses with a face-to-face discussion.

¹⁶ Chapter 3.1, LSIP Statutory Guidance August 2022, p.9.

¹⁷ See below for Skills Need Questionnaire and LSIP Employer Skills Survey for more information



Another limitation was being able to encourage businesses to complete surveys. Within the region, there are significant numbers of surveys sent by local authorities, the MCA and education providers around skills development, curriculum planning and business needs. Skills 'fatigue' presented a barrier to get businesses to complete the short survey and long questionnaire. Therefore, the business engagement team had to convince participants of the value in engaging with the LSIP research project. The implications of the LSIP being part of Ofsted's enhanced inspections got more buy in with businesses. However, conveying this value proposition was a challenge throughout the entire research phase as there were no short-term tangible benefits of engaging with the LSIP just the medium-term 'promise' of change in education provision in the region.

Another part of our engagement strategy involved hosting employer and provider events that brought both stakeholder groups together. The events were hosted on the 19th April at The Midland Hotel, Bradford and 10th May at The Piece Hall in Halifax. During the events, the LSIP team gave an update on the production of the report and shared some feedback from the ongoing business engagement. The LSIP team then facilitated a number of round table discussions around the key cross cutting themes: Net Zero Transition/Sustainability, Equality, Diversity and Inclusion (EDI), Science, Technology, Engineering, Arts, Mathematics (STEAM), Digitisation and Automation, Leadership and Management and Transferable skills.

In developing and delivering our business engagement strategy, we have been mindful of the needs of employers and the current limitations placed on training providers.

Details of number of engagements and survey completions

Location	Total Engagements	Short Survey	Wanted Further Engagement	Long Survey Completion	% short survey per area	% long Questionnaire v short survey per area	Number of 1-2-1 Held
Bradford		84		19	30%	23%	7
Calderdale		22		4	8%	18%	2
Kirklees		31		9	11%	29%	4
Leeds		116		24	42%	21%	10
Wakefield		21		3	8%	14%	1
Other		2			1%		
Total	849	276	136	59			24

Newsletters and Events Attended

Location	Events Attended	Estimated Number of Attendees	Business and Provider Events Hosted	Focus Groups Hosted	Provider Events Hosted	Newsletter Features
Bradford	9		1			
Calderdale	6		1			
Kirklees	4					
Leeds	18				1	
Wakefield	9					
Virtual	3				1	
Total	49	2589	2	9	2	10

Detailed Industry Focus groups hosted

Date	Time	Priority Sectors:
18/04/2023	12 noon	Health and Social Care
19/04/2023	4pm	Construction
25/04/2023	4pm	Logistics and transport/Distribution
02/05/2023	4pm	Low Carbon
03/05/2023	2pm	Financial and Professional Services
09/05/2023	2pm	Education
09/05/2023	4pm	Engineering and Advanced Manufacturing
10/05/2023	2pm	Creative Industries
10/05/2023	4pm	Digital and Technology



Short Survey Questions

Your first name; surname

Company name

Email

Phone

Postcode

Business Based in: West Yorkshire / North Yorkshire

Which local authority is your business in?

Bradford, Calderdale, City of York, Leeds, Kirklees, North Yorkshire, Wakefield.

Which Sector do you cover?

	Apparel	Banking	Biotechnology
Agriculture			
Chemicals	Communications	Construction	Consulting
Education	Electronics	Energy	Engineering
Entertainment	environmental	Finance	Food and beverage
Government	Healthcare	Hospitality	Insurance
Legal	Machinery	Manufacturing	Media
Not for profit	Other	Property	Recreation
Shipping	Technology	Telecommunications	Transportation
Utilities	Wholesale and retail		

Is there a skills gap within your staff force that you are finding difficult to address?	yes/no/don't know
Do you have challenges recruiting employees with the right skills for your business?*	Yes/no/for specialist roles
Any areas in particular? Eg	
Technical Skills	Yes/no
Soft Skills such as communication attitudes or behaviours?	Yes/no
Functional skills in maths, English/literacy or basic IT usage (if required)	Yes/no
Other	
Can you easily source and access the correct training for your existing staff to address skills gaps when they are identified?	No/ mostly yes For all skills / Don't know
Do you find that the training available is in a format your staff can easily access and then use straight away in the workplace?	Yes/no/sometimes
have you identified what changes in skills your business is likely to need over the next 2-5 years?	Yes /no
would you be willing to discuss any of these areas further with one of our LSIP team	Yes/no Name Email Phone



Detailed Questionnaire - Employer Skills Survey – West Yorkshire

Introduction

The Department for Education has contracted West and North Yorkshire Chamber of Commerce to deliver two Local Skills Improvement Plans (LSIPs) for the region, one for North Yorkshire and a second for West Yorkshire, with the latter being delivered in conjunction with Mid Yorkshire Chamber of Commerce.

We were awarded the contract by the Department for Education and are tasked with understanding the skills needs of local employers and facilitating the conversation between training providers and employers about how to best address skills gaps that are identified.

Thank you for taking part in this survey. Your feedback is critical in helping inform the development of the LSIP and understanding the key priorities and changes needed to ensure education and training is more closely aligned to employer and local labour market needs. We will not be seeking to rewrite education policy, nor are we intending to compete with pre-existing skills plans. Our aim is to complement and enhance what already exists for the betterment of the region.

The survey will take around 15 minutes to complete. Ideally it should be completed by someone with a strong knowledge of the skills and recruitment requirements of your business.

Looking After Your Data

All personal data you supply for the purposes of the survey will be securely stored and only retained until conclusion of the project research period. This data is held in line with the privacy policies of both West and North Yorkshire Chamber of Commerce and Mid-Yorkshire Chamber in their respective geographic locations, both of which can be reviewed below. You have the right to withdraw from the research project at any point, by notifying the relevant Chamber of Commerce.

<https://www.wnychamber.co.uk/privacy-policy/>

<https://my-chamber.co.uk/privacy-policy/>

Within this survey we use the term 'education providers' which includes:

- Independent training providers (local or online)
- Colleges
- Universities
- Schools
- University Technical Colleges (UTC)
- 6th Form Colleges
- Other organisations that offer any other skills training and/or qualifications. This can include accredited and non-accredited courses, bespoke or off the shelf forms of delivery that may be prior to employment or for professional development funded by business, the employee or through other sources.

The list of industry sectors has been taken from the ONS Report UK Business: Activity, Size and Location. However, we have separated out creative and digital, retail, wholesale and defence. See this link for more information:

<https://www.ons.gov.uk/businessindustryandtrade/business/activitysizeandlocation/datasets/ukbusinessactivitysizeandlocation>

Business and Contact Details

Please provide your details below. This will allow West and North Yorkshire Chamber of Commerce, in partnership with Mid-Yorkshire Chamber of Commerce, to contact you where



you have requested further information and / or about your business and its skills needs more generally.

Your business details will not be attached to the collated feedback you have provided and will be anonymised in any published document.

1. Your name
2. Job title
3. Business Name
4. Email address

About Your Business

5. Please give a brief description of what your business / organisation does. This might be how you would describe it to someone you had just met or on your Organisation's website.

Free Text Response

6. What is your main industry / sector?
 - Accommodation and Food Services
 - Agriculture, Forestry and Fishing
 - Business Administration and Support Services
 - Construction
 - Creative and Digital
 - Defence
 - Education
 - Finance and Insurance
 - Health
 - Hospitality
 - Information and Communication
 - Manufacturing
 - Mining, Quarrying and Utilities
 - Motor Trades
 - Professional, Scientific and Technical
 - Property
 - Public Administration
 - Retail
 - Transport and Storage (including Postal)
 - Wholesale
 - Another industry / sector (please give brief details)

7. Which local council/borough council area is your business based?
 - Bradford
 - Calderdale
 - City of York
 - Craven
 - Hambleton
 - Harrogate
 - Kirklees
 - Leeds
 - Richmondshire
 - Ryedale
 - Scarborough



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- Selby
- Wakefield
- Other

8. Where else do you have other office locations, if any?

Free text response

9. Which of the following best describes the size of your business?

- Micro (less than 10 employees)
- Small (10 to 49 employees)
- Medium (50 to 249 employees)
- Large (more than 250 employees)

10. If you are able, please indicate the general age distribution of your workforce across the following age groups. Please rank from most employees to least employees for each group.

- % aged 16 to 24
- % aged 25 to 44
- % aged 45 to 64
- % aged 65+

11. Have you heard of Local Skills Improvement Plans (LSIPs)?

- Yes
- No

Support for Recruitment and Training Needs

12. Do you have any specific skills gaps?

- Yes
- No
- Don't know

13. If yes, what are the skills gaps?

Free Text Response

14. In general, do you know where to go to access the training and development support you need for your workforce?

- Yes
- No

15. If so, where would you go?

*Free Text Response

16. Can you source it locally?

- Yes
- No

17. When did your business last use the services of any education providers? If you haven't engaged with an education provider please respond 'never'.

- In the last 6 months
- In the last 12 months
- In the last 2 years



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- In the last 3 years
- More than 3 years ago
- Never

18. How would you rate your business's experience in engaging with education providers? Please select one option in each row. (Very positive / Positive / Neutral / Negative / Very Negative / Don't Know)

- Finding a local education provider who offers the training you require
- The quality of education or training received
- The relevance of the education or training to the job that employees do

19. Has your business been asked to contribute or become involved in course design by an education provider?

- Yes
- No

20. Would your organisation be prepared, in principle, to participate in developing training course content?

- Yes
- No

21. In which of the following ways do you currently or would your organisation be prepared to participate in developing course content? Please select all that apply.

- Being consulted about course content
- Being directly involved in the development of course content
- Being involved in delivery of courses through site visits or by providing talks to learners
- Being involved in delivery of courses by formally teaching aspects of the curriculum/course
- Other (please specify)
- *Free Text Response*

22. Would you like further information on any of the following?

- Recruiting external staff
- Developing/upskilling your staff
- Transferring unspent Apprenticeship Levy to another employer (if applicable)
- Schools Partnership Teams (eg, by working with schools and colleges to promote careers within your industry)
- Information on how to make adjustments for employees with health needs or disabilities to help them to access training

Skills and Training

23. Which of the following skills and training approaches are of benefit to your business? Please select all that apply.

- A relationship with education providers who have an understanding of the needs of your business and sector
- Access to funding for staff training
- Access to local training to upskill staff
- Tutors that have up-to-date knowledge of your sector
- Access to sites with appropriate equipment for technical training
- Access to training courses that form a clear career pathway to support employee professional development



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- Access to training courses and/or qualifications designed for your sector
- Training courses leading to qualifications for specific occupations (formally accredited by recognised awarding bodies)
- Training courses leading to qualifications for specific occupations (NOT formally accredited by recognised awarding bodies)
- None of the above
- Other (please specify)
- *Free Text Response*

24. Which of the following types of skills and attributes will be important to your business over the next three years? Please select all that apply.

- Creativity
- Customer Service
- Employability skills (eg team working, taking initiative, being inquisitive, attendance, time keeping, work ethic)
- Financial management
- IT and digital
- Leadership and managerial
- Literacy
- Numeracy
- Planning and organisational
- Sales and marketing
- Skills to do with low carbon and the transition to net zero
- Technical, practical or occupation specific
- Don't know
- Other (please specify below)
- *Free Text Response*

25. To what extent are there currently skills shortages or gaps in those areas that you have said are important? Please select one option in each row. (Not at all / To some extent / To a great extent / N/A)

- Creativity
- Customer Service
- Employability skills (eg team working, taking initiative, being inquisitive, attendance, time keeping, work ethic)
- Financial management
- IT and digital
- Leadership and managerial
- Literacy
- Numeracy
- Planning and organisational
- Sales and marketing
- Skills to do with low carbon and the transition to net zero
- Technical, practical or occupation specific
- Other skills gaps

26. What would make the biggest difference to you being able to successfully train and develop your workforce?

Free Text Response

Recruitment

27. During the last 12 months have you experienced any of the following difficulties in recruiting? Please select all that apply.



- Finding sufficient numbers of employees
- Finding employees with the right technical skills for your business
- Finding employees with the right employment skills (employability skills, transferable skills, communication, attitude, body language etc)
- Finding employees with sufficient levels of literacy
- Finding employees with sufficient levels of numeracy
- Finding employees from the local area
- Accommodating hybrid working
- Time to recruit and induct new staff
- None of the above (have not experienced any difficulties in recruiting)
- Other (please specify below)
- *Free Text Response*

28. Which of the following do you plan to do over the next 12 months? Please select all that apply.

- Recruit new staff with an option of an apprenticeship or other appropriate skills development
- Recruit new employees without a specific education level in mind
- Upskill your existing staff
- Reduce the size of your workforce
- None of the above

29. If you have said that you plan to reduce the size of your workforce over the next 12 months. Please say why in the space below.

Free Text Response

30. Do any of the following affect your ability to recruit? Please select all that apply.

- Poor quality applications preventing you from identifying the right potential candidates
- A lack of good careers information for all candidates so that they understand your business / sector. Be that in general, from careers advisors or other specialist information sources preparing people to apply for jobs
- Barriers to take up of job offer (eg pay, shift patterns, transport or caring responsibility),
- Lack of appropriately qualified workers
- Lack of specific technical skills
- Lack of workers with the right level of experience
- Higher pay being offered by other businesses
- Other (please specify below)

Free Text Response

31. If you said, barriers to take up of job offer (eg pay, shift patterns, transport or caring responsibility), please specify below.

Free Text Response

32. If you said, lack of appropriately qualified workers. Please specify below.

Free Text Response

33. If you said, lack of specific technical skills. Please specify below

*Free Text Response

34. What single thing would make the biggest difference to easing any recruitment difficulties that you may have?



Free Text Response

Apprenticeships

35. Have any of your staff (new or existing) started an apprenticeship in the past 12 months?

- Yes
- No

36. Are you planning on any of your staff (new or existing) starting an apprenticeship the next 12 months?

- Yes
- No

37. If your staff have started the new apprenticeship, could you find right supervision within your region?

- Yes
- No

38. Where is your apprenticeship provider located?

Free Text Response

Your Business's Digital Skills Needs

39. What specific digital skills are needed within your business (eg Microsoft applications, online sales and marketing, social media, database/CRM systems, cyber security, AI, automation)?

Free Text Response

40. To what extent are you currently able to access the required digital and technical skills training for your business?

- Fully, can access all digital skills training needed
- Partly, can access some of the digital skills training needed
- Not at all, cannot access the necessary digital skills training
- Not relevant, have not tried to access digital skills training

41. What would help equip your business with the right digital skills for the next 5-10 years?

Free Text Response

Thank you for completing this survey.

If you have any questions or would like any more information on the LSIP then please get in touch with skills@wnychamber.co.uk or contact our Business Engagement Team:



Case Study – Madeby.Studio Ltd

madeby.studio

Madeby.Studio Ltd was incorporated in April 2019.

The two directors said: “we met at Leeds University whilst studying for a Graphic Design and Communication Degree.

During their final year of their degree course, they started Madeby.Studio as a digital design studio, offering web development through to online applications.



They based themselves at Nexus. As Leeds University Alumni they were offered free desk space and some business support to get the business established.

They also joined the Ad:Venture programme (a fully funded ERDF Business Support Programme for B2B businesses up to 3 years old) which allowed them to meet a business adviser on a regular basis to hold them to account and to be a critical friend.

Recognising that as the business grew, they would need to be able to manage staff and find time to work on the business rather than in it, they started upskilling themselves by joining the Leeds Beckett University Accelerate programme.

The business currently employs 4 people; the directors as Creative and Digital Directors, their current staff are a Web Developer and Digital Marketing Intern.

They have a current vacancy for a Digital Designer.

Digital skills are essential for the business. They have managed to recruit for specific tasks such as coding and web design.

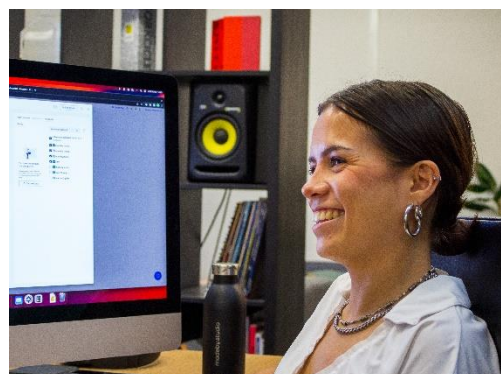
The Digital Marketing Intern was a result of their relationship with Leeds University. Once the internship was completed, they decided to offer the person a part-time position and the position will become full-time permanent Marketing Executive when they finish their Marketing Degree this year.

This system has worked well for the business and for the intern as they have been able to learn about business, integrate themselves into the team whilst adding value to the business by continuing to learn the latest academic thinking in her field.

The business has also worked with Leeds University to provide work experience to 2 Digital Designer interns in recent times.

As the company continues to grow the two Directors have plans to include staff with the following skills:

- A Technical Lead
- A Design Lead
- A Data Analyst
- A Client Management role





Skills needed will include project management, SEO analysis and selling skills.

They will look for training provision in project management to upskill existing staff members which will provide a route for progression and then replace the junior roles rather than looking for higher level, more experienced staff.

The directors are aware that they need to continue their skills growth in Leadership and Management.

To this end, they have enrolled themselves onto a 'Leading Digital Teams' course offered by The Coders Guild.

In the future they would like the opportunity to be involved in course development as well as offering the chance for lecturers to visit them to enhance their CPD through understanding the needs of a modern, growing business in this sector.

Case Study - Air TV



Air TV is one of the UK's fastest-growing independent production companies located just outside of central Leeds, ideally situated for access to the increasing media hub of creative industries across West and North Yorkshire. The business welcomes talent from a wide range of backgrounds and experience levels from entry level to mid and high-level roles depending on demand and commissions.

The company has a range of staffing needs that fluctuates through the year depending on which TV series are in production. Recruitment is regularly aimed at Assistant Producers, Series Producers, and other specific editorial roles. These roles can sometimes be hard to fill at short notice due to the nature of the TV business where freelancers are often all in demand at the same time during the busy summer months.

Skills gaps can vary depending on the requirements of the production in question, however there is a general need for more production management staff across the industry. This is largely due to the sudden decline during the pandemic, which saw many of those in production management roles taking the decision to leave the industry, creating an increased demand for remaining production staff.

For new joiners to the TV industry, there can still be uncertainty around where to find entry level opportunities. For those who do not choose to attend university or equivalent institutions, the skills gaps can appear to widen, and those with a genuine interest in TV can struggle to access the required training to provide the introduction into the industry.

Skills gaps at entry level include technical skills specific to camera operations, general communication skills, digital skills (understanding of basic software packages relating to TV)



and a true understanding of the industry. A Junior Production Manager advised during the interview:

“TV is a job where it’s good to be skilled at lots of things.”

Air TV is committed to providing opportunities for all employees, allowing shadowing opportunities for both those on work placements and current staff, who are invited to upskill through Screenskills, third party training providers and practical demonstration. Air also has its own in-house mentoring programme which pairs more experienced members of the team with new starters to help share their skills.

Changes were recently made to the recruitment strategies of the company due to an increase in demand for programming and as a result, the company is now looking to source additional external talent to its current in-house pool.

The impact of this has improved efficiency by enabling mobility of skills across departments through collaboration and a better understanding of the talent within the business which has contributed to innovation and adoption of new technology and the opportunities this presents.

Future innovations at Air TV include the experimentation with the use of AI for certain processes, additional training on green skills with new strategies such as a tree planting initiative for each production and increased awareness of the environmental aspects of production recorded under the Albert Sustainability Certification.

Besides standard employability skills gaps, the industry is experiencing an issue with some technical transferrable skills, as those with formal accredited training are only introduced to one form of equipment or software during education which can be difficult to translate into a professional setting. This could be improved by increasing the knowledge of the variety of equipment and software used within specific departments, allowing an easy transition at entry level into practical based roles such as video editing and other more technical roles.





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