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York & North Yorkshire
**LOCAL ENTERPRISE
PARTNERSHIP**

Skills Strategy 2021-2026

Empowering people for a greener, fairer, stronger economy



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Foreword by Sam Alexander, Chair of the York & North Yorkshire LEP Skills & Employability Board

At the York & North Yorkshire LEP, we recognise that people are the most valuable resource we have and the skills they possess are critical to realising good growth in a greener, fairer, stronger economy.

2020 will not easily be forgotten. The Covid-19 pandemic has had a dramatic impact on everyone and every aspect of life. A great challenge now lies ahead to support those who may have lost their jobs back to work and to rebuild our economy. We must deliver in line with the priorities laid out in this strategy to empower people to achieve their potential in a greener, fairer, stronger economy.

We have a strong track record of addressing employment and skills challenges and upskilling for growth. We have invested £39m in skills training and support that is enabling more than 24,000 people to progress, whether it's getting a good job, a promotion, moving into further learning or an apprenticeship.

We have invested over £12m to create state-of-the-art learning environments equipped to train a highly skilled workforce both for now and addressing the future needs of our businesses. Building on this positive momentum, we must continue to raise the bar and harness the potential of all our communities. Our priority is to unlock exciting employment opportunities across the region and in doing so, drive economic prosperity for all, now and in the future.

By building genuine partnerships between individuals, businesses and skills providers we will ensure that our region is equipped with the right skills, boosting our local economy and supporting our people to live happier, healthier and more fulfilling lives. We know that a greener, fairer, stronger economy must be inclusive. Our employers also need the tools to lead and manage, building resilience and enabling everyone to realise their potential.

Over the last 12 months we have worked with our stakeholders and partners to develop this new shared vision for skills and we would like to thank everyone who has taken the time to contribute to the development of this strategy. Our partners are crucial to the success of the LEP and will be just as critical to the delivery of this strategy. We look forward to working with them over the coming years to respond to challenges, build on our successes and deliver a greener, fairer, stronger economy that offers opportunity for all.



Executive summary

This document sets out the Skills Strategy for York and North Yorkshire, 2021 to 2026. The strategy has been developed in collaboration with our partners and stakeholders and using detailed labour market analysis commissioned by the LEP to understand the supply and demand for skills and evidence of mismatch and market failure. This strategy sets out a 5 year plan to address local skills challenges and raise productivity, earnings and performance in a greener, fairer, stronger economy.

Our vision for 2026:

York and North Yorkshire is a place where people are empowered to achieve their potential in a greener, fairer, stronger economy.

This strategy will be overseen by the Skills and Employability Board (SEB). Activities will be co-ordinated through the implementation plan and outcomes against success measures will be reviewed by the SEB on an annual basis. This review will form part of Y&NY LEP's annual Local Skills Report to the Department for Education (DfE).

The strategy should be considered a living document that is to be reviewed and updated in response to emerging opportunities and changes within the employment and skills landscape.

Vision

York and North Yorkshire is a place where people are **empowered** to achieve their **potential** in a **greener, fairer, stronger economy**.

Our Ambitions for York & North Yorkshire

Young people	Employers	Skills market	Communities
<p>Young people are equipped to make quality decisions about education, training and careers</p>	<p>Employers have the skills to grow inclusive and productive work-places where everyone can achieve their potential</p>	<p>The local skills market meets the needs of local businesses in a dynamic economy</p>	<p>Communities are empowered by learning and skills that enable everyone to participate fully in society</p>
<ol style="list-style-type: none"> 1. Every student is connected to local business which informs high quality careers advice and offers work experience 2. Every school has high quality careers leadership linked to local labour market intelligence 3. Young people are able to access high quality, higher technical skills provision locally 	<ol style="list-style-type: none"> 1. Technical education is championed as a means to improve productivity and maximise talent 2. Higher level technical skills enable businesses to innovate and deliver higher value products and services 3. People can thrive and progress in good workplaces 	<ol style="list-style-type: none"> 1. The local skills market is able to meet the skills requirements of business 2. High quality dynamic learning environments support the needs of our local economy 3. Businesses increase their demand for skills to deliver higher value products and services 	<ol style="list-style-type: none"> 1. Communities develop and deliver a range of provision that addresses barriers to employment, training and learning 2. Local organisations support good growth and thriving healthy communities 3. The economically excluded and isolated are empowered to succeed through quality support

Ambition 1: Young people are equipped to make quality decisions about education, training and careers

Priority 1: Every student is connected to a local business who informs high quality careers advice and offers work experience.

Priority 2: Every school has high quality careers leadership linked to local labour market intelligence.

Priority 3: Young people are able to access local high quality technical skills provision.

York and North Yorkshire is a great place for our young people to grow up and complete their education. By the age of 19 almost 90% of our young people have achieved a qualification at level 2 and more than 60% have reached level 3. A quality education, however, means more than just a good set of exam results. Young people need to have the information and experiences necessary to make well-informed choices about their career options and the education, training pathways and jobs available to them.

Linking schools with local business

Careers are changing. To meet the ambitions of our region, we will need to harness the potential of our young people and ensure they are equipped and inspired to take advantage of the career opportunities on offer. New and emerging technologies will demand new skill sets particularly in digital and technical skills to meet the needs of a growing and dynamic economy.

It is clear, that over the next ten years we will also require a pipeline of skilled workers to take on jobs that already exist in our economy. Nine out of ten job openings will be generated by replacement demand in sectors such as engineering, construction, tourism and manufacturing.

We will work with the local business community to explore innovative ways of enabling all pupils to access quality experiences of the workplace and understand the wealth of opportunities our vibrant and varied local economy can provide.

It is important that the strong overall performance of schools doesn't mask the fact that some of our young people need extra support to get on in life. We know pupils who are eligible for free school meals across York and North Yorkshire are less likely to go into higher education and apprenticeships than their peers or stay connected with learning. Our ambition is to further reduce the number of young people who are NEET, ensuring all young people have tailored careers guidance so that they have the best start in life.

Strengthening careers leadership

We will continue to work with the Careers and Enterprise Company to further strengthen and expand the local Careers and Enterprise Network, shaping every school's careers strategy to reflect the needs of the local labour market. We will prioritise support for Career Leaders with access to high quality training material, up-to-date labour market information, local support networks and local advice and guidance from the Careers and Enterprise Company.

Access to high quality technical skills provision

Technical skills, particularly in STEM subjects (Science, Technology, Engineering and Maths) will be crucial to the future success of our local economy, particularly as low carbon industries move to the fore. Overall progression rates to higher level STEM subjects from GCSE or A level is lower here than in other regions, particularly amongst female students. We are committed to the development of both traditional and alternative technical provision that facilitates clear and relevant pathways into STEM sectors and will continue to support the work of The Yorkshire & Humber Institute of Technology which has already brought investment of circa £10 million of capital funding into the region to provide state-of-the-art higher level technical training.

Ambition 2: Employers can access the skills to grow highly productive and inclusive workplaces

Priority 1: Technical education is championed as a means to improve productivity and maximise talent.

Priority 2: Higher level technical skills enable businesses to innovate and deliver higher value products and services.

Priority 3: People can thrive in good workplaces

Employers need to be able to recruit people with the appropriate technical skills and invest in continuous workforce training to remain competitive in a dynamic national and international market place.

Over the next ten years, 90% of job vacancies across York and North Yorkshire will be generated by replacement demand, whilst the step-change to a low carbon economy will create employer demand for both upgraded and new technical skills. Fewer young people entering the labour market and more people reaching retirement age across our region has important implications for future skills supply and employers will need to know how to maximise the talent and productivity of their workforces.

Technical skills supporting innovation and business growth

Taking on apprentices is a great way for employers to build a talent pipeline and also develop their existing staff whilst introducing new talent into the organisation. Apprenticeships enable people to develop the technical competence required by employers for the future benefit of their businesses and the local economy.

Through the creation of a York and North Yorkshire Apprenticeship Hub we will provide employers with local and impartial information to help them realise the full potential of apprenticeships and enhance their productivity. The Hub will also work with our larger businesses to broker opportunities for the transfer of unspent levy to maximise local apprenticeship and training opportunities.

T Level qualifications provide our young people with an ideal pathway into apprenticeships and higher paid technical jobs. The required industry placements can also benefit employers in terms of succession planning. Utilising our ESF funding, we will increase business awareness of the benefits of providing placements for T Level students and so ensure that this region's T Level offer has sufficient high quality industry placements to meet student need.

Higher level technical skills increasing productivity

Retention of appropriately qualified graduates in the York and North Yorkshire economy is key to maximising productivity and competitiveness across our LEP area through the adoption of new technologies, particularly in STEM and digital sectors. Currently, 49% of our graduates leave Yorkshire and Humber to seek employment elsewhere – higher than other LEP areas in the North. We will work with local employers to develop an offer that encourages more highly skilled graduates to seek employment locally, delivering more entrepreneurship and innovation and meeting the increasing demand of our economy for those higher-level skills.

Employers equipped to release the potential of their workforce

Two-thirds of our employers report they are experiencing significant gaps in the transferable skills of their staff, most notably amongst managers. High quality leadership and management enables executives to lead and manage good growth effectively and maximise the productivity and longevity of their existing staff. Our ambition is that our workplaces truly reflect our communities. We will equip employers with the tools to effectively recruit, retain and grow a diverse workforce, including those who are often overlooked or marginalised and we will increase the use of High Performance Working practices to unlock potential within the workforce.

We will also tackle occupational "segregation", where women are concentrated in occupations with poorer prospects, empowering them to prosper through progression into higher value and better paid job roles. Through effective training and support, we will also enable employers to safeguard the health and wellbeing of their staff, reducing the cost of high staff turnover and unrealised potential.



Ambition 3: Local skills providers enable businesses to respond with innovation and resilience to a dynamic economy

Priority 1: Local skills providers are able to meet the skills requirements of business.

Priority 2: High quality dynamic learning environments support the needs of our local economy.

Priority 3: Businesses increase their demand for skills to deliver higher value products and services.

Evolving our skills offer is not just an aspiration, it is essential. Achieving the right mix of capabilities and technical knowledge to meet employer demand is key, as is changing attitudes to learning across our working lifetime and realising the positive benefits this brings to both people and the economy. Increasing collaboration between the skills sector and employers is critical, not just to inform school curriculums, but also learning and training programmes for people of all ages.

Understanding labour market needs

The York and North Yorkshire Skills and Employability Board, working as a Skills Advisory Panel, has been commissioned and resourced by government to understand the local skills and labour market and how its' challenges and opportunities should be effectively addressed to improve productivity.

Through robust evidence-based analysis, we will identify existing local skills and employment challenges and likely areas of future need. Building on that understanding, we will agree shared approaches to addressing the challenges and actively work with employers and local providers to plan for how skills needs can be met more effectively.

Accessibility to high quality learning environments

Around two-fifths of our local employers acknowledge that they under-invest in training. Key constraints relate to a lack of funds and an inability to spare staff time, particularly where travel to learn distances exceed the national average. Through our Skills Capital programme, we will look to develop digital and mobile solutions and work with our stakeholders to develop a greater range of online and blended learning programmes that will give greater access across our LEP area and value for money for employers. We will continue to invest in skills infrastructure, developing quality facilities with a focus on enabling low-carbon and digital skills acquisition, ensuring our workforce is equipped to fully utilise the very latest technology, increase productivity and drive growth.

A digitally enabled workforce producing higher value goods and services

It is clear from our analysis that digital skills remain a barrier to people at all levels in accessing good jobs and maximising the benefits of a digitally enabled economy. Through the devolution of the Adult Education Budget, we will ensure adults aged 19+ with no or low digital skills are able to undertake 'essential digital skills' qualifications that give everyone the opportunity to benefit from digital technology. Through the formation of an employer-led digital skills partnership, we will bring together the region's leading tech employers, digital entrepreneurs, universities, colleges and other training providers to identify what additional digital skills provision is needed to support higher productivity. We will encourage partners to work together to address emerging needs and attract and retain investment and talent within our LEP area and increase our ability to deliver higher value products and services.

Ambition 4: Communities are empowered by learning and skills that enable everyone to participate fully in society

Priority 1: Communities develop and deliver a range of provision that addresses barriers to employment, training and learning.

Priority 2: Local organisations support good growth and thriving healthy communities.

Priority 3: The economically excluded and isolated are empowered to succeed through quality support.

Our ambition is that our economy grows in a way that impacts positively and creates opportunity for all communities. By harnessing the strength of our local voluntary and community sector as well as the economic and social potential of anchor institutions, we will improve access to opportunities, address barriers to unemployment and ensure everyone can gain the skills and support they need to participate fully in society.

Addressing barriers to employment and progression

The journey from inactivity and unemployment into work is not always straightforward, with many opportunities and challenges unique to each distinctive place. We will build on successful locally developed programmes such as Community Grants and Community Led Local Development, which have already helped over 8000 people into better outcomes, and apply lessons learned to develop projects for future investment, ensuring provision is inclusive and accessible across our region.

The devolution of the Adult Education Budget will allow us to set priorities that align more closely with local need and deliver a more efficient system by focussing on quality of provision. Working in partnership with providers to bring together planning of the wider skills and post-16 education system, we will improve the impact on our local communities with training that equips people, unlocks progression opportunities and provides for career adaptability, particularly for those on low wages and with insecure work.

Locally focussed collaboration

York and North Yorkshire's 6000 voluntary and community sector organisations make a significant contribution to our local economy, both as employers and service providers, proactively empowering local communities through training, volunteering opportunities and support. We will continue to work strategically with the voluntary and community sector, recognising the substantial impact they have on local economies to increase employment, social enterprise, and address local challenges.

Our larger organisations also play a significant role in community cohesion, creating substantial local employment opportunities and positively influencing workplace policy and practice. By establishing an Anchor Institutions Network, we will strengthen the connections between key organisations and local communities, stimulating growth that is good for people and that leads to higher skills and better pay.

Empowering people to succeed

Working in partnership with local employers we will continue to design and implement programmes of support that enable more people across our patch to transition successfully into work, realising their potential and ambition whilst developing and sharing the tools that enable employers to confidently recruit and retain a wider pool of talent.

For people looking to re-skill for employment, we will ensure that high quality vocational training is available in sectors that lead to sustainable jobs paying at least the real living wage and which provide opportunities for career progression. As part of the journey to economic independence, we will also ensure there is a high quality community learning offer that supports progression to formal learning.



Skills Strategy Implementation Plan

Young people					
Priority	Rationale	Actions	Objectives	Success measures	Indicator
<p>Every student is connected to local business who inform high quality careers advice and offer work experience.</p>	<p>86% less likely to be unemployed or NEET, and can earn up to 18% more during their career.</p> <p>9/10 job openings for replacement demand over next decade.</p> <p>Only 37% of local businesses offer Work Experience to young people.</p>	<p>Commission and support quality NEET and pre-NEET provision.</p> <p>Further develop unique hubs for PRUs and special schools to share resources and best practice.</p> <p>Develop innovative ways to provide experiences of the work place.</p>	<p>Young people are supported at critical times to reconnect with learning or move into work and training outcomes.</p> <p>Increase in the number of students with additional needs into FE, work or supported outcomes.</p> <p>Experiences of the workplace increased, particularly in rural areas.</p>	<p>ESF NEET programme on track to deliver 100% of contracted targets alongside wider project specification. Project evaluation informing future projects.</p> <p>Target number of PRUs and special schools in a careers hub achieved.</p> <p>Y&NY CEC targets against Gatsby Benchmarks 5 and 6 achieved.</p>	<p>Number of NEET aged 16-18 in YNY compared to previous year.</p>
<p>Every school has high quality careers leadership linked to local labour market intelligence.</p>	<p>Schools who invest in providing dedicated support for Career Leader roles achieve more Gatsby Benchmarks.</p> <p>9/10 jobs over the next decade will be to meet replacement demand. Potential exists for substantial employment growth in low carbon energy sectors in the North.</p> <p>Every school is required by government to have a Careers Leader who has the skills and commitment to deliver the careers programme across all eight Gatsby Benchmarks.</p>	<p>Devise and roll out a quality based partnership agreement linking schools and businesses.</p> <p>Develop online portal for careers resources that supports the LIS and is based on LMI and embed in school curriculum learning.</p> <p>Develop new and innovative training for Careers Leaders and enhance district wide networks offer for sharing best practice between businesses and schools.</p>	<p>Students and schools build sustainable relationships with local businesses and young people are aware of the full range of local jobs and opportunities.</p> <p>Up to date information available for use by schools, students and parents informs career choices and curriculum development.</p> <p>Careers Leads have a greater understanding of the job market and emerging sectors through links with networks and businesses.</p>	<p>100% CEC network schools linked to a business under a Partnership Agreement.</p> <p>Online resource portal developed and maintained.</p> <p>Every school engaged with CEC network meetings and uses the Compass Plus tool to strategically manage and track careers programmes.</p>	<p>Proportion of local schools achieving CEC targets against the 8 Gatsby Benchmarks compared to national rates.</p>
<p>Young People are able to access local high quality technical skills provision.</p>	<p>Decrease in all apprenticeship starts across all districts except for Selby and York based on 2019 data compared to 2014/15.</p> <p>New T Level qualification requires 315hr placement.</p> <p>Strong evidence of skill shortages at higher level in technical fields.</p> <p>Forecasts also suggest potential for substantial employment growth in low carbon energy sectors in the North.</p>	<p>Build strong working relationships with ESFA, local colleges, training providers and businesses to support collaboration and information sharing about apprenticeships, T Levels and relevant pathways including traineeships.</p> <p>Support T Level local roll out ensuring schools and young people have sufficient information.</p> <p>Support the continued development of the Institute of Technology and other higher technical skills pathways including skills for low carbon industries, supporting links with businesses and schools.</p>	<p>Regional and national issues regarding apprenticeships and relevant pathways are understood by all partners and challenges mitigated locally where possible.</p> <p>Young people are well informed about T Level courses and 'next steps' into apprenticeships, further learning and work.</p> <p>Employers, students and schools understand the benefits of higher technical skills training to local career prospects and business growth.</p>	<p>Strategic partnerships established with ESFA, local colleges, training providers and businesses.</p> <p>Young people are well informed about T Level opportunities through a national and regional comms plan.</p> <p>LEP supports IoT in developing higher technical skills pathways and low carbon skills training.</p>	<p>Local apprenticeship achievement rates compared to national rates.</p>

Employers

Priority	Rationale	Actions	Objectives	Success measures	Indicator
Technical education is championed as a means to improve productivity and maximise talent.	<ul style="list-style-type: none"> Apprenticeships are slightly under-represented in the LEP area. Although most employers consider that relevant work experience is an important factor in recruitment decisions, a minority offer it. 	<ul style="list-style-type: none"> Increase business awareness of the benefits of apprenticeships, traineeships and T Levels through information, advice and guidance to employers. Promote the benefits of industry placements to business. Promote and support traineeships as a pathway into positive outcomes such as apprenticeships and work. 	<ul style="list-style-type: none"> Businesses increase demand for apprenticeships at all levels particularly from T Level and traineeship pathways. Businesses work in partnership with training providers to ensure sufficient quality placements are available. Reduce NEET and provide alternative pathways into apprenticeships and work. 	<ul style="list-style-type: none"> ESF Apprenticeship Hub on track to deliver 100% of contracted targets alongside wider project specification. Project evaluation informing future projects. ESF T Level programme on track to deliver 100% of contracted targets alongside wider project specification. Project evaluation informing future projects. Strategic partnerships established that support traineeships and employer involvement. 	Proportion of learners entering a sustained positive destination compared to national rates.
Higher level technical skills enable businesses to innovate and deliver higher value products and services.	<p>Y&NY LIS – to become England's first carbon neutral region.</p> <ul style="list-style-type: none"> Investment in skills will be required so renewable sectors can access the skills they require. Strong evidence of skill shortages for professional roles, most notably in technical fields - digital, engineering, construction. In 2016/17 51% of leavers from YNYER institutions were in employment in Yorkshire and the Humber six months after graduation. This is lower than other LEP areas in the North. 	<ul style="list-style-type: none"> Employer demand for low carbon skills is met by a responsive skills offer. Higher level skills offer is developed enabling the opportunities of technology driven innovation to be grasped. Local employers are supported to access higher level skills locally. 	<ul style="list-style-type: none"> Dynamic local training offer that meets current and future employer demand for low carbon skills. A workforce training offer that supports innovation. Increase in the number of graduates retained in employment in the local area. 	<ul style="list-style-type: none"> A comprehensive low carbon skills offer developed with key Stakeholders and providers. ESF Bespoke Skills programme on track to deliver 100% of contracted targets alongside wider project specification. Project evaluation informing future projects. Strategic partnerships established with HE stakeholders that support graduate retention. Rising % of leavers from YNY institutions are in employment in Yorkshire and the Humber six months after graduation. 	Prevalence of skill shortages in the LEP area compared to national rates.
People can thrive in good workplaces.	<ul style="list-style-type: none"> A declining working age population. The Skills system needs to develop tailored offer for older workers and employers for retraining and retention. The LEP area faces a gender pay gap that is broadly similar to the national picture. Gap of 22% between disabled and non-disabled employment rate. 1 in 4 of the working population have a common mental health disorder. The proportion of local employers who have adopted the high performance working - 4% compared to the national average of 9%. 	<ul style="list-style-type: none"> Develop skills provision that supports individuals to reskill and upskill for sustainability and career adaptability. Employers enabled to recruit a diverse workforce who are able to achieve their potential in responsive workplaces. Drive up management proficiency through leadership and management training to develop more productive workforces. 	<ul style="list-style-type: none"> Older workers are skilled to remain economically active for longer. A diverse workforce able to achieve their potential in the workplace. Leadership and management skills improves and more businesses adopt high performance working. 	<ul style="list-style-type: none"> Target number of participants aged 50+ engaged in ESF skills programmes. ESF Specialist Skills and Women in the Workforce programmes on track to deliver 100% of contracted targets alongside wider project specification. Project evaluation informing future projects. ESF Business Scale-up programme on track to deliver 100% of contracted targets alongside wider project specification. Project evaluation informing future projects. 	Number of local businesses adopting high performance working practices compared to national.

Skills providers					
Priority	Rationale	Actions	Objectives	Success measures	Indicator
Local skills providers are able to meet the skills requirements of business.	<p>2/3 employers expect future upskilling needs. 1/3 jobs in the LEP area are estimated to be at high risk of automation and the clean growth agenda is shaping skills requirements across a wide range of industries.</p> <p>The clean growth agenda is shaping skills requirements across a wide range of industries, including construction – significant in Y&NY.</p> <p>9/10 job openings for replacement demand over next decade.</p>	<p>Y&NY Skills Advisory Panel uses LMA to actively work with local providers and plan how skills needs are to be met.</p> <p>Develop a skills offer that supports transition to a carbon neutral and circular economy.</p> <p>Work with skills stakeholders to ensure local skills offer supports employer demand for replacement skills particularly in sectors experiencing skill shortages.</p>	<p>Better alignment of local education and training provision with local skills needs and priorities responding to skills gaps, meet recruitment needs driven by replacement demands and respond to emerging skills needs.</p> <p>Skills offer meets employer demand and keeps pace with evolving technology.</p> <p>Employers able to recruit skills at an appropriate level or upskill existing workforce to meet replacement demand, particularly in sectors experiencing skills shortages.</p>	<p>LMA and further analysis informing skills priorities of LEP and local providers. Refreshed every 2 years.</p> <p>Skills offer for transition to low carbon skills is developed through devolution deal.</p> <p>ESF Skills Support for the Workforce programme on track to deliver 100% of contracted targets alongside wider project specification. Project evaluation informing future projects.</p>	Participation in FE / skills programmes.
High quality dynamic learning environments support the needs of our local economy.	<p>Approx £350k capital required to set up EV training infrastructure alone.</p> <p>Average travel to learn times in North Yorkshire are 40% higher than for the comparator area of West Yorkshire.</p> <p>13% of FE and skills learners travel outside their home district to another district and 29% travel outside the LEP area to undertake learning.</p>	<p>Develop a skills capital plan that can take advantage of available funding and that supports new technology adoption, low carbon skills and mitigates skills shortages in priority sectors.</p> <p>Work with skills stakeholders to develop shared and mobile resources.</p> <p>Develop a skills capital plan that supports access to virtual learning and cuts travel to learn times and that can take advantage of available funding.</p>	<p>Skills infrastructure investment is able to meet dynamic employer demand for skills in new technologies.</p> <p>Shared/mobile resources meet rural need for skills and maximise investment expenditure.</p> <p>New innovative solutions are developed to cut travel to learn times and increase access to high quality virtual learning.</p>	<p>Skills capital projects support new technology adoption, low carbon skills and mitigate skills shortages in priority sectors.</p> <p>Shared and mobile resources developed meeting learner needs across the area.</p> <p>Skills capital projects increase virtual learning and cut travel to learn times.</p>	Skills capital investment in YNY projects.
Businesses increase their demand for skills to deliver higher value products and services	<p>25% of all vacancies in the LEP area are skill shortage vacancies, somewhat higher than the national average.</p> <p>LIS ambition – to be the first carbon neutral region in England.</p> <p>Evidence of acute shortages of digital professionals and of a significant prevalence of digital skills gaps at a variety of levels relating to use of Microsoft packages and specialist digital skills including SQL and JavaScript.</p>	<p>Increased employer engagement in local skills priority shaping.</p> <p>Development of Centre of Excellence for Low Carbon Skills.</p> <p>Formation of an Employer-led Digital Skills Partnership.</p>	<p>Local skills offer informed by employer engagement to meet employer demand.</p> <p>Centre of Excellence is national exemplar for low carbon skills training.</p> <p>Digital skills provision ensures businesses are able to maximise opportunities.</p>	<p>Increased number of employers on Skills and Employability Board.</p> <p>Centre of Excellence for low carbon skills is established and milestones met.</p> <p>Employer-led Digital Skills Partnership is established and annual milestones met.</p>	Reduction in skills shortages and gaps improving year on year.

Communities

Priority	Rationale	Actions	Objectives	Success measures	Indicator
Communities develop and deliver a range of provision that addresses barriers to employment, training and learning.	<p>Everyone in the local community can participate in high quality employment and benefit from economic growth by addressing localised pockets of deprivation at neighbourhood level.</p> <p>Learning outcomes for the disadvantaged are poorer where deprivation is more prevalent particularly in coastal communities and at the neighbourhood level elsewhere.</p> <p>YNYER has a relatively high prevalence of skill shortage vacancies.</p>	<p>Collaborative working with community organisations through representation on LEP Boards, steering groups and VCSE strategic groups.</p> <p>Community led programmes such as CLLD and Community Grants managed to conclusion and evaluation shaping future projects.</p> <p>Employer representation on LEP social inclusion sub-group shaping socially inclusive skills priorities.</p>	<p>Community organisations are strengthened as gateways to skills provision and deliverers of grass roots activity in rural communities.</p> <p>Community organisations identifying community led solutions to local issues with measurable success.</p> <p>Engaging with the business community to understand their skills needs and tailor socially inclusive solutions.</p>	<p>VCSE sector representation on LEP Board and sub-groups and LEP represented on VCSE strategic groups.</p> <p>ESF Community Grants and CLLD programmes on track to deliver</p> <p>100% of contracted targets alongside wider project specification. Project evaluation informing future projects.</p> <p>Employer representation on LEP social inclusion sub-group.</p>	Number of Community Organisations supported through ESF funding to develop training and learning.
Local organisations support good growth and thriving healthy communities.	<p>Amongst people in employment who have a health or disability problem, mental health conditions are the most widespread.</p> <p>28% of local jobs pay less than the Living Wage Foundation's Living Wage.</p> <p>Community investment: 'increasing the ability of communities to manage change effectively for themselves', which is creating more sustainable communities.</p>	<p>ESF Thriving at Work programme managed to conclusion and evaluation shaping future projects.</p> <p>Establish an Anchor Organisations Network to support the embedding of 'good growth' practices in everyday operations.</p> <p>Work with businesses, Local Authorities and the Third Sector to develop stronger, more sustainable community investment models.</p>	<p>The neurodiverse and those with poor mental health are supported to achieve their potential in the workplace.</p> <p>Anchor Institutions embed 'good growth' and inclusive work practices into their everyday operations.</p> <p>Communities have wider access to job opportunities and ensure that the benefits of growth are felt by local communities.</p>	<p>ESF Thriving at Work on track to deliver 100% of contracted targets alongside wider project specification. Project evaluation informing future projects.</p> <p>Anchor Institution Network established and working toward a clear set of objectives.</p> <p>Group established to consider where CIMs might be developed.</p>	% of local jobs paying the Living Wage Foundation's Living Wage.
The economically excluded and isolated are empowered to succeed through quality support.	<p>Despite programmes to support inactive into work, the number wanting work has remained static in the face of strengthening labour market.</p> <p>Investment in skills required to ensure local communities are not disadvantaged by the transition towards clean energy and that renewable sectors can access the skills they require.</p> <p>Adult education is a key mechanism for upskilling and re-skilling adults, to support them into work.</p>	<p>Action Towards inclusion programme managed to conclusion and evaluations informing new projects.</p> <p>Vocational training accessible to unemployed and inactive that leads to sustainable employment paying at least the real living wage.</p> <p>Adult Education Budget devolved and aligned with local post 16 training offer.</p>	<p>The root causes of inactivity are tackled supporting people into better outcomes.</p> <p>Skills provision supports skill development in identified growth sectors, emerging industries.</p> <p>AEB enabling people to obtain qualifications for gaining, sustaining and progressing in work.</p>	<p>ESF/BBO Action Towards Inclusion on track to deliver 100% of contracted targets alongside wider project specification. Project evaluation informing future projects.</p> <p>ESF Skills Support for the Unemployed on track to deliver 100% of contracted targets alongside wider project specification. Project evaluation informing future projects.</p> <p>AEB devolved and aligned with local post 16 training.</p>	Number of unemployed and inactive who 'want to work'.

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York & North Yorkshire **LOCAL ENTERPRISE PARTNERSHIP**

York & North Yorkshire Local Enterprise Partnership
The Lodge
2 Racecourse Lane
Northallerton
North Yorkshire DL7 8AH

 @bizinspiredgrow

 @YNYGrowthHub

 @business-inspired-growth

