

# Skills Strategy

July 2024



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# Version Control

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# Foreword by Peter Emery, Chair of the York & North Yorkshire Combined Authority Skills & Employability Working Group

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At the York & North Yorkshire Combined Authority, we recognise that people are the most valuable resource we have and the skills they possess and develop are critical to the success of our businesses and communities

York & North Yorkshire has an incredibly diverse economy with one of the strongest qualification profiles in the North and relatively low unemployment levels. However, as a region we also have a local labour market characterised by low productivity and low pay. A key challenge for us is how we support people and businesses to unlock that underutilised talent throughout our working age population and support and encourage those pathways to higher skills and higher paid jobs. We want to ensure our people, businesses and partners have access to the right information and support at the right time to make informed decisions regarding skills and employment that will support them to thrive and progress in YNY.

We have a strong track record of partnership working and collaboration across our communities, businesses and stakeholders. This has been particularly visible and critical to our transition to a Mayoral Combined Authority, in our work across the two Local Authorities (North Yorkshire & City of York), Further Education Colleges, Independent Training Providers and VCSE sector as well as our work with the West & North Yorkshire Chamber of Commerce to align the Skills Strategy and the Local Skills Improvement Plan. This is a strong foundation for developing collaborative and impactful approaches to the skills and employment opportunities, and challenges, we face as a region.

This Skills Strategy has been revised in collaboration with our partners and stakeholders and in alignment with the Combined Authority's Economic Framework. These two key strategic documents will provide the overarching strategic framework for us to set the priorities for the devolved Adult Skills Fund that the Combined Authority will take responsibility for as of August 2025. Devolution offers a real opportunity to align skills programmes and funding to emerging opportunities and sectors and ensure investment is focused where it is most needed and will have greatest impact.

Building on a wealth of existing strategies and research, the Skills Strategy will provide a clear strategic direction for the region. This will enable the Combined Authority, in partnership with key stakeholders, to improve the skill base of our people, businesses and communities and in turn, encourage greater ambition. Alongside this we will also prioritise growing the capacity and delivery capability of our partners. This will ensure we can take advantage of the exciting employment opportunities across the region and help drive economic prosperity for all.

# York and North Yorkshire Strategic Context

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# Strategic Context

The York & North Yorkshire Combined Authority (YNYCA) was established in December 2023 with the election of its first Mayor in May 2024. This document is an update to the existing YNYLEP Skills Strategy 2021-26 to reflect these changes and it is intended that the revised Skills Strategy will:

- Provide a clear strategic skills direction whilst we transition to the Mayoral Combined Authority
- Build on existing strategies and research including York Skills Strategy, North Yorkshire Plan for Economic Growth, Local Skills Improvement Plan (LSIP) UKSPF Investment plans for York & North Yorkshire as well as the suite of recent research reports produced by the LEP including the Routemap to Carbon Negative.
- Reflect the opportunities and challenges facing York and North Yorkshire
- Incorporate changes in the skills and funding landscape including devolution of Adult Skills Fund (ASF)
- Align with wider provision: including DWP, National Careers Service, Apprenticeships, 16-19 provision, Technical and Vocational education and Higher Education
- Dovetail with Combined Authority Economic Framework

## What is the Economic Framework?

The York and North Yorkshire Combined Authority approved and [published its first Economic Framework in March 2024](#), prior to the election of its first Mayor. The first Framework draft built on the strategic economic plans and policies of its two constituent local authorities, the [City of York Council](#) and [North Yorkshire Council](#).

With the election of the Mayor in May 2024, the Framework was revised, ensuring the Mayor's priorities were incorporated, whilst building on the strong collaboration from our constituent authorities.

## The Economic Framework sets out the Mayor's and Combined Authority's ambitious plans for the subregion.

Three overarching ambitions underpin the Framework and include:

- **Transition to Carbon Negative** - A carbon negative, circular and more resilient economy.
- **Deliver Good Economic Growth** - A global, innovative, productive economy with strong and thriving businesses
- **Increase Opportunities for All** - A thriving and inclusive economy.

## Why is the Economic Framework needed?

The Framework has been developed to provide the following:

- An outline of the key challenges and opportunities for the economy of York and North Yorkshire;
- An initial set of agreed priorities and direction for the York and North Yorkshire Combined Authority; and
- A basis for a set of key actions and headline delivery plans for the Combined Authority.

The full Economic Framework can be accessed on the Combined Authority's website [here](#)

# Our Ambition and Priorities for York and North Yorkshire



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## Champion York & North Yorkshire

Although it is not identified as a thematic priority within the Framework, **we commit to championing York and North Yorkshire across all our thematic priorities**. This is particularly important as economies don't stop at the York and North Yorkshire boundary so we need to look beyond this, which will include:

- Joint working with other Combined Authorities and their Mayors;
- Ensuring York and North Yorkshire's voice is being heard, amongst some of the larger, more established areas;
- Constantly pushing for the next best thing for York and North Yorkshire, including further investment from government and exploring a Devolution Deal 4.

# Our 5 Thematic Priorities

## Healthy and Thriving Communities

Our communities sit at the heart of our ambitions. We want everyone to be able to thrive within York and North Yorkshire, but there are barriers for some of our residents across health, connectivity and low wages, to name a few. Our communities are key enablers to address these challenges, so we need to empower and strengthen them to drive solutions forward.

Our priority is to increase living standards, address inequalities and build **healthy and thriving communities**.

## Vibrant and Sustainable Places

Our places make our region special. Expansive natural capital, coast, world-leading heritage and culture, distinctive towns and cities, offer great opportunities for growth and transitioning to carbon negative.

Our priority is to strengthen our places, support our high streets and town centres, and develop the green economy, creating **vibrant and sustainable places**.

## Boosting Business and a Thriving Workforce

Our businesses and residents will be supported to reach their full potential. With a strong skills base, distinct core sectors and high potential sectors, there is an opportunity to position York and North Yorkshire as a global leader and increase investment, alongside higher wages and higher skilled job roles for all.

Our priority is to drive innovation and make York and North Yorkshire the ultimate trailblazer through **boosting business and a thriving workforce**.

## Sustainable and Affordable Housing

Our homes are in high demand due to the attractiveness of York and North Yorkshire.

But this has created a market of unaffordable and poor-quality homes, across all tenures, contributing to our carbon emissions.

Our priority is to build the right homes in the right places, improve the quality of properties and drive forward retrofit needs to create **sustainable and affordable housing**.

## Sustainable and Affordable Transport

Our transport could unlock opportunities for residents, but for many it is a constraint and leaves York and North Yorkshire divided.

Strong connectivity means access to education and training, employment and social inclusion, a major contribution to living standards and health and wellbeing.

Our priority is to improve connectivity for all, so residents from our city centres all the way to those in our most rural communities have equal access to **sustainable and affordable transport**.



# How the Skills Strategy Has Been Developed

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The Strategy has been revised in collaboration with partners and stakeholders including a joint event with West & North Yorkshire Chamber of Commerce aligning the ambitions of LSIP and the YNY Skills Strategy. The Strategy is also informed by detailed labour market analysis (2023) and research reports commissioned by the YNY LEP, to understand the supply and demand for skills as well as consideration of where there may be evidence of mismatch and market failure.

Revision of the strategy has been overseen by the Combined Authority's Skills and Employability Working Group that has been set up as an interim advisory group to support work on key skills priorities during the transition to a Mayoral Combined Authority including the revised Skills Strategy, ASF Strategic Skills Plan and the role of thematic sub group for People and Skills theme of North Yorkshire's UKSPF.

## **Engagement with the Mayor**

Following the Mayoral election in May, the Skills Strategy has been reviewed in consultation with the Mayor. The strategy should be considered a living document to be reviewed in response to emerging opportunities and changes within the skills and employment landscape.

The Strategy has sections on each of the 4 ambitions including a plan of action to guide discussions and decisions in this transition phase. It is anticipated that working with the Mayor, a clear Investment Plan will be developed building on the ambitions in the Skills Strategy.

The Combined Authority is already delivering a number of activities, which can be clearly aligned to the overarching ambitions set out in the Strategy including:

- UK Shared Prosperity Fund (UKSPF)
- Skills Bootcamps
- Careers & Enterprise Company contract
- Devolution Adult Skills Fund (ASF) including the development of an Adult Skills Fund Strategic Skills Plan (ASF SSP)

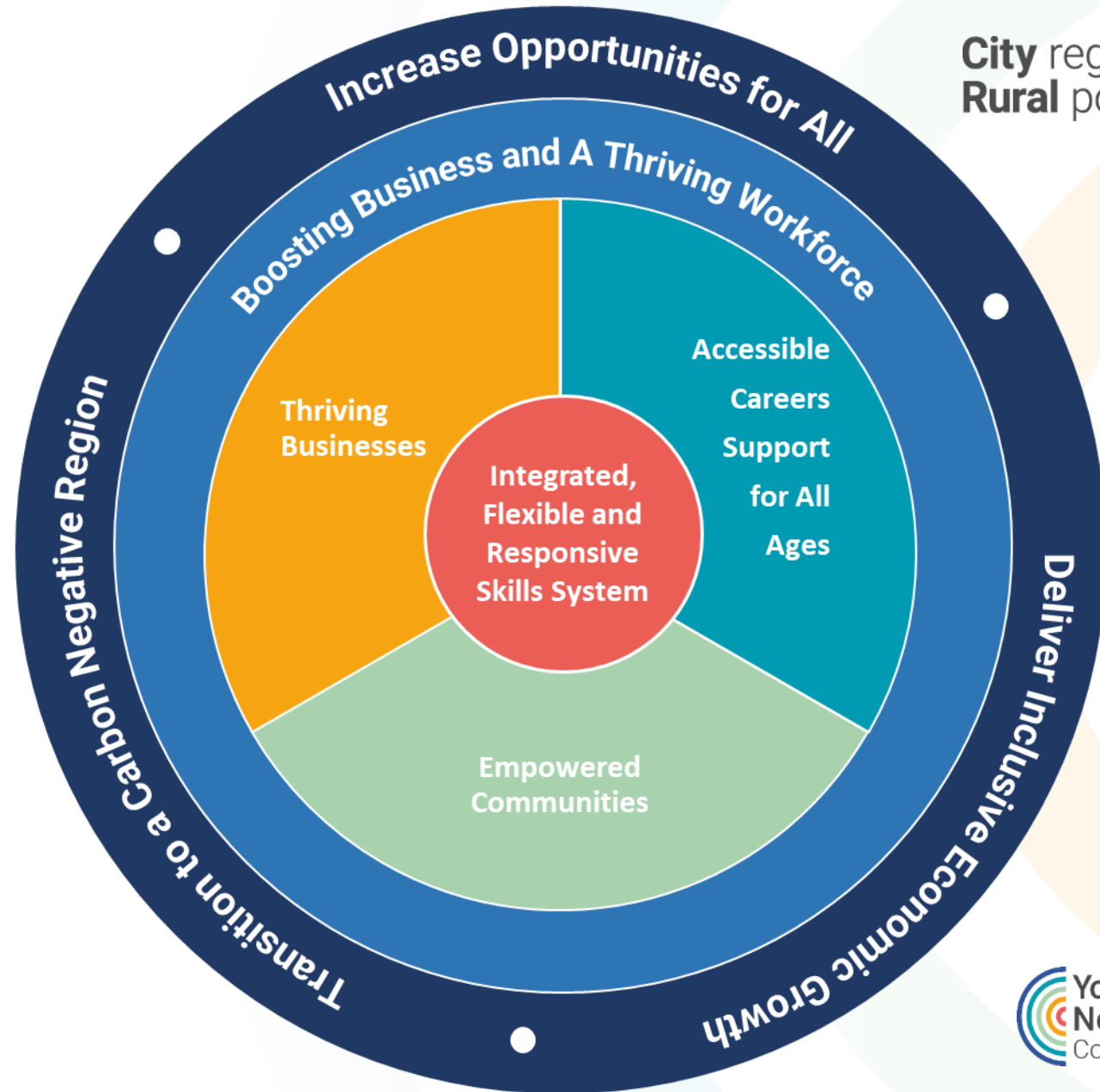
# The Revised YNY Skills Strategy

The YNY Skills Strategy has been developed to align with the Boosting Business and A Thriving Workforce thematic priority of the Economic Framework and has 4 overarching ambitions :

- **Accessible Careers Support for all ages**
- **Thriving Businesses**
- **Empowered Communities**
- **Integrated, Flexible and Responsive Skills System.**  
This sits at the centre of the strategy as this is the engine that drives the other parts

**There are also 6 Core Values** that underpin the strategy and are relevant for all stakeholders: individuals, businesses or providers:

- Accessibility
- Participation
- Capacity
- Capability
- Responsiveness
- Collaboration – whilst the system is made up of distinct parts and partners, they are all interdependent and to work effectively collaboration is essential.



# How the Skills Strategy Aligns with the Economic Framework

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The YNY Skills Strategy has been developed to align primarily with the Boosting Business and a Thriving Workforce thematic priority, but can support in achieving priorities across the 5 thematic priorities identified in the Economic Framework.

Economic Framework Thematic Priorities					
	Healthy and Thriving communities	Affordable and Sustainable Transport	Vibrant and Sustainable Places	Boosting Business and A Thriving Workforce	More Affordable and Sustainable Housing
Skills Ambitions	<p><b>An Integrated, Flexible and Responsive Skills System</b> ensures residents can easily access and navigate the skills system</p> <p><b>Access to high quality Careers support</b> provides pathways to higher skills and better paid jobs</p> <p><b>Employers</b> can access support to build healthy workplaces</p> <p><b>A place based and 'whole person' approach</b> to development and delivery of skills, careers and employment support including health and wellbeing</p> <p><b>Community wealth building approach</b> to creating local opportunities for learning and employment enabling more wealth and opportunity to be retained for the benefit of local people.</p>	<p>Local transport supports residents to <b>access learning and jobs and unlock local opportunities</b></p>	<p>Skills programmes are developed and delivered that meet the <b>needs of the green economy</b></p> <p><b>Clear career pathways</b> to training and jobs in the green economy</p> <p>Development and delivery of <b>place based careers, skills and employment support provision</b></p>	<p><b>An easy to access and navigate skills system shaped by employers needs</b></p> <p><b>Careers and skills support enables talent pipelines</b> to assist with recruitment and retention eg graduates, apprenticeships, and skills programmes for reskilling and upskilling local people</p> <p><b>Businesses have the Leadership and management skills</b> to recruit, retain and grow their workforce</p> <p><b>Community wealth building approach</b> to harnessing the power of local anchor institutions, including businesses, to create local opportunities for learning and employment</p>	<p><b>Development and delivery of retrofit and construction training</b> to support local workforce development</p> <p><b>Clear career pathways</b> to training and jobs in retrofit and construction</p>

# How the Adult Skills Fund Strategic Skills Plan Aligns with Skills Strategy

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Devolution will see the York and North Yorkshire Combined Authority taking responsibility for the commissioning of the Adult Skills Fund (ASF) in York and North Yorkshire from August 2025. In order to become devolved the Combined Authority has to meet certain 'readiness criteria' laid down by Department of Education (DfE). This includes an ASF Strategic Skills Plan. The Economic Framework and revised Skills Strategy provide the overarching strategic frameworks to enable the identification of the priorities for ASF to support the Combined Authority to maximise the impact of this funding and target provision where it is most needed and can be most effective; whilst aligning and adding value to other funding and programmes.

Skills Ambition	Adult Skills Fund
An integrated, flexible and responsive skills system	Ensuring collaboration and partnership working between providers, businesses and communities; enabling flexibility and supporting capacity building and capability across the provider base.
Accessible Careers Support for all ages	High quality CEIAG is embedded across all ASF delivery as a gateway to learning and progression to further learning and employment
Thriving Businesses	Unlocking progression pathways and underutilised talent as routes to higher skills and better paid jobs
Empowered Communities	Place based engagement and learning that supports a 'whole person' approach including well-being, helps to tackle poverty as well as supporting people to build confidence and skills, access further learning and move towards employment.

# Data, Impact & Evaluation

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# Data, Impact and Evaluation

Developing and implementing the Skills Strategy will require a robust evidence base as well as the tools to measure and evaluate progress and impact.

Work is currently ongoing, as part of the development of the Economic Framework, to establish a range of economic indicators. It is intended that indicators for the Skills Strategy will align with those in the Economic Framework and therefore, cannot be confirmed until the indicators for the Economic Framework have been approved, but a list of potential indicators has been drawn up for consideration. As part of this process a number of key priority actions have been identified:

Priority	We will aim to	Potential Indicators
Robust Evidence Base	<b>Increase data, labour market intelligence, capacity and capability</b> to ensure a robust evidence base to enable strategic skills planning and programme development, testing and implementation	<ul style="list-style-type: none"> <li>Local apprenticeship rates</li> <li>Number of NEETs in YNY compared to previous year</li> <li>Participation in FE/skills programmes</li> </ul>
Measuring progress and impact	<b>Work collaboratively to develop a 'distance travelled model' for measuring impact</b> of employment and skills programmes on individuals to ensure breadth of impact can be captured, wider than just qualification and job outcomes.	<ul style="list-style-type: none"> <li>Earnings data</li> <li>Employment rate in growth sectors</li> <li>Number of inactives that want to work/Inactive rates</li> <li>Skill Level Attainments in working age population</li> </ul>
	<b>Work collaboratively to identify and agree alternative indicators for improved productivity</b> other than GVA that consider health and wellbeing	<ul style="list-style-type: none"> <li>Businesses adopting high performance working practices</li> <li>Proportion of local schools achieving CEC targets against Gatsby Benchmarks</li> </ul>
	<b>Work Collaboratively to develop a Community Wealth Building model</b> and associated indicators	<ul style="list-style-type: none"> <li>Vacancies and skills shortage/gaps data</li> <li>GVA per hour worked</li> </ul>

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The Skills Strategy is integral to the York and North Yorkshire Economic Framework and will be subject to ongoing monitoring and evaluation to ensure that the programmes and initiatives developed are achieving the desired outcomes and delivering a positive impact on the region's workforce and economic development.

# York and North Yorkshire Local Skills & Employment Landscape

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# The York and North Yorkshire Region

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York and North Yorkshire is an incredibly diverse area that is both highly connected and urban, but also deeply rural with many isolated communities.

It has a **population of nearly 830,000**, 60% of which are of working age. The population is primarily of an older demographic with **24% of residents aged 65 and over** compared with a national average of 19%.

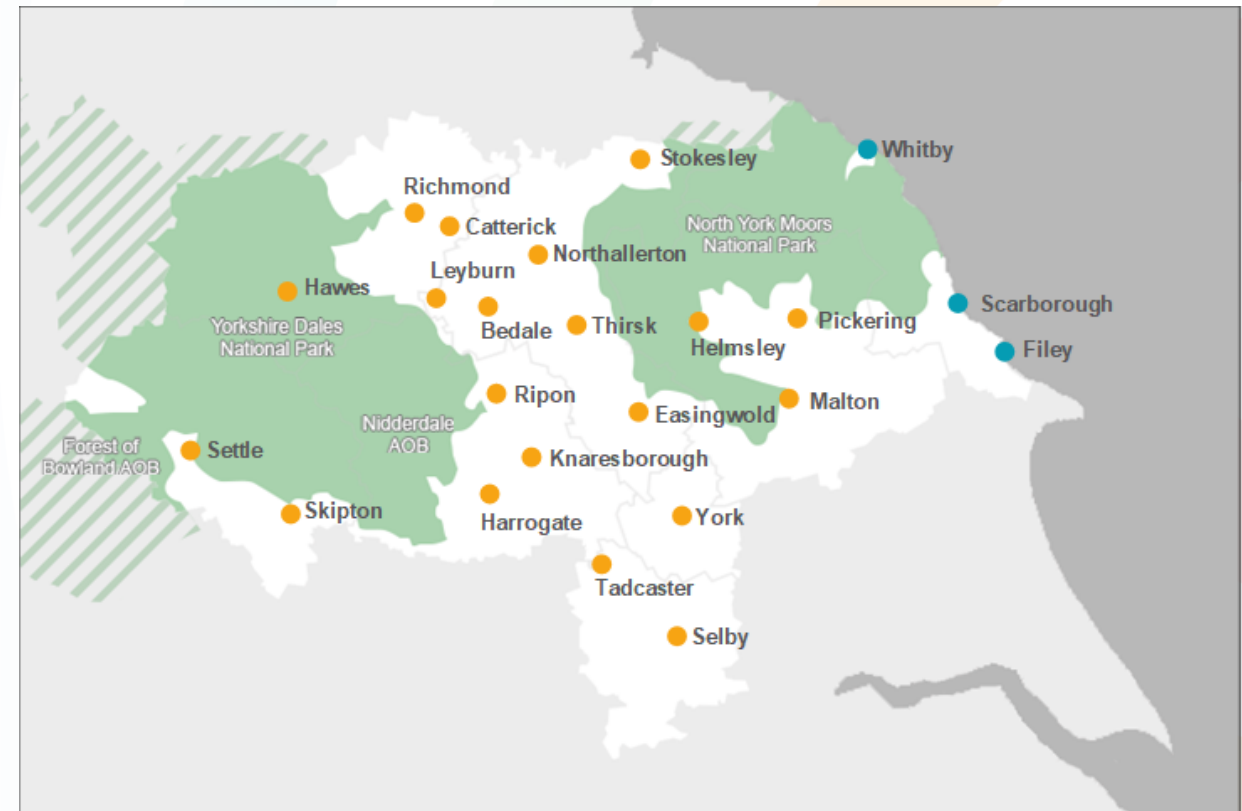
The City of York is the largest urban area within the region, with 17% of York and North Yorkshire's population based here. Harrogate is the second largest population area (9%), closely followed by Scarborough (7%) on the coast\*.

York and North Yorkshire has a **strong coastal economy**, with a maritime history, a buoyant visitor economy, manufacturing base and emerging offshore renewables sector. However, the economy is also dominated by a number of **distinctive market towns**, which play a significant role in community wellbeing and business growth within the region.

Some neighbourhoods within York and North Yorkshire are among the 20% most deprived in England. Most of the deprivation is concentrated along the coast, but there are also neighbourhoods within York, Skipton, Harrogate and Selby. Although this only equates to 6% of neighbourhoods overall, we need to ensure that these people aren't left further behind.

It is **home to significant research and innovation assets**, including high-performing academic institutions, with three universities based in the region, research and development, innovation and sector specialisms.

The area is **dominated by micro and small businesses**, however larger businesses still have a significant role to play in the economy, providing substantial employment and supply chain opportunities and acting as key anchor institutions.



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[\*] as per the [Office for National Statistics geography classification](#) of 'built-up area' in 2022



# Local Skills & Employment Landscape

## Opportunities, Strengths & Challenges

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**York & North Yorkshire has a diverse economy** with a strong business base that is predominantly made up of micro and small businesses. The four biggest sectors in terms of the area's employment base are Wholesale and retail (15%), Health and social care (13%), Accommodation and food services (12%) and Manufacturing (10%). There is also **significant public sector employment** and 'Defence Activities' are significant to the northern area of the patch due to the presence of Catterick Garrison.

Research undertaken by the YNYLEP identified several **High Potential Sectors** that have scope to support further economic and employment growth across York and North Yorkshire: Industrial Bio economy, Creative & Digital, Manufacturing, Healthy Ageing and Rail.

As a region, there are also a number of **Core Sectors**, that significantly impact the regional economy, including Construction, Agriculture and the Visitor Economy.

As is common to most areas, there are also a number of **Foundational Sectors** that are key in terms of employment for local people and where the local labour market will see significant replacement demands including: Retail & Personal Services, Health & Social Care, Hospitality & Leisure, Education and Public Sector.

The **transition to carbon negative** also offers significant economic opportunities as the region looks to become England's first carbon negative region.

Whilst the region generally has under-representation of employment in higher level occupations (including digital and other STEM roles), resulting in a loss of higher skilled workers to jobs outside of the area; there are signs of **employment growth in higher skilled sectors** such as digital, as well as increasing automation, digitalisation and use of new technologies. However, with this comes a contraction in lower skilled sectors and the risk of displacement of workers if they are not 'reskilled' or 'upskilled'. This demonstrates the increasing importance of transferable skills to support career adaptability.

The region currently **has higher than national average employment rates and low unemployment levels** at 1.7% against a national rate of 3.8%. In addition, it has **one of the strongest qualification profiles in the North** with 45.9% of residents qualified to RQF Level 4+ (which replaces previous NVQ statistics).

In contrast to this, the local labour market is also characterised by **low productivity and low pay**. From 2004 (the earliest available data from ONS) to the latest in 2022, York and North Yorkshire's average productivity (as measured by GVA per hour worked)

was 90.5% of the national average. In 2022, it reached 94.1%. This gap is primarily from North Yorkshire, whilst York much closer reflects the national level.

Equally 21% of people are employed in the 5 lowest paid occupations compared to 17% nationally. Many businesses are still experiencing **recruitment and retention issues** as well as **skills gaps and skills shortages** from managerial to literacy, numeracy and digital, as well as specific sector needs in construction, manufacturing and primary utilities. In particular, these sector skill shortages could have implications for the development of the green economy.

**Skills gaps in management proficiency** are an issue for a significant proportion of organisations with major implications for wider workforce development and business performance, with 39% local employers acknowledging they under-invest in training relative to business needs. Moreover, around **two-thirds of YNY employers have upskilling needs and 36% of employers have staff who are underutilised**. This underutilisation demotivates workers and impacts on productivity.

# Local Skills & Employment Landscape

## Opportunities, Strengths & Challenges

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A key question for York & North Yorkshire is:

**How do we support individuals and businesses to unlock that underutilised talent throughout our working age population and support the emerging opportunities in the local economy?**

As a region, there are a number of key challenges impacting on the supply of skills and labour:

- **Shrinking labour pool.** We have, **an ageing population** with 24% of residents aged 65 and over compared with a national average of 18% and a working age population projected to fall by 3% between 2018 and 2030, compared with growth of 3% nationally. As a region we have **increasing levels of people classed as 'inactive'**. These are people of working age classed as students, retired, looking after family/home or long term sick. Mental and physical health issues are having a significant impact on availability for work. In addition, **only 41% of graduates are retained in the area** one year after qualifying and **an increasing number of people are retiring early**, 19.2% in YNY compared with 12.7% nationally.
- **Declining engagement in learning.** The numbers participating in Adult Education are 29% below

2018/19 levels. Adult education is a key mechanism for upskilling and re-skilling adults to support them into work and to progress in work. Apprenticeship starts remain 5% below their pre pandemic levels. A comparison of the subject profile of education and training provision with the profile of labour market demand shows major disparities between the two for apprenticeships, adult education and higher education.

- **Rurality, connectivity and access to services** Remote locations and a lack of digital connectivity and transport options present a particular challenge to individuals seeking training and support and local employers in recruiting and retaining staff.
- **Modes of delivery not meeting business or learner needs.** There is a lack of flexibility in how provision is delivered. More modular and bitesize provision is required with flexibility in when, where and how delivered - this was particularly highlighted in the work of the LSIP.
- **Access to effective and timely Information, Advice and Guidance** getting the right information at the right time is crucial to support individuals to make informed decision about their next steps

- **Under investment in training by employers** Close to two-fifths of local employers acknowledge that they under-invest in training relative to business needs, mainly due to inability to release staff for training due to a lack of time and funds. Access to job-related training in the workplace is also unequal. Most notably workers who are less qualified are less likely to receive training than those qualified at a higher level.
- **Pockets of deprivation.** The Indices of Multiple Deprivation (IMD) 2019 show that whilst deprivation is not widespread, there are pockets of deprivation particularly in relation to skills, education and training. Some neighbourhoods in the subregion are among the 20% most deprived in England. Most of these are in Scarborough, but six are also within York, two in Craven with single neighbourhoods in Selby and Harrogate

# Local Skills & Employment Landscape

## Opportunities, Strengths & Challenges

### **Under representation in learning and employment.**

Key groups include those from disadvantaged backgrounds, women, older workers, people from ethnic minorities and disabled people. In particular, the disabled and older workers still face marked employment rate gaps. The area also faces a significant gender pay gap and occupational “segregation” that means women are often concentrated in occupations with poorer prospects and in low-paid part-time work.

In addition, there are issues relating to the inclusiveness of apprenticeships with the proportion of pupils eligible for free school meals entering an apprenticeship much lower than for other pupils. Whilst gender segregation within apprenticeships remains a key challenge with 79% of starts on Health, public services and care apprenticeships were for females in 2021/22 but the proportion of female starts in Construction, planning and the built environment was only 6%. A range of national research shows that male-dominated apprenticeships such as construction and engineering offer better pay and prospects than those in which women are concentrated.

There are a wide range of factors at play, affecting the region’s economy and impacting on productivity, innovation and inclusion. **These factors are also impacting on how well we unlock the potential in our**

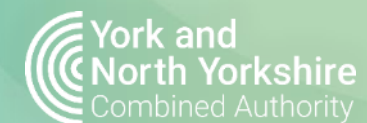
### **people, business and communities.**

Devolution offers a real **opportunity to align skills programmes and funding to emerging opportunities and sectors** and ensure investment is focused where it is most needed and will have greatest impact. However, the ASF is only one stream of funding; aligning, integrating and coordinating wider funding and programmes across the local skills landscape will achieve greater impact for individuals, businesses and providers; as well the region as a whole.

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# York and North Yorkshire Skills Strategy

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# Skills Strategy on a Page

*York and North Yorkshire is a place where local skills provision is accessible, integrated and responsive to the distinct and varied needs of our local economies and communities; enabling people and businesses to fully contribute to and benefit from a greener, fairer, stronger economy.*

## Economic Framework: Boosting Business and A Thriving Workforce Priority

### Accessible Careers Support for all ages

Residents are equipped to make decisions about education, training and careers **providing pathways** to higher skills and better paid jobs

### Empowered Communities

Communities are empowered by knowledge, confidence and skills to enable all residents to fully **participate** and **progress** in learning and work

### Thriving Businesses

Local businesses are **shaping skills provision** to grow productive and inclusive workplaces that support our local economy and **emerging opportunities**.

### An Integrated, Flexible and Responsive Skills System

A local skills system responsive to emerging economic opportunities and the needs of our rural, coastal and urban communities

### People we want to support - Underutilised Talent

Career Starters, Career Changers, Retained Talent (50+), SEND young people, Returners to learning/labour market, Disabled/experiencing mental/physical health issues, Entrepreneurs, Self-employed/business leaders, Migrants, Apprentices

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The strategy has been developed to enable businesses, individuals, communities and providers to unlock the underutilised talent across our working age population.

**Career starters.** Young people 14-24 starting out on careers including graduates,  
**Career changers.** All ages looking to upskill and/or reskill.

**Retained Talent.** 50+ who need support to stay in work: skills/IAG, health, financial  
**SEND young people.** Those with special educational needs or disabilities

**Returners to learning/labour market** e.g. those with caring responsibilities, 50+, criminal convictions, ex forces

**Disabled/mental/physical health issues.** Those needing support to overcome barriers to learning or work

**Self employed/business leaders.** Entrepreneurial and leadership & management skills to support start ups and workforce development.

**Migrants.** ESOL & employability skills  
**Apprentices.** Support to access and complete apprenticeships, including support for employers

## An Integrated, Flexible and Responsive Skills System

A Local skills system responsive to emerging economic opportunities and the needs of our rural, coastal and urban communities

1. An **easy to navigate** skills system **responsive** to key sectors, the transition to carbon negative and new technologies and **values basic, vocational, technical and transferable skills**

2. High quality **dynamic learning environments** supported by **sector specialist teaching** and tailored to the needs of our **distinct communities**

3. **A skills system that fosters entrepreneurialism**, encouraging and supporting new ideas, business development, growth and resilience.

## Accessible Careers Support for all ages

Residents are equipped to make decisions about education, training and careers providing pathways to higher skills and better paid jobs

1. Residents can access **high quality Careers Education Information Advice and Guidance (CEIAG)** to support them to enter, progress and change career direction within the local labour market

2. High quality all age careers support linked to **local labour market intelligence** and local businesses

3. All age CEIAG that supports **career adaptability, transferable skills** and new and emerging skill sets

## Thriving Businesses

Local businesses are shaping skills provision to grow productive, inclusive and healthy workplaces that support our local economy and emerging opportunities

1. Employers can identify their **current and future skills needs** linked to the local economy and emerging economic opportunities.

2. Employers have the leadership & management skills to **recruit, retain and grow** a productive, innovative and inclusive workforce where everyone can achieve their potential.

3. People can **thrive and progress in healthy workplaces**

## Empowered Communities

Communities are empowered by knowledge, confidence and skills to enable residents to fully participate and progress in learning and work

1. Community based provision is developed and delivered that **provides a gateway and supported pathways** to learning and employment

2. Residents can access a range of support to **address barriers to learning and work** as well reduce isolation, improve health and wellbeing and enable **engagement and progression** in learning and work

3. A Community wealth building approach to supporting **good economic growth**, thriving, healthy communities and sustainable and inclusive economies

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The strategy has been developed to reflect changes in the funding landscape indicating where current and future Combined Authority funding and programmes can support each of the strategic ambitions, but also where wider funding and programmes can align to the strategic ambitions.

The Combined Authority has the opportunity to strategically align ASF and FCFJ, Bootcamps, UKSPF & Multiply, Careers and Enterprise Company and opportunities presented by the Mayoral investment fund to maximise opportunities and add value to skills and employment support provision across the region.

Further details can be found in the sections on each ambition

**Combined Authority Funding:** Adult Education Budget & Free Courses for Jobs, Careers & Enterprise Company, UK Shared Prosperity Fund & Multiply, Bootcamps, Mayoral Investment Fund

## Wider Funding & Programmes

LSIF, IOT, 16-19 provision, DWP, NCS, HE, T Levels, Apprenticeships

Apprenticeships, T Levels, IOT, National Careers Service, 16-19 provision, HE

Apprenticeships, IOT, DWP, 16-19 provision, HE

DWP, Lottery/Charitable, NCS

Ambition 1:  
An Integrated, Flexible and  
Responsive Skills System

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# Ambition 1: An Integrated, Flexible and Responsive Skills System

We need to invest in a local skills system that is responsive to the region's emerging economic opportunities and the needs of our rural, coastal and urban communities. This will require joined up thinking, planning and action as well as effective collaboration and partnership working.

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## Easy to navigate and responsive system

The skills landscape is incredibly complex and difficult to navigate. We frequently hear from partners and stakeholders that a lack of provision is not always the problem – it is more a lack of awareness and understanding of what is available, how it can be accessed and the benefits for the individual or business. The more provision can be integrated and coordinated the simpler it will be for people and businesses to access and progress.

The skills system also needs to reflect the distinctiveness of place and support more localised approaches, enabling it to respond to emerging opportunities and needs of key sectors across our region. Developing a high quality, locally responsive skills system will require building capacity in the provider base to support a place based approach to skills provision.

The transition to carbon negative offers the opportunity of new jobs (eg in renewable energy sector) and new skills (e.g. retrofitting requirements for the construction sector). New technologies and increasing digitalisation are transforming the world of work. Digital skills are very much a core skill, equivalent in importance to literacy and numeracy and needed for most jobs.

## A flexible system that values a range of skills and levels

The system needs to be able respond to a range of demands - from specialist and technical skills from high potential sectors (Agri tech & Bio economy, Creative & Digital, Manufacturing, Healthy Ageing and Rail) and the regions core sectors (Construction, Agriculture & Visitor Economy); to supporting residents to progress from basic level skills through to higher level skills. The system also has to be able to offer this range of provision to support our foundational sectors as replacement needs are outstripping net job growth by 11 to 1. Furthermore, transferable skills will be increasingly important for those transitioning into emerging sectors or for those displaced from contracting sectors. The skills system must support this range of provision if the region is to develop and sustain a highly skilled workforce.

Flexibility in the system must also extend to the modes of delivery, particularly as inability to release staff for training is a key constraint for employers. Extensive consultation as part of the LSIP process identified the need for more modular and bite size provision with flexibility in when, where and how provision is delivered including using online and smart phone technology. Given the rurality of our region and the challenges we face with transport, there is a real place for online provision as long as the provision is high quality, includes learner support and can demonstrate added value to local provision.

Integrating and coordinating the employment and skills offer across the region so it can be easily accessed by individuals, businesses, providers and stakeholders has the potential to provide a flexible and responsive package of support. This will also enable the alignment of funding and programmes, thereby achieving greater impact for individuals, businesses and providers; as well the region as a whole.

## We will aim to...

- Develop an integrated and coordinated skills and employment offer, including careers, apprenticeship and skills support
- Improve coordination, collaboration and capacity in the Skills Provider base
- Encourage and support development and delivery of a range of flexible and bespoke provision



# Ambition 1: An Integrated, Flexible and Responsive Skills System

We need to invest in a local skills system that is responsive to the region's emerging economic opportunities and the needs of our rural, coastal and urban communities. This will require joined up thinking, planning and action as well as effective collaboration and partnership working.

**Accessible high quality learning environments and sector specialist teaching.** Ensuring investment in our skills infrastructure to enable learners to access the very latest technology and teaching is vital to our region. We need to fully utilise facilities and equipment, alongside investing in flexible modes of delivery – including online, blended learning and the use of smart phone technology, particularly as travel to learn distances exceed the national average in our region. Teaching must be industry relevant – staying current and up to date is a constant challenge for providers as particularly identified in the LSIP consultation by local businesses. We need to ensure providers have access to industry/businesses to ensure they understand their needs and future skill demands. Recruitment to the sector is an issue of particular concern to colleges and providers across the region.

## We will aim to...

- Support investment in capital infrastructure and equipment
- Ensure access to high quality dynamic learning environments and equipment
- Invest in CPD and 'industry exchanges' for tutors

## A system that fosters entrepreneurialism

Entrepreneurialism can be the spark, if given the right support and nurturing, that develops into the businesses and business leaders of the future. It is important that entrepreneurialism is supported at a generic level in terms of supporting and encouraging the development of new ideas, opportunities, taking risks and raising individual aspiration; as well as specific to self employment and business start up pathways. Ensuring the skills system can provide the advice and training, particularly for those from under represented groups, for both new and existing entrepreneurs, can support new jobs, innovation and help to keep local talent in the region.

For further details on this ambition see plans for action in appendix 1

## We will aim to...

- Ensure entrepreneurialism is embedded across the skills system

City region  
Rural powerhouse

Ambition 2:  
Accessible Careers  
Support for All Ages

City region  
Rural powerhouse

## Ambition 2: Accessible Careers Support for All Ages

Careers are changing. To meet the ambitions of our region, we will need to harness the potential of our residents and ensure they are equipped to take advantage of the education, training and employment opportunities on offer.

### High Quality Careers Education Information Advice and Guidance (CEIAG)

It is crucial that accessible and high quality CEIAG is embedded across the skills landscape and can provide tailored support at key transition points for those looking to take their first steps into the jobs market, including our graduates; as well those looking to progress or change career direction at any stage of their working lives.

A number of YNYLEP reports highlight the importance of effective and timely CEIAG. This needs to be delivered at times and places convenient for people, whether they are in work or not currently working; in order to ensure they can enter and progress within learning and work. For those in work, 36 % of employers have staff who are underutilised and without the right information, advice and guidance their potential will remain untapped.

In terms of our young people, we also know that pupils eligible for free schools are less likely to enter into higher education or apprenticeships than their peers; or stay connected with learning. Across the region there are high number of young people (16-17) that are classed as NEET (not in education, employment or training), the vast majority because their activity is 'unknown'; as well as increasing numbers identifying as 'pre neets' or at risk of becoming NEET. Ensuring these young people have access to tailored CEIAG is crucial to ensure they are getting the best start in life.

### We will aim to...

- Develop an All Age Careers Strategy for YNY
- Ensure CEIAG resources and support are coordinated and easily accessible to all residents
- Ensure CEIAG is embedded across the skills system

City region  
Rural powerhouse

## Ambition 2: Accessible Careers Support for All Ages

Careers are changing. To meet the ambitions of our region, we will need to harness the potential of our residents and ensure they are equipped to take advantage of the education, training and employment opportunities on offer.

### Linked to Local Labour market intelligence

CEIAG must be underpinned by up to date labour market information and shaped by strategic priorities in the LSIP as well as supported by access to high quality training for careers professionals. New and emerging technologies and jobs will demand new skill sets particularly in digital, technical, 'green' skills and STEM. All career professionals need access to resources and training that reflect the needs of the local market. This will ensure that CEIAG provided can offer individuals lines of sight to training, education and jobs linked to the emerging opportunities in the local labour market and skill sets in demand by employers.

Ensuring career professionals have up to date training and resources to support our residents will be crucial to ensure they are equipped to take advantage of local opportunities.

### We will aim to...

- Develop an online portal for careers resources
- Develop career professionals training and resources
- Further develop relationships with employers

### Career Adaptability

Employers are also looking for more 'generic' or transferable skills such as communication and organisational skills, attention to detail, planning, teamwork, collaboration, creativity and problem solving. Transferable skills will be increasingly important for those transitioning into emerging sectors or for those displaced from contracting sectors; as well as those who have not worked before who need support to help identify what their transferable skills are, how to articulate them, and how to present them in CVs.

Effective and timely CEIAG and utilising transferable skills can support with addressing skills gaps and shortages in the York and North Yorkshire workforce.

### We will aim to...

- Embed career adaptability/transferable skills across the skills system
- Develop training and resources for all Career professionals to support career adaptability

City region  
Rural powerhouse

We have an opportunity to develop a coordinated all age careers offer, integral to the local labour market and informed by research and data on future skills, as well as promoting career adaptability and transferable skills to ensure, as a region, we develop a versatile and flexible workforce.

For further details on this ambition see plans for action in appendix 1

# Ambition 3: Thriving Businesses

City region  
Rural powerhouse

# Ambition 3: Thriving Businesses

We want Employers in YNY to have the skills to recruit, retain and grow a productive, inclusive and healthy workforce. In order to do that they need to be able to identify their current and future skills needs. This includes understanding and knowing how to maximise the talent and productivity of their workforce and having access to support and skills programmes that can help them to do this.

## Employers shaping skills provision

Many employers in YNY are experiencing issues relating to skills including upskilling and reskilling needs, underutilisation of staff and a lack of investment generally in training. If we want our employers to be able to identify their current and future skill needs and shape provision, they need to feel confident about accessing and navigating the local skills system.

We need to ensure they are aware of and understand what provision exists, how to access it and how it can benefit their workforce and their business. The alignment of this Skills Strategy and the work of the LSIP will support employers to shape provision to more closely meet their needs and support them to build talent pipelines and invest in their workforces to be able to meet the emerging opportunities in our economy.

## We will aim to...

- Promote the range and benefits of skills provision to employers
- Support the work of the LSIP
- Develop a comprehensive apprenticeship support offer for employers

Apprenticeships are a key means for employers to invest in and grow their own skills to address skills shortages and the needs of their business. However, the apprenticeship landscape is complex. There is evidence of misalignment between the subject profile and demand in the local labour market and adult apprentices (aged 25+) are still less well-represented than their younger counter parts.

The ESF funded Apprenticeship Hub, until recently, provided expert information to help employers recruit and upskill staff through apprenticeships. Whilst in the short term, funding from UKSPF has enabled the retention of an online resource, the region no longer has a dedicated apprenticeship support offer for local employers. More support is needed to raise awareness with employers of apprenticeships and the benefits to their business of building their talent pipelines. In particular, feedback from employers highlights the need for support to navigate the apprenticeship system, including advice/information on taking on and mentoring apprentices; as well as support for larger businesses to make effective use of the apprenticeship levy including support with levy transfer to help with the costs of apprenticeships for smaller businesses.

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# Ambition 3: Thriving Businesses

We want Employers in YNY to have the skills to recruit, retain and grow a productive, inclusive and healthy workforce. In order to do that they need to be able to identify their current and future skills needs. This includes understanding and knowing how to maximise the talent and productivity of their workforce and having access to support and skills programmes that can help them to do this.

## Employers have the skills to recruit, retain and grow their workforce

Workforce planning, development and health and wellbeing need to be integral to employers strategic and operational business development. **High quality Leadership and Management** can be an effective tool that enables businesses to develop and embed inclusive recruitment, retention and workforce development practices. This can maximise productivity, innovation and support health and wellbeing, reducing the cost of staff turnover and unrealised potential. Flexible and bitesize skills support for leaders and managers that enables them to tailor and embed workforce planning and development in their business will ensure as a region we can unlock the potential in our working age population.

## We will aim to...

- Ensure employers have access to workforce development information and support
- Encourage and support development and delivery of modular Leadership & Management provision

## Healthy workplaces

Absence from work due to sickness has grown since the beginning of the pandemic, particularly in those aged 50 and older. Across York and North Yorkshire more and more people are unable to work due to poor mental health and musculoskeletal problems. Research by the Health Foundation shows an increasing national trend in the number of people between 16-45years who are now living with an illness that they class as “work limiting”. This number of people in the younger age group has risen over the last 4 years by 15%.

Effective training and support for employers can help to safeguard the health and wellbeing of their staff, support them to make reasonable adjustments and retain employees. Support to develop inclusive workplaces can unlock the potential of staff who are neurodiverse, disabled or experiencing mental health challenges. Health and wellbeing at work has never been more important to recruitment and retention – in particular building productive teams and reducing absences and staff turnover.

## We will aim to...

- Ensure employers can access support to build healthy workplaces

City region  
Rural powerhouse

For further details on this ambition see plans for action in appendix 1

# Ambition 4: Empowered Communities

City region  
Rural powerhouse



# Ambition 4: Empowered Communities

City region  
Rural powerhouse

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 can improve access to opportunities, address barriers to unemployment and ensure everyone can gain the skills and support they need to participate fully in society.

## Gateways to learning and work

The journey from inactivity and unemployment into work is not always straightforward, with many opportunities and challenges unique to each distinctive place and resident. By applying lessons learned and building on the community delivery models from successful locally developed programmes such as Community Grants, Community Led Local Development and Action Towards Inclusion Programme, we can develop projects for future investment. Devolution of the ASF will allow us set priorities that align more closely with local need and enable closer partnership working with providers to bring together planning of the wider skills and post 16 education system, ensuring provision is inclusive and accessible across our region.

### We will aim to...

- Enable and support community based delivery models for skills and employment support
- Develop opportunities for collaboration and capacity building

## Addressing barriers

This priority focusses on ensuring residents can access a range of localised information and support that helps them address barriers to engaging and participating in learning and work. This 'whole person' approach recognises that people face many and complex issues and it is the interplay of these issues that creates barriers to accessing, staying and progressing in learning and work

'Wrap around' support includes support for improving confidence, skills and employability as well as issues such as isolation, health and wellbeing and cost of living; enabling residents to fully participate and progress in learning and work.

As new funding and delivery opportunities arise such as DWP Universal Support, working collaboratively with partners and coordinating programmes for maximum impact, will be paramount.

### We will aim to...

- Ensure a 'whole person' approach to skills and employment support
- Provide Strategic Coordination of wider employment support programmes:
- Support and encourage increased flexibility of provision

# Ambition 4: Empowered Communities

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 can improve access to opportunities, address barriers to unemployment and ensure everyone can gain the skills and support they need to participate fully in society.

## Locally focussed collaboration

York and North Yorkshire's 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. Working strategically with the voluntary and community sector and recognising the substantial impact they have on local economies we will support local employment and learning, social enterprise, and help address local challenges.

Our larger organisations also play a significant role in community adhesion, creating substantial local employment opportunities and positively influencing workplace policy and practice. Building on this work we can 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.

## We will aim to...

- Develop a community wealth building approach to skills and employment support, working with businesses, Local Authorities and VCSE sector
- Establish an Anchor Organisations Network, working with colleagues and partners from both Local Authorities and VCSE sector

Community Wealth Building approaches have the potential to unlock and enable local expertise, knowledge, lived experience, assets and innovation to reduce inequalities, create opportunities and retain more wealth and opportunity for the benefit of local people.

For further details on this ambition see plans for action in appendix 1

**City** region  
**Rural** powerhouse

**City** region  
**Rural** powerhouse

# Appendix 1: Plans for Action

Ambition 1	<b>An Integrated, Flexible and Responsive Skills System</b> <b>A Local skills system responsive to emerging economic opportunities and the needs of our rural, coastal and urban communities</b>		
Priority	We will aim to...	What we are already doing...	What success looks like
An <b>easy to navigate</b> skills system <b>responsive</b> to key sectors and the transition to carbon negative; and <b>values basic, vocational, technical and transferable skills</b>	<b>Develop an integrated and coordinated skills and employment offer</b> across the region for individuals, businesses and providers, including skills, careers and apprenticeship support and working in partnership with the two Local Authorities and other key stakeholders.	Scoping the concept of a <b>YNY Skills and Employment Interchange</b> providing: <ul style="list-style-type: none"> <li>Both a virtual platform and 'place based navigators' to support integrating the skills and employment offer including: CEIAG, Apprenticeships, Skills &amp; Employability Programmes and Skills for business support</li> <li>Labour Market Intelligence, data and research on skills, employment and economy including future skills needs to inform strategy and, development and delivery of provision</li> </ul>	Improved coordination and integration of the local skills offer to residents, businesses and providers  Improved access to and participation in skills provision
	<b>Improve coordination, collaboration and capacity in the Skills Provider base</b> across the region through the establishment of partnerships/forums and support for existing networks.	Working collaboratively with skills partners across the region including FE colleges, Yorkshire Learning providers Forum, NYC & CoYC and VCSE sector	More highly skilled, versatile and flexible workers utilising new technologies in existing and emerging sectors.
	<b>Encourage and support development and delivery of a range of flexible and bespoke provision</b> , ensuring investment aligns with high potential and core sectors, new technologies and transition to carbon negative	Delivery of UKSPFs Sector Skills and Green Skills Programmes as well as supporting Sector Specialist funded roles to support upskilling and reskilling of the workforce and ensuring lessons learned are informing future funding and programmes	Increase in skills levels in green technologies.
		Exploring ASF flexibilities to support more flexible modes of delivery with clear and supported progression routes from entry level to higher skills  Developing the Skills bootcamps programmes to ensure flexibility and responsiveness to employer needs and tailored to specific emerging sectors driven by new technologies and underpinning the transition to carbon negative.	

Ambition 1	<b>An Integrated, Flexible and Responsive Skills System</b> <b>A Local skills system responsive to emerging economic opportunities and the needs of our rural, coastal and urban communities</b>		
Priority	We will aim to...	What we are already doing...	What success looks like
High quality <b>dynamic learning environments</b> supported by <b>sector specialist teaching</b> and tailored to the needs of our <b>distinct communities</b>	<b>Support investment in capital infrastructure and equipment</b> including to ensure high quality dynamic learning environments, working with FE colleges, LAs, ITPs and VCSE sector	Supporting and informing work of the LSIP and LSIF ensuring alignment	Colleges and training providers delivering high quality training
		Skills Bootcamp provision utilising new FE capital equipment and infrastructure to pilot provision in new technologies.	
		Exploring the potential for the development of ‘skills villages’ to support key sectors	
	<b>Ensure access to high quality dynamic learning environments and equipment</b> to address rurality and transport issues	Developing Skills programmes that are flexible in design and delivery incorporating modular, online, distance learning, outreach eg Skills Bootcamps, ASF, UKSPF	
	<b>Invest in CPD and ‘industry exchanges’ for tutors</b> through development of bespoke provision	Exploring ASF/FCFJs flexibilities to support CPD for tutors.	
Exploring UKSPF to upskill tutors in green skills to enable them to provide green/retrofit training for employers			
<b>A skills system that fosters entrepreneurialism</b> , encouraging and supporting new ideas, business development, growth and resilience.	<b>Ensure entrepreneurialism is embedded across the skills system:</b> business support, careers support and skills programmes with a focus on provision that supports under represented groups	Exploring opportunities for Skills Bootcamps to develop entrepreneurship and L&M skills within the context of specific sectors (e.g. creative and technical)	Increase in confident entrepreneurs and managers with the skills to deliver transformational change.
		Exploring ASF/FCFJs flexibilities to support entrepreneurialism in provision	
		CEC developing resources to support entrepreneurialism & self employment	
		Working with UKSPF funded Skills Business Relationship Manager to encourage businesses to develop their workforce through masterclasses, and consultancy.	
		Collaborative working with Growth Hub on pre start up and start up support.	
<b>Key partners</b>	NYC, CoYC, LSIF & LSIP, IOT, FE Colleges, Yorkshire Learning Providers, ITPS, VCSE Sector, DWP, NCS, HE, DfE, Employers		

Ambition 2	Accessible careers support for all ages: Residents are equipped to make decisions about education, training and careers providing pathways to higher skills and better paid jobs		
Priority	We will aim to...	What we are already doing...	What success looks like
Residents can access <b>high quality Careers Education Information Advice and Guidance (CEIAG)</b> to support them to enter, progress and change career direction within the local labour market	<b>Develop an All Age Careers Strategy for YNY</b> including developing a multi agency and coordinated approach to data collection, sharing and action planning	Exploring the strategic positioning CEC contract and wider careers support for all ages within the CA	CEIAG is embedded throughout the skills system
	<b>Ensure CEIAG resources and support are coordinated and easily accessible to all residents:</b> virtually, face to face, at times and places that work for them.	Delivering community based CEIAG training and provision in North Yorkshire to ensure wider access to CEIAG in communities funded by UKSPF.	Improved Progression in learning and work
		Exploring ASF flexibilities to enable more promotion, engagement and capacity to deliver CEIAG in communities	Increased number of adults engaged in learning and work
	<b>Ensure CEIAG is embedded across the skills system</b>	Delivering CEC contract supporting CEIAG for schools, colleges and careers leaders across the region	
Exploring ASF flexibilities to embed CEIAG across provision			
High quality all age careers support linked to <b>local labour market intelligence</b> and local businesses	<b>Develop an online portal for careers resources</b> based on LMI that can be embedded into school/college curriculums and in adult careers support	Exploring digital platforms to host a careers repository that can be integral to the scoping work on the overarching Skills and Employment Interchange	On line portal developed and implemented Careers professionals can access training and resources linked to LMI and local businesses
	<b>Develop career professionals training and resources</b> based on LMI and emerging skill sets to support new sectors and local employers	CEC Careers Hub developing sector specific resources as part of Shape Your Future Resources and Green Skills for Careers Leaders programme funded by UKSPF	
	<b>Further develop relationships with employers</b> to support workplace experiences for all ages	CEC Careers Hub driving high quality engagement with employers via Cornerstone Employers Group and implementation of employer standards and tool kit.	Good employer engagement across the region
All age CEIAG that supports <b>career adaptability, transferable skills</b> and new and emerging skill sets	<b>Embed career adaptability/transferable skills across the skills system</b>	Consider ASF flexibilities to enable more promotion, engagement and capacity to deliver CEIAG in communities	Targeted resources for Careers professionals and learners to support new sectors and transferable skills
		Ensuring importance of transferable skills built into new programme development: UKSPF, Bootcamps	
	<b>Develop training and resources for all Career professionals in Career adaptability</b> to support residents to identify transferable skills and develop career adaptability linked to new and emerging sectors	Careers Hub equipping career leaders and teachers with the right training and support.	
<b>Key partners</b>	NCS, DWP, NYBEP, NYC, CoYC Schools and colleges, University of York, York St Johns University, Coventry University, Uni Connect, ITPs/Provider Network, Employers		

Ambition 3	<h2 style="text-align: center;">Thriving Businesses</h2> <p style="text-align: center;">Local businesses are shaping skills provision to grow productive and inclusive workplaces that support our local economy and emerging opportunities</p>		
Priority	We will aim to...	What we are already doing	What success looks like
Employers can identify their <b>current and future skills needs to shape local provision</b> and meet the needs of the local economy and emerging economic opportunities.	<p><b>Promote the range and benefits of skills provision to employers</b> and ensure they have access to information and support to meet the needs of the local economy and emerging economic opportunities.</p>	<p>Scoping the concept of a <b>YNY Skills and Employment Interchange</b> to provide both virtual and ‘physical support’ for employers to access and navigate the skills system to upskill and reskill their workforce addressing skills shortages and skill gaps including Apprenticeships, Skills Programmes and Skills for business.</p>	<p>Enhanced Employer awareness of link between skills development and business productivity</p> <p>Increased employer investment in training</p> <p>Increased access to and participation in skills provision</p> <p>Employer satisfaction levels of appropriateness and timing of training high.</p>
		<p>Consider ASF flexibilities to enable more promotion, engagement and capacity to deliver flexible and innovative provision aligned with priority sectors and ensuring clear and supported progression pathways as routes to higher skills and better paid jobs.</p>	
		<p>Ensure Skills Bootcamps Programme continues to work collaboratively with Employers, Providers Growth Hub, CEC, UKSPF and development is based on rigorous skills analysis and linked to wider business growth ambitions</p>	
		<p>Supporting the development and delivery of UKSPFs Skills programmes:</p> <ul style="list-style-type: none"> <li>• Skills Business Relationship Manager to support employers to access appropriate skills support and exploring opportunities to grow this model</li> <li>• Monitor and evaluate Sector Skills and Green Skills programmes to support upskilling and reskilling in priority sectors.</li> </ul>	
	<p><b>Support the work of the LSIP</b> and ensure this is fed into emerging programmes to ensure employers are shaping skills provision</p>	<p>Member of LSIP Board and feeding in research, data and programme delivery to inform the work of the LSIP. Joint Skills event with the LSIP in March .</p>	
	<p><b>Develop a comprehensive apprenticeship support offer for employers:</b> raises awareness of apprenticeships, provide advice/information and provides a levy transfer service.</p>	<p>Secured funding from UKSPF to continue hosting of Apprenticeship resources online and exploring further funding for apprenticeship support for employers.</p>	

<b>Ambition 3</b>	<h1 style="margin: 0;">Thriving Businesses</h1> <h2 style="margin: 0;">Local businesses are shaping skills provision to grow productive and inclusive workplaces that support our local economy and emerging opportunities</h2>		
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Priority	We will aim to...	What we are already doing	What success looks like
Employers have the leadership & management skills to <b>recruit, retain and grow</b> a productive, innovative and inclusive workforce where everyone can achieve their potential.	<b>Ensure employers have access to information and support</b> that helps them recruit, retain and grow a productive, innovative and inclusive workforce	Scoping the concept of a YNY Skills and Employment Interchange to provide both virtual and physical support to employers to build leadership & management skills, talent pipelines and skills of their workforce.	Enhanced Employer awareness of link between skills development and business productivity
		Supporting the development and delivery of UKSPFs Skills Business Relationship Manager to support employers to navigate the skills system and access appropriate skills support. Exploring opportunities to grow this model	Increased no of businesses with skills plans/appraisals systems
	<b>Encourage and support development and delivery of modular Leadership &amp; Management provision</b> to support recruitment, retention and skills development of the workforce:	Supporting development of specialist Leadership & Management Skills Bootcamps to support businesses to recruit, retain and grow their workforce	Increase no of businesses engaged in apprenticeships
		Supporting the development and delivery of master classes and consultancy to support employers to operationalise and embed high performance working practices in their business as part of UKSPFs Skills Business Relationship Manager and Resource Pot.	More productive workplaces, perceived by both management and workers as talent nurturing environments
People can thrive and progress in <b>healthy workplaces</b>	<b>Ensure employers can access support to build healthy workplaces</b> and health and wellbeing is embedded in business support	Exploring how Universal Support Programmes can be developed in YNY to support employers.	Businesses adopting high performance working practices
		Supporting the development and delivery of UKSPFs Skills Business Relationship Manager and development of master classes to support health and wellbeing of workforce	More productive workplaces  Reduced staff turnover, sickness and absenteeism

**Key partners**  
 CoYC & NYC locality BRMs, Growth Hub, LSIP, FSB, Public Health, West & North Yorkshire Chamber of Commerce, ITPs, FE colleges



Ambition 4	<h2 style="text-align: center;">Empowered Communities</h2> <p style="text-align: center;">Communities are empowered by knowledge, confidence and skills to enable residents to fully participate and progress in learning and work</p>		
Priority	We aim to...	What we are already doing...	What success looks like
Community based provision is developed and delivered that <b>provides a gateway and supported pathways</b> to learning and work	<b>Enable and support community based delivery models</b> for skills and employment support	Delivery of UKSPF Engaging and Progressing People programme supporting a delivery partnership of VCSE organisations delivering employability support and ensuring lessons learned are informing future funding and programmes  ASF flexibilities explored as a means of enabling more community based provision for learners and developing innovative models of engagement, delivery and support for hard to reach learners.	Sustainable VCSE network of delivery organisations  Increased number of VCSE orgs supported via UKSPF and ASF to develop training and learning
	<b>Develop opportunities for collaboration and capacity building</b> across the sector including VCSE and ITP FE sectors - encourage collaboration and partnership working through the establishment of partnerships/forums and support for existing networks.	Exploring potential for the establishment of provider partnerships/forums as a result of the ASF engagement process  Support and feed into the Yorkshire Learning Providers, VCSE Strategic Leaders Forum, YNYER Principals Group	Increased access to and participation in learning  Improved Progression in learning and work
	<b>Ensure a ‘whole person’ approach to skills and employment support</b> is embedded across provision. Continue to inform and develop range of provision that supports residents to access training and learning that leads to sustainable employment.	Exploring ASF flexibilities to enable wider wraparound support to learners and developing innovative support for hard to reach learners.  Delivery of UKSPF People and skills programmes: <ul style="list-style-type: none"> <li>• Engaging and Progressing People – support for inactives and those in work to move closer to employment or progress within employment</li> <li>• Digital inclusion – training for digital buddies to support residents to get on line and stay safe on line.</li> <li>• Younger and older Innovative Grant pot – support for older and younger groups to engage in learning and work</li> <li>• Community based IAG – training for VCSE workers and volunteers in IAG to act as first point of contact for IAG in communities</li> </ul>	Increased access to and participation in learning  Improved Progression in learning and work  ‘Whole person’ approach’ to delivery and outcomes/impact embedded in skills and employment programmes across the region
		<b>Provide Strategic Coordination of wider employment support programmes</b>	Currently working in partnership with DWP on local delivery of Universal Support programme  Exploring options to embed flexible provision as part of ASF/FCFJs and Skills Bootcamps
<b>Support and encourage increased flexibility of provision</b> including: modular and bitesize, location, time, online and smart phone technology			

Ambition 4	<h2 style="text-align: center;">Empowered Communities</h2> <p style="text-align: center;">Communities are empowered by knowledge, confidence and skills to enable residents to fully participate and progress in learning and work</p>		
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Priority	We aim to...	What we are already doing...	What success looks like
A Community wealth building approach to supporting <b>good economic growth</b> , thriving, healthy communities and sustainable and inclusive economies	<b>Develop a community wealth building approach to</b> skills and employment support, working with businesses, LAs and VCSE sector	Working group established as part of UKSPF to explore community wealth building model that can be tested and then rolled out across further programmes.	Community Wealth Building Model implemented across all programmes
	<b>Establish Anchor Organisations Network</b> working with colleagues and partners from both LAs and VCSE sector to identify and disseminate good practice and support embedding of sustainable and inclusive economies	Delivery of UKSPF Green skills programme in partnership with NYC & CoYC, housing associations and supply chain businesses to support upskilling of workforce in retrofit skills to enabling retrofit of regions housing stock	Anchor Institutions Network established and working towards clear set of objectives

**Key partners:** DWP, NYC, CoYC, VCSE sector, YHICB, Yorkshire Learning Providers Forum, Businesses

**City** region  
**Rural** powerhouse

## Appendix 2: Resources

# Resources referred to in document

City region  
Rural powerhouse

## Resources:

- [York-North-Yorkshire-Labour-Market-Analysis-30-May-2023-Update.pdf \(yorknorthyorks-ca.gov.uk\)](https://yorknorthyorks-ca.gov.uk/york-north-yorkshire-labour-market-analysis-30-may-2023-update.pdf)
- [English indices of deprivation 2019 - GOV.UK \(www.gov.uk\)](https://www.gov.uk/english-indices-of-deprivation-2019)
- [Labour Market Profile - Nomis - Official Census and Labour Market Statistics \(nomisweb.co.uk\)](https://nomisweb.co.uk/labour-market-profile)
- [LSIP\\_York\\_and\\_North\\_Yorkshire\\_2023.pdf \(wnychamber.co.uk\)](https://wnychamber.co.uk/lsip-york-and-north-yorkshire-2023.pdf)
- [Health Foundation: What we know about the UKs working-age health challenge 2023](https://www.healthfoundation.org.uk/what-we-know-about-the-uks-working-age-health-challenge-2023)
- [York-and-North-Yorkshire-Priority-Sector-Research-Report-15-March-2022.pdf \(yorknorthyorks-ca.gov.uk\)](https://yorknorthyorks-ca.gov.uk/york-and-north-yorkshire-priority-sector-research-report-15-march-2022.pdf)

## York and North Yorkshire LEP Research Reports:

- [Transferable Skills Research – April 2022](#)
- [Progression Routes to Level 2 – Identifying Best Practice for the Future](#)
- [Upskilling and Reskilling across York and North Yorkshire](#)
- [Exploring the capacity of the Further Education System to Engage and Support 19 to 24 Year Old NEETs](#)
- [High Performance Working Practices Research Report – April 2022](#)
- [Community Learning Provision Report](#)
- [Digital Skills in York and North Yorkshire Assessment Report](#)

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The data quoted in this plan was correct as per the most recently available data at the time of publication.