



# leeds city region

intelligence driving growth

## employment and skills strategy

increasing employment and skills for the leeds city region

employment and skills board 2010



# INTRODUCTION FROM THE CHAIR OF THE EMPLOYMENT AND SKILLS BOARD

As Chair of the Employment and Skills Board for the Leeds City Region, I am delighted to present our Employment and Skills Strategy. This document provides a significant opportunity to drive change and improve the skills of our people, and thus improve the productivity of our businesses.

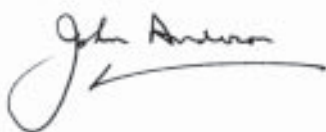
This, our first Strategy, is intended to set a clear direction of travel for later years. We will look to review our priorities and actions within the first year. This will be to take into account the further views of our stakeholders, and factor in any major policy shifts following the election of the new Government in May 2010 and further changes in the City Region's economic well-being.

We have therefore set out what we see as the key immediate Skills and Employment challenges for our City Region and how, as a Board, we should respond. There is much to be done and it will require concerted effort across a range of partners in the private, public and third sectors.

As a Board, our role is to set the strategic context and to provide leadership. We will act as ambassadors for the Leeds City Region and its business, and champion 'skills' for the current and future workforce. We have set out a limited number of strategic actions to establish the Board and initiate change, as well as what our key 'asks' are from all of our stakeholders.

- For employers, both in the public and private sector, to engage with the new Board and this Strategy, and to increase their commitment to supporting skill development within the current and future workforce;
- For the Government at all levels, and its delivery agencies, to maintain an open and responsive dialogue with the Board, to work with us to extend our remit to better serve our ambitions and to shape national and regional funds to better meet the needs of the City Region;
- For individuals to use the information, advice and guidance that is available to them, to help better inform the choices they make in relation to skills and employment, recognising that their commitments in time and other resource will improve their life chances; and
- For 'providers', to more closely respond to the changing needs of employers, including those priorities reflected in this Strategy, to ensure that people exiting publicly funded provision are appropriately prepared for the world of work.

Both I and my Board shall look forward to working with you on these immense challenges in the coming year and beyond.



**John Anderson**  
Regional Director, BT



# MESSAGE FROM THE LEEDS CITY REGION LEADERS BOARD

Leeds City Region is a dynamic, £50bn City Region with a diverse business base. Our economy combines major strengths in manufacturing and finance with its sight set firmly on the growth industries of the future, such as digital design and biotechnology.

The Employment and Skills Board for the City Region has brought together a unique partnership of private and public sector leaders with the experience, vision and understanding needed to generate the new perspectives and to catalyse change.

The Board and this Strategy represent a new phase in the development of the wider City Region Partnership. Sitting alongside our work on housing and innovation and transport agendas, skills and employment will drive the creation of a prosperous and sustainable City Region.

It is a skilled workforce that will boost the productivity of our businesses and provide more jobs for those living in our City Region. And it is rising employment and opportunity for all that leads to stronger, healthier and safer communities, where people want to live and work as a matter of choice.

There is therefore a most urgent need to encourage all our employers to invest in the skills of their staff and for our residents to maximise the provision that is available to them.

The political landscape may shift, organisations may come and go, but the need to collectively 'up our game' on the skills and employment agenda will remain a constant. If we are to be successful, we need to see more of our young people entering into skilled occupations and growth sectors within the City Region, as well as our adults improving their skills

Crucially, our success depends on understanding what employers need, both now and in the future, and therefore we commend this Strategy to you.

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# EXECUTIVE SUMMARY

1. The Leeds City Region Employment and Skills Board is a new employer led partnership with bold ambitions. We will lead efforts to improve skills across the City Region, increasing productivity and employment.
2. We will do this by achieving five strategic objectives:
  - Improve skills and boost employment in selected key sectors;
  - Increase employer and individual skills investment across the City Region;
  - Enable those out of work to compete in the labour market by ensuring that they have the necessary skills;
  - Promote better information for learners, employers, colleges, universities and training providers to make more informed decisions; and
  - Create an aspirational and innovative enterprise culture.
3. The Leeds City Region has been through the toughest economic period of the last fifty years. Business has suffered and as a consequence, unemployment has started to reach levels not seen since the 1980s.
4. As a Board our vision is firmly fixed on the future - where employment will be dependent on having the right skills and the right attitude for work.
5. We will be working with companies across the City Region in established manufacturing, finance and business services, and hospitality & tourism sectors. Of equal importance, we will be focusing on companies in emerging sectors, including those serving new markets for environmental technologies and in the digital and creative sectors.
6. But to do this we need to overcome some serious challenges.
7. Even before the recent economic recession the City Region faced the difficult challenge of bringing those not working, back into the labour market. The downturn has led to further significant increases in those out of work in virtually every community within the City Region. We need to get more people into work as quickly as possible, to prevent long term unemployment becoming a bigger long term challenge.
8. Moreover, now, some residents in the Leeds City Region are not equipped to secure the jobs that economic growth will bring. Nearly 250,000 people lack any qualifications. Far too many young people leave school with fewer than 5 A\*-C GCSEs. Most forecasts suggest that in future, some 50% of new jobs will require higher level skills, and if we do not improve the skills of our adult workforce, the City Region economy will suffer.
9. Employers report that getting the right staff, with the right skills and motivations for work, is often difficult. They believe that local authorities, Jobcentre Plus, colleges and other learning providers are not doing enough to address these challenges. They are confronted by a bewildering array of organisations offering support that does not appear to meet their needs. Employers want to see the current "offer" simplified and easier to access.
10. To build a more competitive, more productive economy across the City Region we will have to invest more in strengthening the skills of our existing workforce and those entering the workforce. This will provide the foundation for raising aspirations, increasing employment, and boosting innovation.
11. This Strategy highlights the need for Government to provide the tools to do the job. We need more control over the use of public investment to leverage more company and individual investment in the skills that our economy needs – now and in the future. Unless we can change the behaviour of our employers, our colleges and other providers, and our learners, we will fail to build a truly competitive workforce. If we carry on as we are, we may continue to hit national targets, but will miss the point.
12. As a Board we are clear on what the challenges are and our approach. We will deliver our Strategy in accordance with the following principles. We will:
  - be guided and motivated, first and foremost, by the skills requirements of employers – to meet their current and future needs;
  - drive improvements in provision to respond to the needs of employers;
  - focus on a limited number of actions that need to be addressed at a City Region level; and
  - ruthlessly press for simplification and clarity to ensure that employers and individuals can better access publicly funded provision.

# 1. THE CHALLENGE WE FACE TODAY

- 1.1. In this first chapter we set out an overview of the Leeds City Region today. This highlights the effects of the recession and forecasts for the future. The detailed evidence is in a separate Appendix.
- 1.2. The Leeds City Region is home to almost 3 million people, 1.3 million jobs and over 102,000 businesses. The City Region economy generates around £50 billion Gross Value Added (GVA)<sup>1</sup> per annum, which has grown 27% since 1997<sup>2</sup>. The area stretches out from the urban core of Leeds and Bradford, encompassing Barnsley, Calderdale, Craven, Harrogate, Kirklees, Selby, York and Wakefield.

## Employment dominated by the service sector and concentrated in Leeds and a few other centres

- 1.3. Over the past century the UK has seen a marked shift in its industrial composition. The demand for labour in manufacturing and agriculture has declined, whereas demand for labour in the services sector has grown and will continue to increase<sup>3</sup>. Demand has moved away from relatively low-skilled occupations in favour of highly-skilled professional, technical, administrative and managerial occupations. Some skill sets are now rendered obsolete<sup>4</sup>.
- 1.4. Between 1998 to 2007, over 100,000 new jobs were created in the City Region<sup>5</sup>, with 64% of this growth occurring in Leeds and Wakefield. Only very limited employment growth occurred in Bradford, Barnsley, Calderdale and Craven during this same period. Now, Leeds accounts for just under one-third of all jobs in the City Region followed by Bradford, Kirklees and Wakefield<sup>6</sup>. As a result, Leeds Train Station is the second busiest station outside of London<sup>7</sup>.
- 1.5. Some 95% of City Region residents work within its boundaries, thus creating a largely self-contained labour market<sup>8</sup>.
- 1.6. Across the City Region, employment growth has been driven by the business services sector<sup>9</sup>. There has been a steady decline in manufacturing employment although less pronounced than in earlier periods<sup>10</sup>. Growth in knowledge intensive employment sectors such as business services, education, health and public administration<sup>11</sup> has driven the proportion of higher skill occupations<sup>12</sup>.
- 1.7. But the City Region<sup>13</sup> still has a lower proportion of residents employed in professional occupations and associate professional/technical jobs than the national average, despite above average growth in these occupations. In contrast, the City Region has a higher proportion of employment in sales/customer service occupations, process, plant & machine operatives and elementary occupations<sup>14</sup> which have increased compared to a national decline<sup>15</sup>.

## The population of working age and young people will grow rapidly and ethnic diversity varies across the City Region

- 1.8. Current forecasts indicate that the working age population will increase by 26% between 2006-2031<sup>16</sup>. Moreover, there will be a faster rate of growth among children and a less pronounced ageing of the population than in the nation as a whole. Significant increases in the population aged under 15 are forecast for communities in areas where there are high concentrations of non-white ethnic groups such as Bradford, Kirklees and Leeds.

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1 Yorkshire Futures/Experian Business Strategies  
2 Yorkshire Futures/Experian Business Strategies  
3 See the Leitch Review; New Industry, New Jobs (HMG); Skills for Jobs: Today and Tomorrow (UK CES)  
4 Skills for Jobs: Today and Tomorrow (UK CES)  
5 Jobs in 1998: 1,176,300 compared with 2007: 1,284,000 Difference +107,700  
6 Annual Business Inquiry  
7 Network Rail  
8 Axiom data 2010  
9 Annual Business Inquiry  
10 Annual Business Inquiry  
11 Annual Business Inquiry  
12 See UK CES; NINJ  
13 Annual Population Survey  
14 Ibid  
15 Ibid  
16 2006 based Sub national population projections

- 1.9. In 2007, 85% of the City Region's population were classed as White British, which is slightly above the national but below the regional averages<sup>17</sup>. The second largest ethnic group was Pakistani, who accounted for 5% of the City Region's population, again above the regional and national averages<sup>18</sup>.
- 1.10. The differences in ethnic groups are not uniform across the region. High concentrations of ethnic groups reside in specific areas in the City Region. It is estimated that the Pakistani ethnic group accounts for 16% of Bradford's population, 7% of Kirklees population and 6% of Calderdale's population. This is in stark contrast to Barnsley and Selby where there is less ethnic diversity, with over 95% of the population classed as White British<sup>19</sup>.

## GVA is forecast to grow from late 2010: employment growth will lag well behind - but replacement demand will be very strong

- 1.11. Recent studies suggest that output (Gross Value Added) of the City Region economy shrank by £2 billion over 2007-09. This is a fall of 6%. Growth is expected to resume in 2010<sup>20</sup>. Output growth in the longer term is forecast to be faster than the regional and national averages to £72 billion by 2026<sup>21</sup> with Leeds expected to be the main driving force.
- 1.12. Employment forecasts paint a much more sobering picture<sup>22</sup>. Employment in the City Region peaked in 2007. Current forecast suggest that it will not return to this level until the middle of the next decade.
- 1.13. In the year to May 2008 the unemployment rate for Leeds City Region was in line with both regional and national averages. However during the year June 2008 - July 2009 the unemployment rate<sup>23</sup> exceeded both regional and national averages. As with other indicators there are district level variations with Barnsley and Bradford notably higher. The latest claimant count figures for the City Region show numbers are still increasing.
- 1.14. As the economy picks up, forecasts<sup>24</sup> suggest that many new jobs will require higher level skills. However, this must be placed in the context of the very large "replacement demand" for labour arising from those retiring from the labour market. Some 536,000 jobs will need to be filled in the City Region in the decade to 2017.
- 1.15. All sectors and occupations, even those expected to experience contractions in their overall level of employment, have significant levels of net demand. Overall demand is strongest at the upper end of the occupational spectrum. This includes: a net requirement of some 77,000 managers and senior officials; some 64,000 professionals; and some 63,000 associate professional and technicians. There will also be a substantial demand going forward for less highly skilled positions with significant net demand: elementary occupations (58,000); personal services (72,000); and administration and secretarial (68,000 City Region jobs).

## The proportion of the adult workforce without any qualification is slightly higher than the national average

- 1.16. Levels of skills attainment in the Leeds City Region – for which qualifications remain the most appropriate proxy – are below the national average but marginally better than the Yorkshire & Humber regional average<sup>25</sup> at all levels. Overall, 13.1% of people of working age lack any qualifications in the City Region by comparison with 12.4% nationally. There are important variations locally with 18% in Bradford and Barnsley lacking qualifications but very low proportions in Selby and York.

## What are employers telling us?

- 1.17. To help devise this Strategy we spoke to employers. They said:
- Getting the right staff, with the right skills and attitudes is a challenge but has been helped by the recession. 'As an employer I have more choice on who to employ and have been able to get a better fit to what we want at the moment. But I know this is short term and getting local residents and young people who are job ready will be a problem again when the market turns'.
  - Simplification – the current system is too complicated and difficult to access. 'There are too many organisations doing similar things and I never know who to speak to and whether they can provide what I want and when I want it'.
  - Flexibility - There is a lack of flexibility in the public sector approach, with a fixed focus on NVQ 2s and not on short, non accredited courses. 'When I spoke to the Skills Broker, I was clear on the training I wanted but as it wasn't an NVQ we couldn't access the funding'.
  - More demand led - The existing system is still viewed as being too supply led. Employers felt that there was an oversupply of people who are either not job ready (particularly younger people and school leavers) and have inappropriate skills/attitudes;
  - Improved communication - Who speaks to employers, on what basis and with what message, is seen as variable at best. Employers felt that the dialogue with the public sector is driven by a policy or product, not on the basis of their needs;
  - More targeted resource allocation – Employers felt that significant resources have been deployed to address the recession and only some of this has been effective. 'In our area all of the recession funding has been used to help people enter work and little or none has gone on employment creation and business support. Without this, where are the new jobs coming from?'
- 1.18. On a more positive note, although the understanding of the 'offer' to business is seen as 'muddled', there were high levels of recognition for Train to Gain and Apprenticeships. There was support for both programmes if they were more flexible.

## What are the skills most required by business?

- 1.19. Using a variety of business surveys<sup>26</sup> and from our discussions with employers, consistent patterns of skills gaps and issues arise. From Yorkshire Forward analysis<sup>27</sup> in the Leeds City Region, the top 5 skill areas cited by businesses are: sales and marketing, IT, management, customer care and technical specific skills.
- 1.20. Additional evidence of skills demanded by business can be generated from the Business Link Skills Brokers. From the brokerage data, manufacturing, wholesaling & retailing, construction and real estate & renting make up the largest areas of sectoral demand.
- 1.21. The highest demand for learning by skill requirement is in the area of business administration and law. This covers leadership, management, sales and marketing, which are consistent with the skills needs articulated by employers in business surveys. 85% of the response to this demand comes from private providers<sup>28</sup>. The highest demand from employers is for non accredited learning which is not classified by NVQ level. Lowest demand is for entry level and level 1 provision. Of accredited learning, highest demand is for level 2 learning, but this will be significantly influenced by the funding availability through Train to Gain which is greatest at this level.
- 1.22. The following proposals in our Strategy are based on the evidence summarised above and presented in more detail in the Appendix.

17 2007 ONS Population estimates

18 Ibid

19 2007 ONS Population estimates

20 2007 is the last point of 'real' data

21 Yorkshire Futures; Experian Business Strategies

22 Yorkshire Futures; Experian Business Strategies

23 This is using the most recent, model-based unemployment estimates from the Annual Population Survey and is a wider measure than the JSA claimant count including people who are unemployed but not in receipt of JSA.

24 Yorkshire Forward IES Skills Section (Unpublished)/IFF (2010)

25 Annual Population Survey

26 National Business Survey and National Employer and Skills Survey

27 Yorkshire Forward IES Skills Section (Unpublished)

28 Yorkshire Forward analysis of Regional Knowledge system data

## 2. OUR VISION FOR THE CITY REGION:

- 2.1. As a Board, our vision is to promote:
- 2.2. Effective employer and public investment in skills that will drive growth, innovation and enterprise in the Leeds City Region.
- 2.3. To deliver our vision, we have clear views of the change that is required. We want to see powerful, self sustaining skills and employment markets that drive economic progress across the City Region. This will:
  - generate growth, improve productivity and meet employers' needs for a skilled workforce, now and in the future; and
  - provide opportunities for every individual to acquire new skills, and thus employment, throughout their lives and spread prosperity.
- 2.4. We know that:
  - the skills of our people are the key to our economic future but need to be improved at all levels, along with attitudes and motivations for work;
  - additional employer and individual investments in training will improve their productivity, and our growth prospects; and
  - we must see improvements in the public funding system, to be more responsive to the needs and aspirations of our employers, our workforce, and those not now in work.
- 2.5. The evidence tells us that labour and learning markets are failing. In many communities in the City Region, shortages of skilled workers exist side by side with high concentrations of unemployment. Companies tell us that they need more highly skilled employees to drive their growth and, often, they cannot recruit within the City Region. Productivity is inhibited by high levels of people not working and an economy concentrated at the lower end of the value chain. Diversification and enabling a mixed economy, along with encouraging a more innovative and entrepreneurial business base, are wider objectives we need to support.
- 2.6. We believe that Government policies are not working as effectively as they should. Looking forward, we see real reductions in all domestic Government expenditure. Therefore we need to rely more on employer and individual resources to meet our current and future needs and gain better flexibilities and value from Government investment.
- 2.7. To realise this vision, we must change employers approach investing in training and engage with providers; how colleges, universities, and training organisations understand and respond to employer needs; and how the public sector plans and invests its budgets across all forms of economic development.

## 3. REALISING OUR VISION: KEY ELEMENTS OF OUR CITY REGION PROGRAMME

- 3.1. We have deliberately chosen a limited number of areas on which to focus. This will enable us to assess the progress and impact that we are having. We do not want to commit to a large range of strategic objectives and actions that we cannot adequately support. We will have limited resources and we wish to deploy them as effectively as possible.
- 3.2. We want to test new approaches where we think change or renewed focus is essential. We will endorse existing work programmes that are already having an effect. We will minimise duplication. We will look to draw from lessons learnt during the forerunner programme and from other local activity to provide consistency and coherence. Our Strategy provides a broad framework to encourage innovation in the design of more detailed activities.
- 3.3. Our five high level strategic objectives are as follows:
  - One: improve skills and boost employment in selected key sectors;
  - Two: increase employer and individual investment in skills across the City Region;
  - Three: enable those out of work to compete in the labour market by ensuring that they have the necessary skills;
  - Four: promote better information for learners, employers, colleges, universities and training providers to make more informed decisions; and
  - Five: create an aspirational and innovative enterprise culture.
- 3.4. Taken together, these five elements will start to address failures in the City Region's current learning and labour markets. In the following sections, we set out why each element is important, the current Government policy and current activities in the City Region, what needs to happen in the future, and our initial actions.
- 3.5. We will set out our detailed action plans for each of these strategic objectives in a business plan to be developed following publication of and consultation on this strategy.

### STRATEGIC OBJECTIVE ONE: IMPROVE SKILLS AND BOOST EMPLOYMENT IN SELECTED KEY SECTORS

- 3.6. Increasingly skills matter and will matter more in the future. Across the City Region we need to promote skills improvement and drive learner and employer commitment to higher skills. In many respects, the training on offer is not aligned with the needs of employers.
- 3.7. To move to a high skilled economy and workforce, will require improvements at all levels, not just at level 3 or above. We recognise, of course, that some challenges which first appear to be about skills are about other matters. For example perceptions about the future of a sector, reputations of employers, and pay and conditions all influence whether an employer can recruit and retain the labour that they need.
- 3.8. As a Board we believe that to make the most impact we should focus on a small number of sectors which are key to the future of the City Region economy. For each of these, we will convene an industry-led expert group to lead the work programme. They will each be asked to define their key objectives and secure the funding needed to support their development plans.
- 3.9. Our priority sectors are as follows:
  - Manufacturing/Advanced Manufacturing;
  - Finance and Business Services;
  - Hospitality, Leisure, Travel and Tourism;
  - Creative Content Industries (Creative Industries/Digital Industries/Design); and
  - Future Low Carbon Employment Opportunities.
- 3.10. In the following sections we set out our rationale for selection and what we intend to achieve through this approach.

## Manufacturing/Advanced Manufacturing

- 3.11. Manufacturing has experienced significant job losses across the City Region during the decade 1998 – 2007 (-57,500 jobs or -25%), albeit this loss occurred at a slower rate than the national average (-30%). Bucking the national and regional trend, Harrogate's manufacturing sector actually saw growth of some 4,900 jobs over the period 1998-2007 with expansion in both food & drink and publishing/printing<sup>29</sup>.
- 3.12. As an employment sector, manufacturing still remains a significant sector in many areas. Manufacturing accounts for around a fifth of all employment in Calderdale (15,800 jobs), Kirklees (32,000 jobs) and Selby (6,000). The level of employment in manufacturing is also significant in Barnsley (11,800 jobs or 16% of employment) and Bradford (30,000 jobs or 15%). In contrast, manufacturing accounts for just 9% of employment in Leeds and 6% of all jobs in York<sup>30</sup>.
- 3.13. Existing public programmes like Train to Gain and Apprenticeships are already providing significant support for companies in this sector. However many companies face a very substantial challenge: to replace their ageing workforce and to attract more young people and women. Forecasts<sup>31</sup> suggest that some 41,900 or 18% of the current workforce across the region as a whole will retire over the next five years. By contrast only 9% (falling to only 3% by 2020) of the manufacturing workforce is under 25 which is the lowest proportion across all sectors<sup>32</sup>.
- 3.14. For the manufacturing sector, the need to attract younger people or other appropriately skilled employees to offset the ageing workforce will be paramount. Working in partnership with the 14-19 agenda, we will support the sector to develop a Leeds City Region plan for recruiting more young people into careers in advanced manufacturing.

## Finance and Business Services

- 3.15. In spite of the recession, as a Board, we still believe the finance and business services sector will be a major driver for growth in the future. Financial and business services are expected to increase by £18.6 billion or +160% by 2026<sup>33</sup>. Business services are expected to drive much of this increase, generating an additional £9.5 billion in output. Growth in banking and insurance will also be strong (+£7 billion or +155%). The Leeds City Region has huge inward investment potential for these sectors with back office, customer service and HQ/support function expertise already clustered in the area, as well as offering a comparative advantage (over the South East) in wage competitiveness.
- 3.16. In the main the skills required will be intermediate and higher level, and will be informed by 'licence to practice' requirements or part of continuing professional development plans. The bulk of the investment to meet the skill requirements will come from employers and individuals.
- 3.17. The Leeds Employer Coalition held specific roundtable<sup>34</sup> discussions with the financial services sector. Employers expressed wide ranging concerns about the number and calibre of people possessing higher level skills for the sector, particularly with complementary soft skills. They see that the skills system is too complex and difficult to access. When requested to engage with the system, employers said there was often a lack of clarity or action to warrant further engagement.
- 3.18. Leeds City Region does already have a dedicated Financial Services Initiative and a Skill Academy for Financial Services. Stronger linkages are required between the two and there is a clear need for a Leeds City Region workforce development strategy to provide a better longer-term perspective. Within this strategy is the requirement to map the training expenditure that leaks from the local economy and is provided in other regions, primarily London.

- 3.19. We will be asking Yorkshire Forward to look at supporting the commissioning of a finance and business services workforce development strategy that includes both further and higher education provision, along with identifying what gaps exist in current provision and are being supplied in other parts of the UK.
- 3.20. We intend to develop further a Productivity and Progression Pilot in the context of finance and business services, as part of our commitment stemming from the City Region Multi-Area Agreement (MAA).

## Hospitality, Leisure, Travel and Tourism (HLTT)

- 3.21. In developing the Strategy, we see the need to feature a 'volume' employment sector (e.g. one that has a large percentage of the workforce), has identified growth potential and entry points at all skills levels. We selected hospitality, leisure, travel and tourism.
- 3.22. Research for VisitBritain<sup>35</sup>, forecasts that tourism will be one of UK's best performing sectors over the coming decade (2010-2020), with the value added contribution to the economy growing at 3.5 % per annum. Tourism employment is likely to grow faster than manufacturing, utilities, retailing and transport and communications. Tourism is worth £115 billion keeping 2.6 million people in work, making it Britain's fifth biggest industry. Tourism employs people at all skills levels all across the UK and is predominantly an industry of small businesses. SMEs account for around 200,000 or so companies involved in the visitor economy.
- 3.23. Within the leisure element, hospitality accounts for over 55% of the hotel and restaurant sector employment. It has the highest percentage of workforce who are aged 16-19 at 24.5% compared to average for all sectors at 4.7%, and the biggest share of 20-24 year olds. This is why this sector has been identified by the National Apprenticeship Service as a sector where there is potential for expanding the number of apprentices. In contrast to the manufacturing sector the hotel and catering sector has the highest proportion of its workforce under 25 at 41%.
- 3.24. Tourism is of huge importance to the region and is one of the largest regional industries. It makes a £6.3 billion annual contribution to the region's economy (or 7.2%) and supports 243,300 jobs (approximately 11% of the regional workforce)<sup>36</sup>. The combined HLTT industries, which employ a higher than average proportion of the total workforce in the Yorkshire and Humber region, work in pubs, bars, nightclubs and gambling. The proportion of the workforce employed in the holiday visitor attraction industry is approximately twice the national average.
- 3.25. The main skills requirements already identified in the regional Sector Skills Assessment<sup>37</sup> for the HLTT sectors are customer service, chef skills and managerial skills. A fourth sector-wide major skills issue is the need to improve employability skills in general, which is supported through our discussion with employers. These skills are broadly defined as communication skills, work ethic, time keeping and presentation<sup>38</sup>.
- 3.26. In addition to this, the regional assessment identifies the need to continue improving management skills across the sector. This has become an increasing need, to cope with change, as the industry leaves recession. The short term brake on recruiting additional staff will create a greater focus on motivating and retaining existing staff to increase their skill levels for greater flexibility and reducing costs.
- 3.27. The new economic landscape requires managers who can respond to growing customer expectations, changes in technology and opportunities linked to sustainability, in order to drive innovation and profitability. This will require demand for multi-skilling, entrepreneurialism, marketing and sales skills. Future skill requirements will increase the demand for IT skills (particularly in terms of maximising the potential of the internet) and Waste management / environmental cost savings<sup>39</sup>.

<sup>29</sup> Annual Business Inquiry

<sup>30</sup> Ibid

<sup>31</sup> Yorkshire Forward IES Skills Section (Unpublished)/Experian (2010)

<sup>32</sup> Sectors attracting young workforce (Experian 2010)

<sup>33</sup> Yorkshire Futures: Experian (2009)

<sup>34</sup> The Leeds Employer Coalition Roundtable on Financial Services (2008)

<sup>35</sup> Deloitte and Oxford Economics (2010)

<sup>36</sup> www.welcometoyorkshire.net

<sup>37</sup> People First Sector Skills Assessment for Hospitality, Leisure, Travel and Tourism Sector in England (2010)

<sup>38</sup> People First Sector Skills Assessment for Hospitality, Leisure, Travel and Tourism Sector in England (2010)

<sup>39</sup> People First Sector Skills Assessment for Hospitality, Leisure, Travel and Tourism Sector in England (2010)

- 3.28. The City Region also includes geographic areas where food innovation is considered world-leading. The development of the World Mile concept in Bradford could be further enhanced by a national centre of excellence. A centre of excellence would look to take food innovation to the next level, specifically focusing on linkages to the international market and increasing knowledge transfer to the rest of the world. City regional food festivals (such as the World Curry Festival in the autumn) provide the catalyst to wider economic development through linkages to inward investment and promotion opportunities.
- 3.29. We will be asking Yorkshire Forward to look at supporting the commissioning of a scoping study for Hospitality, Leisure, Travel and Tourism skills for the City Region exploring some of the opportunities raised and how they can lead to enhanced skills and employment opportunities which will need to complement and inform activities underway through 'Welcome to Yorkshire'.

## Creative Content Industries (Creative Industries/Digital Industries/Design)

- 3.30. The growth and innovation that the creative and digital industries bring to the City Region cannot be understated. As a collection of interconnected and complementary sectors, they provide a rich source of new ideas, high value added activity and approaches to entrepreneurship that will define and shape the economy of the future. These are sectors which blur the boundaries between existing businesses, are at the forefront of new business models, exploit the commercial and content elements of the Internet and drive e-commerce as a way of establishing new markets. These sectors have and will continue to change the way we work.
- 3.31. As sectors in their own right, they are significant and impact considerably on other sectors. 90% of all high street purchases are reliant on digital technology. As consumers, the UK now spends £50bn through online purchasing<sup>40</sup>. The combined 'creative and digital' sectors employ over a 100,000 people across the Yorkshire and Humber region, with one in six either self-employed or freelancers, adding an estimated £5 billion to the GVA of the region<sup>41</sup>.
- 3.32. At a wider strategic level, the existence of strong creative and cultural sectors act as drivers in improving the quality of life and encouraging greater diversity, helping make the City Region a destination where people want to live and work. This in turn, adds value to the inward investment offer to new business, attracts new visitors growing the visitor economy and helps forge global links, opening up new trade opportunities, importing new approaches and promoting the City Region on an international platform.
- 3.33. Major opportunities on the periphery of the City Region and across the North of England, will offer transformative employment and business opportunities over the next five years. The Yorkshire Digital region programme of 'Superfast Broadband' will provide guaranteed download speeds of 25Mb and above, dwarfing the UK average of around 4Mb. This will enable much greater Next Generation Broadband Access technology developments<sup>42</sup>. The BBC's move of major departments<sup>43</sup> to Media City UK in Salford provides significant opportunity in terms of access to new markets, new collaborations and new innovations that the Leeds City Region can tap into that would normally be lost to London. There is already much to champion within the City Region, with Bradford being the world's first UNESCO City of Film<sup>44</sup> as one example.
- 3.34. For these opportunities to be nurtured and encouraged further, the Board will be keen to minimise duplication and provide light touch support only where necessary. The focus of our work will be to ensure that the employer and industry voice starts to influence and change the provision that is already being supplied. Our starting point will be to initiate and implement a way of working with Skillset and e-skills UK in relation to their plans for creating the right skills for a digital economy<sup>45</sup>.

- 3.35. We will work through existing networks, such as 'Creative Networks'<sup>46</sup>, that demonstrate a strong dialogue and championing by industry professionals and related sector networks that share strategic objectives, such as Science City York<sup>47</sup>. We will use these as route ways to investigate further whether education and skills provision, take up of innovative business practices and creative practice processes are appropriate and if not, what further needs to be change.
- 3.36. Anecdotally, claims of oversupply of media and design graduates from FE and HE provision needs further assessment and will be an early part of our investigation, along with understanding how we can further develop e-business skills of our residents. Informing how the Diploma programme is implemented in schools and how the balance between using the sectors as engagement tools for young people and then realistically managing their aspirations about career opportunities will be another.
- 3.37. We will look to have the detailed analysis completed by the autumn of all the public sector support for skills, employment and business development. This will help inform our strategic conversations with the SFA, HEFCE and Yorkshire Forward.

## Future low carbon employment opportunities

- 3.38. In line with the Government's 'New Industries, New Jobs'<sup>48</sup> strategy, we believe this sector will drive growth in the future economy, including jobs in other sectors such as advanced manufacturing, composites, energy, construction, regulation etc.
- 3.39. We know that the transition to a low carbon economy will need additional skills at all levels, particularly in Science, Technology, Engineering and Mathematics (STEM). There will also be a greater requirement for increasing the levels of apprenticeships and graduate recruitment to build a new 'Technician' class<sup>49</sup>.
- 3.40. From the Board's perspective we need to have a better perspective of the anticipated skills shortages and gaps. We will need to know where the provision of the support does not yet exist or should be better coordinated and managed.
- 3.41. Our ambition's have to be placed alongside opportunities both inside and outside the City Region. These include expansion of Green Energy sources through biomass facilities at Drax Power Station, new Combined Heating and Power developments and Future Energy Yorkshire's (FEY) new Wood fuel Infrastructure Programme. Outside of the City Region, there are the developments in the nuclear sector in Sheffield and offshore wind requirements in Hull.
- 3.42. In addition to this, we need to maximise opportunities that have already been secured for the City Region. For 2010/11 funding of over £10m has been won for implementing the early phases of the City Region Urban Eco Settlement (UES) proposals. These will include:
- 300 homes on the Phase 1 Yarn Street site in the Aire Valley to Sustainable Code level 4 standard, where developers are already on site;
  - A Combined Heat and Power Plant to heat the 300 homes on Yarn Street;
  - 80 homes at a site in the North Kirklees UES; and
  - Developing eco exemplar demonstrator projects at Aire Valley and York Northwest UES.
- 3.43. The UES proposals will be integrated within the existing built environment of major urban areas, delivering 28,000 new homes, environmental improvements to 10,000 existing homes and generating up to 44,000 new jobs.

40 BIS/DCMS Digital Britain (2009)

41 <http://www.digitallyorkshire.org.uk/>

42 <http://www.digitalregion.co.uk/>

43 BBC Departments of: Children; Future Media and Technology; Learning; Sport and Radio Five Live

44 <http://www.bradford-city-of-film.com/shared/cms/interface/view.aspx?id=1>

45 Skillset and e-skills UK 'Digital Britain: Creating the Skills for the Digital Economy' (2009)

46 [http://www.wylin.ac.uk/Home/partner\\_zone/Projects/Creative\\_Networks](http://www.wylin.ac.uk/Home/partner_zone/Projects/Creative_Networks)

47 Science City York drives the creation and growth of business and employment opportunities across York & North Yorkshire within 3 clusters of Bioscience; Creative and IT & Digital.

48 HMG 'Building Britain's Future: New Industry, New Jobs' (2009)

49 HMG 'Meeting the Low Carbon Skills Challenge' (2010)

- 3.44. A proposed City Region wide Domestic Energy Efficiency Programme is currently being developed with Government. Early proposals are looking at a £40m programme to improve the energy efficiency and energy generation capacity of 300,000 homes across the City Region beginning in 2011.
- 3.45. These initiatives are key components for taking forward the City Region's commitment to CO2 reduction, the development of a low carbon economy, and becoming a Centre of Excellence for Eco Design and Innovation. Together, they will provide significant scope for meeting the future skill and employment needs.
- 3.46. We will be asking Yorkshire Forward and City Region partners, to undertake a feasibility study into the opportunities that the Low Carbon agenda presents as a matter of urgency. In turn it will help the Board positively contribute to the Government's national efforts to realise the economic benefits arising from low carbon opportunities<sup>50</sup>.

## STRATEGIC OBJECTIVE TWO: INCREASE EMPLOYER AND INDIVIDUAL INVESTMENT IN SKILLS ACROSS THE CITY REGION

- 3.47. Employers – in the public, private and third sector – invest in skills development to improve the productivity of their organisations and to drive growth. But more needs to be done to help them take on board a longer term perspective for their own workforce development planning. Training funded by employers is most likely to meet immediate employer requirements which are more likely to be shorter and unaccredited learning. Over the last decade the percentage of the workforce who have recently received job related training has declined in the City Region<sup>51</sup>. An individual's skills choices tend to be qualification focused, longer in length and about personal development.
- 3.48. Employers across the City Region often state that college and university provision is not tailored to their needs. They would like providers to better respond to their needs. Providers want employers to give much clearer signals to allow them to respond.
- 3.49. We do not know how many employers invest in skills development and the scale and purpose of this investment. Also, we do not know how much training is purchased from City Region colleges, universities, or other providers. Some evidence (from the NES) suggests employers in Yorkshire and Humber spend less on training by comparison with other English regions. Colleges, universities and other training providers are reluctant to provide data on the value and purpose of employer spend as this is commercially valuable information.
- 3.50. Our focus on encouraging employers and individuals to invest more in skills-related training is wholly in accord with current Government policy and regional policy. It is also a realistic reflection that publicly funded support will become increasingly limited. The SFA's Train to Gain programme and the regional Enhancement Fund Programme provide support to employers for training their staff<sup>52</sup>. Both have supported the take up of skills but both have limitations.
- 3.51. Support focused through Train to Gain is overwhelmingly targeted on training to achieve NVQ Level 2 qualifications for people who have not yet achieved that level. This makes little contribution to re-skilling a company's existing workforce. Training funded through the Enhancement Fund has been successful by mixing public support with private investment for units of qualification at higher levels. However, this funding is limited and has been oversubscribed, revealing pent up demand but disappointing companies who have not been able access funding support.
- 3.52. We see six principal components of our efforts to increase employer and individual investment in skills.
- 3.53. Firstly we cannot know for certain whether schemes such as Train to Gain and the Enhancement Fund<sup>53</sup> have supported training that would not have otherwise taken place and/or whether these employers will continue to invest in training without any grant support and whether the support has led to increases in productivity and growth. We also do not know how much training support 'leaks' from the City Region economy as employers choose to purchase outside the area.

- 3.54. We will encourage our partners to commission a robust initial baseline looking at all the public skills interventions across the City Region (including any discretionary HEFCE spend) and private sector spend. This will provide a more detailed overview of who is spending what, where inconsistencies are occurring and how best we can inform future commissioning.
- 3.55. Secondly, we will be working with the UKCES to promote a refreshed Investors in People (IiP) and other business improvement models. The original design of IiP had weaknesses. As now developed, it is an effective instrument for encouraging employer investment in training that will be linked to organisational and business development. Within the new arrangements we will want to discuss how the IiP cost structure can better be suited to small and medium sized organisations.
- 3.56. Thirdly, as a Board, we will be encouraging all public sector employers across the City Region to increase their investment in training. We will be requesting detail of the local authority commitments to be clearly articulated in their Work and Skills Plans. These “sleeping giants” offer the potential to play a primary role in driving improvement in the skills of the City Region’s workforce and raising productivity. Notwithstanding the severe pressures on public expenditure in the coming years, we strongly hold the view that real increases in public sector employer expenditure on training are necessary to secure our economic future, particularly if re-invested in local provision.
- 3.57. Fourthly, we see the need to simplify the “employer offer” from public sector partners including Business Link and other YF funded programmes. Across the City Region, discussions with employers suggested that the complexities and inconsistencies of what can be supported by public funds remains a source of frustration. We will be encouraging a much sharper articulation of what support the public purse will provide in the context of increasing employer expenditure on skills. At the heart of this will be the development of more sector focused case studies that track the link between skills investment through to the positive effect on the business bottom line, linked to the Productivity and Progression Pilot outlined earlier. We will look to create broader effectiveness measures to assess progress against meeting employer needs.
- 3.58. There also appear to be very substantial resources used to engage and respond to employer skill needs. We will be seeking better clarity from the public sector stakeholders on how this resource is organised and deployed to support the Strategy. There may be opportunities to integrate Skills Brokers, other Business Link services and the Key Account Managers into a more seamless service, working with the other City Region business intermediary organisations.
- 3.59. Fifthly, as members of the Board, we see it as our job to act as Skills Ambassadors and we will deliver a systematic engagement programme with employers across the City Region. We will also maximise the opportunities to work with SFA & Yorkshire Forward on campaigning and marketing tailored closely to business drivers that supports the ambitions of our Strategy.
- 3.60. Finally, from later in 2010 the SFA will be rolling out Skills Accounts. Individuals who open a Skills Account will be able to access a skills voucher that they can use as payment for accredited course. We see this as an excellent opportunity for individuals to improve their skills and will be seeking through careers advice and SFA direction to use these to support the Strategy.

50 BIS ‘Consultation on meeting the low carbon skills challenge – closing date 23/06/10’

51 Progress in the Leeds City Region (2010) – Baseline Year (2001) 23.6% Latest Data (2008) 19.5%

52 Business Link/LSC brokerage data

53 The first evaluation of the Enhancement Fund is expected in late May 2010

## STRATEGIC OBJECTIVE THREE: ENABLE THOSE OUT OF WORK TO COMPETE IN THE LABOUR MARKET BY ENSURING THAT THEY HAVE THE NECESSARY SKILLS

### Addressing Worklessness

- 3.61. Since 2008, worklessness has become even more of an entrenched problem in many communities in the City Region. The population in receipt of “workless benefits” represents an unused labour supply. Many of these people may wish to work even though they may not actively be looking for employment. However, they often face a number of barriers to employment (e.g. low skills, lack of availability of transport and childcare, effect of benefits system, poor health, debt, etc) and can therefore be isolated from the labour market.
- 3.62. The recession has reduced the demand for labour which in turn has pushed those who were already workless and detached from the labour market, even further away. Interventions to help the long-term unemployed are often more labour intensive in order to address the barriers which have become deep rooted over time for e.g. lack of confidence, people skills, mental health issues and the benefit culture. The longer that someone is out of work the less likely they are to find and remain in sustainable employment.
- 3.63. Government policy follows the broad principles set out in Building Britain’s Road to Recovery<sup>54</sup>. No-one is “written off;” there is personalised support for all customers; support is conditional on greater responsibility from the customer; and this is taken forward across a partnership of Government, employers, providers, Local authorities and other partners. This approach has been supplemented with further reforms to help those on long-term sickness and unemployment benefits back to work<sup>55</sup>.
- 3.64. There are, however, significant differences in the scale and nature of the challenges across the City Region. Local solutions tailored to local needs are required – even though labour markets overlap. These local programmes are being summarised in Work and Skills Plans being prepared by local Employment and Skills Boards in many parts of the City Region. Interim drafts are required by the end of April 2010 and final versions next year. We will be looking to work with local authorities to seek alignment and shared direction of travel. We will be requesting updates and presentations on progress at our first Board meeting of 2011 on their final Work and Skills Plans.
- 3.65. Several common themes are emerging in the drafts plans from local discussions. There is widespread recognition of the need to improve the basic skills of literacy, language and numeracy, along with attitudes and motivation. Most local Boards focus on the particular need to bring those claiming Incapacity Benefit back into work. This is a key target group for Leeds, Wakefield, York, Selby and Barnsley. Barnsley is particularly keen to help those suffering from mental health issues, who are often the furthest removed from the labour market, progress into employment.
- 3.66. Also the desire for “joined up” holistic approaches to address concentrations of worklessness by location, ethnicity and age through a combination of support e.g. childcare, financial incentives, skills and employment support, are likely to be most effective. For example many people in Barnsley face what could be viewed as a separate barrier, not directly linked to employment – debt. This needs to be simultaneously addressed and better linked to the worklessness agenda to support people achieve a good standard of sustainable living.
- 3.67. All local authorities share the ambition to improve other social issues such as child poverty through tackling worklessness and supporting the sustainability of employment via skills development and after care services.
- 3.68. Craven, Harrogate, Kirklees and York hold similar local priorities in that they have a reasonably skilled labour force so are more focused towards increasing professional and higher level skills than employability, and linking these to sectoral needs of the local area and wider City Region. This is deemed an important route to securing influence over HEFCE funding. Also, more general business skills encompassing enterprise, innovation and entrepreneurialism all feature as underlying themes of local authority priorities.

- 3.69. Consideration is given to the need to retain a high calibre of graduates that study at Universities within the region, at Bradford, Huddersfield, Leeds and York through working closely with businesses to create job opportunities and prospects.
- 3.70. Looking forward, working on a City Region wide basis brings the opportunities to consider how best to realise economies of scale, work across different Jobcentre Plus districts, avoid duplication of effort and maximising flexibilities that may be available. The big 'prize' will be securing the devolution<sup>56</sup> of powers to shape and co-commission employment support programmes funded by the Department of Work and Pensions (DWP).
- 3.71. Recently, DWP (with the Department for Communities and Local Government and IdEA<sup>57</sup>) issued guidance on the development of the content of local Work and Skills Plans which provides the opportunity to align all local plans across the City Region into a common framework, with distinct local actions and priorities.

## Approaches for improving skills and employment locally

- 3.72. Each of the local authorities has taken a different approach to how they will support and meet the skills challenge and what their priorities are. In this section we summarise some emerging priorities and examples of good practice.
- 3.73. Kirklees has invested significant resource into an employer survey and has prioritised an approach through Centre of Excellence models. These will focus on Finance and Business Development (stimulated by a number of larger employers, all with large contact centre functions) Manufacturing (focusing on creativity, design and engineering) and Sustainable Development/Low Carbon Economy (focusing on skills for sustainable development with their Green Business Network).
- 3.74. York has a greater focus on creating a sustainable culture of enterprise and a forecast 19,000 science jobs by 2026<sup>58</sup>. In Craven there is a focus on the interaction between enterprise and business skill, as well as investing in visitor economy by increasing hospitality skills<sup>59</sup>.
- 3.75. In Barnsley<sup>60</sup>, a local partnership involving employers, the LSC, the local authority, Jobcentre Plus, the Open College Network and the College came together to develop a customised programme for addressing low motivation and poor attitudes to work amongst local residents. The pilot sought to work with people two days a week, with a guaranteed job interview in local manufacturing for those who successfully completed the course. Regular contact with the employer, team working, communication and problem solving were embedded in vocational learning prior to employment. Once in employment the employee got to complete their NVQ and gained a qualification. This model has now been developed for the care, retail and construction sectors by Barnsley College.
- 3.76. Innovative approaches through communities have been developed by Yorkshire Forward, looking to link early identification of poor skills with improvements in teaching. The Open Madrasah Network (OMN) is a unique initiative that addresses low educational attainment and employment within the Pakistani and Bangladeshi communities. It offers a range of pre-employment learning and ESOL provision in each Madrasah according to identified need/demand, particularly focusing on young people and women. The educational and teaching are all certified to national standards<sup>61</sup>.
- 3.77. Unions have also provided considerable impetus towards encouraging employees with low skills to take up learning opportunities. Union learning representatives (ULR) are responsible for the Union Learning Fund (ULF). With the TUC, they have a target of helping 250,000 workers a year back into learning through this fund. This includes building capacity across ULRs to understand the impact that low-levels of literacy, language and numeracy skills has on the life chance of union members and their families<sup>62</sup>. This will be a stakeholder that the Board will be keen to engage with in the future.

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<sup>54</sup> DWP Building Britain's Recovery: Achieving Full Employment (2009)  
<sup>55</sup> DWP Building bridges to work; new approaches to tackling long-term worklessness (2010)  
<sup>56</sup> DWP 'Building Britain's Recovery: Achieving Full Employment' (2009)  
<sup>57</sup> Work and Skills Plan Guidance – IdEA (2010)  
<sup>58</sup> Learning City York (2007-10 Adult Learning & Skills Strategy)  
<sup>59</sup> Craven Employment and Skills Partnership (2009)  
<sup>60</sup> Barnsley Skills Passport project, Pathways to Work  
<sup>61</sup> <http://omnbradford.org/index.php>  
<sup>62</sup> DIUS 'Skills for Life: Changing Lives' (2009)

- 3.78. These are all activities to be celebrated and are examples that the support system for addressing worklessness, is broadly working. But approaches for addressing low levels of skills and helping people into employments are limited in their capacity by budget constraints and are dealing with significant demand management issues.
- 3.79. Through the LA's, SFA, JCP and the Work and Skills Plans we will look to direct support towards specific communities and areas where concentrations of low skills are located and to ensure that the support is tailored to the neighbourhood need and linked directly to employability routes with local businesses. We will look to encourage a range of community and local Third Sector organisations to deliver this support building on good practice.
- 3.80. Our work programme will look to encourage the local authorities, employers and other stakeholders to create a common framework for the local area and the City Region to address worklessness. Included within this will be discussion with public sector stakeholders on exploring ways of addressing financial constraints so that more people can receive tailored support, allied to meeting employers' needs and thus maximising employers' contributions.
- 3.81. Secondly we will lead the articulation for greater devolution of employment support, building on Local Authority ambition with JCP and DWP. Included in this will be to explore more effective ways of working across the three JCP districts covering the Leeds City Region.
- 3.82. Thirdly we will champion examples of good practice, looking to mainstream innovative approaches into core support.
- 3.83. Finally for the Board, the critical link to local authorities will be around the improvement of school performance. The wider 14-19 agenda needs to be aligned and support for this Strategy, to stem the flow of young people with low/no qualifications and poor motivation leaving our education system.

## STRATEGIC OBJECTIVE FOUR: PROMOTE BETTER INFORMATION FOR LEARNERS, EMPLOYERS, COLLEGES, UNIVERSITIES AND TRAINING PROVIDERS TO MAKE MORE INFORMED DECISIONS

- 3.84. In common with the rest of the UK, it is clear that learning and labour markets across the City Region are not operating efficiently. In many sectors, there is a mismatch between the supply of skilled people and current employer requirements. Demand from employers for training is weak and the market appears to be driven by providers, rather than employer demand. Demand from individuals for learning is not informed by adequate knowledge of current or future employment opportunities. Through the SFA, Government provides incentives to colleges, and other providers to offer training which is simply not sufficiently aligned with the needs of employers.
- 3.85. The elements of our Strategy already described the challenge of changing skills and employment markets. We see the need to make three additional improvements to enable these markets to work more efficiently, particularly in recognition that the age for leaving education or training will be raised to 18 from 2015.
- 3.86. First, we see the need to improve the analysis and use of labour market intelligence. Virtually all the stakeholders involved with the preparation of this Strategy see the need to do this. We know that forecasting of future skill needs is fraught with complexities. Many employers struggle to look forward, and when they do make forecasts, these signals are often not understood by providers. Adults, as well as young people, find it extremely difficult to make informed decisions about their careers. The UKCES recognises this in the National Strategic Skills Audit<sup>63</sup>.
- 3.87. Notwithstanding these difficulties, we could make much better use of the information which is available. The Sector Skills Councils (SSCs) are charged with helping articulate employer demand and our proposal to work with companies in a small number of key sectors includes working with the appropriate SSCs. We could also harvest the data gathered by Business Link Skills Brokers and intermediary business organisations to build a more detailed picture of the changing needs of the labour market. We will be encouraging YF and the SFA to ensure that this "live" data is used in the setting of skills funding/investment priorities.

- 3.88. We will also ask these bodies to analyse the overall pattern of provision that is funded through the Adult Skills Budget, compare this with the priorities set out in this Strategy, and then propose what changes in funded provision are appropriate.
- 3.89. We will be asking for Yorkshire Forward to provide regular assessments of the skills requirements as defined through the Integrated Forecasting Framework (IFF). Any changing scenarios of sectors with greater potential growth, along with progress against the Leitch targets for 2020, will be identified and flagged for reprioritisation.
- 3.90. Secondly, we see the need to provide better information, advice and guidance. The new Adult Advancement and Careers Service is due to be launched later in 2010. This could provide a solid foundation for efforts to stimulate more informed demand for training. The launch of individual Skills Accounts could also “kick start” adult interest in training.
- 3.91. Thirdly, we see a strong need to use this better labour market information to align the range of support offered by colleges (and other providers) with employer needs. We will do this by working with SFA to encourage these organisations to recognise that they will have to earn a higher proportion of their income from employers and individuals. We will encourage the SFA to use a growing proportion of the available funding to support courses where there is clear evidence of skills shortages or future skills requirements.

## STRATEGIC OBJECTIVE FIVE: CREATE AN ASPIRATIONAL AND INNOVATIVE ENTERPRISE CULTURE

- 3.92. Without increasing sustainable business start-ups and encouraging greater business growth through increased innovation, additional employment opportunities will be limited. Focusing only on skills, defined by qualifications, will only be part of the solution for gaining greater City Region productivity and prosperity.
- 3.93. To help foster growth we need to develop a more enterprising and innovative culture. A culture, where enterprising attitudes are ingrained within all areas of education, skills and employment activity. Enterprise and business start-up activities need to be promoted as positive employment choices, alongside further education or skill development to young people, those not currently in employment or those who have alternative future employment ambitions.
- 3.94. Given the rich diversity of the City Region we want to capitalise on the differences across communities and use positive enterprising attitudes in one community to influence their neighbouring communities. We know that people from Black and Minority Ethnic Communities (BAME) are four times more likely to be thinking about starting their own business and twice as likely to be running their own business as the white community<sup>64</sup>.
- 3.95. At the same time we want to address differences in gender and age. Men are twice as likely to be self employed than women. Business owners are now more likely to be in the 35-64 age range, compared to 2004 when the age range of business owners was 25-54<sup>65</sup>.
- 3.96. We want the people leaving our schools, colleges and universities, or entry to work programmes, to have a greater understanding and appreciation of the modern business environment. This includes them having the right attitudes and motivations for work. From our fieldwork and discussions with employers, attitude and approach to employment was as big a barrier to employment, as lack of skills.
- 3.97. We want our businesses to be continuing to innovate and rise up the value chain. Innovation needs to be appreciated by business as an integral part of the development process, which will create their competitive advantage. Innovation is the root of all entrepreneurial activity and will be the driver of long-term economic success.

63 Skills for Jobs: Today and Tomorrow – National Strategic Skills Audit for England 2010.

64 Axiom (2007) from Yorkshire Forward IES Enterprise Section (Unpublished)

65 Axiom (2009) from Yorkshire Forward IES Enterprise Section (Unpublished)

- 3.98. To create a more aspirational and innovative culture within our residents and business community we will focus across three work programmes. Creating an enterprise culture; Strengthening motivations and attitudes to work; and Creating an Innovation Ecosystem for the City Region.
- 3.99. Our starting point across all of these work programmes will be guided by our principles of adding value to where existing activity already exists and catalysing change where we think improvements are required.

## Creating an enterprise culture

- 3.100. We believe that focusing first on young people is likely to make the biggest impact. Much is underway within the existing education sector to improve entrepreneurial understanding. 90% of Key Stage 4 (the years incorporating GCSEs) now includes enterprise modules<sup>66</sup>.
- 3.101. From September 2011 the Diploma<sup>67</sup> programme will be part of the 'offer' to all 14 – 19 year olds. Nationally there are 14 Diploma<sup>68</sup> subjects to choose from, with a different mix available at each local authority level. Diplomas are a mix of mix of class work and hands on experience, which have been designed to prepare young for work or further study. Embedded in the Diplomas are Functional Skills which have been incorporated to improve young people's motivations and preparations for work.
- 3.102. As a Board we will be taking a keen interest in how the Diploma programme is performing and how the enterprise elements within the Diplomas can be enhanced if they are seen to not be effective. We will be encouraging local authorities and schools to support Diplomas in areas of future economic growth, as well as encouraging employers to participate directly in supporting the enterprise curriculum, for example as role models, mentors and speakers.
- 3.103. We will look to work with national initiatives such as the National Enterprise Academy<sup>69</sup> (NEA), established by Peter Jones CBE, to explore what links and opportunities could exist for the City Region. The NEA aims to become an internationally recognised centre of excellence for enterprise and entrepreneurship and will provide thousands of 16 -19 year old students with the skills and confidence they will need to succeed in business throughout their working lives.
- 3.104. Finally, as a Board, we will support and lend our experience to the specific promotion of enterprise through already planned "enterprise shows" across the City Region. We will encourage the promoters of these events to tailor their promotional activities to communities and sectors of society who have low levels of entrepreneurial aspiration.
- 3.105. Strengthening motivations and attitudes to work
- 3.106. As a Board this is an area of great concern. We believe that addressing this is essential for the long term economic prosperity and social well-being of the City Region. We need to get more people into work for the first time and back into work following unemployment or economic inactivity not just for economic reasons. Employment is central to building an individual's sense of contribution to society, their sense of self esteem and belonging to a wider community. Employment opens up people's life experiences and exposure to other communities they would not normally engage with. Employment creates happier, healthier and more cohesive communities.
- 3.107. Too often during our fieldwork, employers cited the lack of motivation or poor attitude as the reason why they have not taken someone on, or failed to recruit from within their local labour market. Often these were people who had recently received skills and employment support from the public sector. We think this is no longer acceptable.
- 3.108. We will ask the SFA, Yorkshire Forward and JCP to ensure that all those enrolled in their funded provision leave with essential "employability skills", similar to those piloted at Barnsley College. In the future we would like to see all people exiting skills provision in the City Region automatically be considered for employment. The successful completion of learning should be kite marked as a quality measure, where the 'world of work' skills have already been embedded and all learners are job-ready.

## Creating an “Innovation Ecosystem” for the City Region

- 3.109. We will support this new programme of work within the Leeds City Region. Working with colleagues we will look to exploit the assets of the City Region – the eight HEIs with complementary research strengths, the innovation infrastructure and large number of knowledge workers – to help ensure the City Region’s economic outputs do start to match up those of other globally recognised city regions.
- 3.110. We will look to promote the connections between entrepreneurs and research, through the ‘Open Innovation’ events. These events bring together businesses to share ideas and make them commercial propositions, along with using part-time students as ‘Innovation Activists’ as conduits back into their employers.
- 3.111. We will inform and shape the Leeds City Region Innovation Prospectus and Investment Plan (ICPIP) action plan for more effectively linking objectives for a better economic future. The ICPIP will be a roadmap to enable business to flourish through innovation-led activity and develop the Leeds City Region as a globally-recognized Innovation Capital. We will work with colleagues on their plans to identify additional resource to support individuals and enterprises with Yorkshire Forward, HEFCE and BIS<sup>70</sup> where we have common goals.

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<sup>66</sup> HMG ‘Enterprise: unlocking the UK’s talent’ (2008)

<sup>67</sup> <http://yp.direct.gov.uk/diplomas/>

<sup>68</sup> Business, Administration and Finance; Construction and the Built Environment; Creative and Media; Engineering; Environmental and Land-based Studies; Hair and Beauty Studies; Hospitality; Information Technology; Manufacturing and Product Design; Public Services; Retail Business; Society, Health and Development; Sport and Active Leisure and Travel and Tourism. Future Diplomas by 2013 will include Humanities and Social sciences; Languages and International Communication; and Science.

<sup>69</sup> <http://www.thenea.org/>

<sup>70</sup> Leeds City Region – Intelligence Driving Growth (2009)

## 4. OUR REMIT AND HOW WE WILL WORK AS A BOARD

- 4.1. The Leeds City Region is a partnership bringing together public, private and community groups working towards a common aim of a prosperous and sustainable City Region<sup>71</sup>. In addition to employment and skills the partnership focuses on transport, housing, and innovation. Our Strategy fits within a suite of related strategies. Together, these show how we will:
- develop an internationally recognised City Region;
  - raise our economic performance;
  - spread prosperity across the whole of our City Region; and
  - promote a better quality of life for all of those who live and work here.
- 4.2. Our new employer-led Employment and Skills Board's Strategy defines future priorities for the City Region – and crucially – seeks to direct spending decisions.

### DEFINING OUR REMIT

#### Our Brief from Government

- 4.3. The Board has already been mandated by Government to take leadership and action. Government advises that the primary role of the Board is to create a Strategy for the Leeds City Region. Through this, we will have the mechanism to hold partners to account on the delivery of the main elements of the Strategy.
- 4.4. It is important that the City Region Strategy underpins national priorities and plans. But, within that context, we see very considerable scope to define our priorities, in line with the needs and requirements of the Leeds City Region. We see a clear opportunity to influence both the national and regional agenda and gaining greater influence in the more flexible use of national resources.

#### Our work with the regional tier

- 4.5. At a regional level we are already integrating the work previously undertaken by the Regional Skills Partnership<sup>72</sup> and Yorkshire Forward's current work. We have considered and used early data and research for the Integrated Economic Strategy (IES), along with outline of the Regional Statement of Skills Priorities submitted to BIS<sup>73</sup> earlier in 2010.

#### Refining our remit

- 4.6. Conversely our Strategy is not looking to just summarize other strategies nor to prescribe how other bodies work. Our local authorities will be defining their priorities through their Work and Skills Plans later in 2010/11 and we will work with them to create a flexible framework, through which a shared sense of challenge and response can be galvanized.
- 4.7. Our remit is defined as focusing on "post 19 adult skills and employment." We think that is too narrow to meet the challenges set out in this Strategy. We will be considering the learning that is supported in schools and universities along with business and enterprise support. We will be seeking early dialogue with Government after the election on how this can be achieved.
- 4.8. We recognize that a focus on improving the skills alone of our residents will not lead to the improvements in productivity we are seeking. We must be working across a broader canvas. As identified in the Government's 'New Industries, New Jobs', a range of actions must be taken to support business including the improvement of skills that can be adapted to the demands of a modern economy, as well strengthening 'capabilities in research and development; innovation in science and technology, and industrialising innovation in commercially successful way'<sup>74</sup>.

- 4.9. But as a new Board we must first prove ourselves. Our immediate short term priority is to ensure that this Strategy exceeds the expectations of Government and our key stakeholders. Our Initial Action Plan will look to get progress underway.
- 4.10. Longer-term we need to ensure that the appropriate focus and linkages are made across a range of policy interventions and strategic developments. Improving skills will help people access existing employment but we need to ensure that we are helping to stimulate new employment and further business growth.
- 4.11. We need to work with businesses to help raise their ambitions and move them towards higher value markets<sup>75</sup>, so that City Region businesses are best placed to access the economic opportunities of tomorrow. Further integration across the skills, employment and business support offered through all public support will be a critical part of shaping that broader perspective.

## HOW WE WILL WORK

- 4.12. We will work in accordance with the following principles:
- Be guided and motivated, first and foremost, by the skills requirements of employers – to meet their current and future needs;
  - Drive improvements in provision to respond to the needs of employers;
  - Focus on a limited number of actions that need to be addressed at a City Region; and
  - Ruthlessly press for simplification and clarity to ensure that employers and learner can better access publicly funded provision.

## Working with Employers to raise the Demand and Investment in Skills

- 4.13. Our remit requires that we will actively work with employers – in the public, private and third sectors – to raise their demand for, and investment in, skills provision. This is our raison d'être and what we as employers are committed to.
- 4.14. We will draw together the “voice of employers” in articulating how colleges, universities, and other training providers can better meet needs through regular dialogue and better interrogation of existing data. We will want to be clear on where responsibility for purchasing support sits and reshape the offer to employers. Clarity on when the public purse should fund and when the employer or individual should be paying more will be central.
- 4.15. We will engage employers through local employment and skills Boards, intermediaries/employer representative bodies and through Local Employment Partnerships. In addition, we will undertake our own networking activities, be they through road shows, site visits, breakfast or dinner meetings. Where we think there is an opportunity to speak to employers and promote the case for skills investment we will respond. An early action for the Board will be to develop a communication strategy to take this forward.

<sup>71</sup> The original vision and analysis is set out in the City Region Development programme (2006), updated in the Leeds City Region Forerunner Plan (2009)

<sup>72</sup> Yorkshire & the Humber Regional Skills Partnership 'Delivering a Skilled and Employed Region' (2008)

<sup>73</sup> Yorkshire Forward's regional Statement of Skills Priorities has been submitted to BIS and is due to be considered further after the General Election in May 2010

<sup>74</sup> HMG 'Building Britain's Future: New Industry, New Jobs' (2009)

<sup>75</sup> UK CES Skills for Jobs: Today and tomorrow (2010)

## Working with the Skills Funding Agency, Yorkshire Forward and Jobcentre Plus to create a more response and demand-led system

- 4.16. We will seek to ensure that the SFA, Yorkshire Forward and JCP “purchase” training and employment support in line with the needs set out in this and future strategies. This Strategy was developed prior to the change in Government and we expect to consider our plans in light of emerging Government priorities. As a defining operating principle we want to instigate and drive change where we believe change is necessary. At times this will test our relationship with stakeholders but maintaining the status quo when it is not delivering will not be acceptable.
- 4.17. Understanding how best to work with national organisations at the city regional level will be critical to our success. Both the SFA and JCP are national organisations, working with national contracting and pricing arrangements. Having agreed budgetary and target arrangements for the City Region will be fundamental for our relationship to work.
- 4.18. Our relationship with the SFA/Yorkshire Forward/JCP will be shaped by:
- Requesting quarterly progress reports from the SFA, Yorkshire Forward and JCP, providing robust feedback where appropriate on their progress against the employment and skills Strategy;
  - Agreeing annual commitments with key stakeholders (including Local authorities) on what they will do to support the Strategy in terms of staffing and budgets;
  - Requesting input into the annual appraisal process of senior managers charged with delivering the Strategy by the Board;
  - Measuring and publishing the Board’s assessment of the performance of the key partners, progress against and revision of strategic priorities and independent assessment of the Board itself in an annual report; and
  - Challenging inconsistencies and lack of flexibilities in the planning and funding process that get in the way of delivering our skills and employment ambitions.

## Working with local authorities to ensure synergy and create the City Regional added value

- 4.19. Local authorities will play an increasing role in shaping and delivering our Strategy. The local authorities provide local leadership and direction that will support the Strategy, as well as insight and channels of communication with the local level. As major employers they should be encouraged to lead by example and commit to major workforce development plans.
- 4.20. Equally, local authorities will control budgets and responsibilities outside the direct remit of the Board such as schools and young people. We want to work with the local authorities to ensure synergy between our approaches and provide challenge where we think more improvements are necessary. For example where GCSE or A Level results are below expectation or the number of poorly performing schools is not decreasing, we would like to discuss with local authorities how best the Board can support and champion improvement plans.
- 4.21. Through this Strategy we will provide a Leeds City Region wide framework for each of the Work and Skills Plans being prepared by the local authorities. We are not looking to duplicate local plans and have taken into account key local priorities and proposals. In return we will be looking to the local authorities to present to the Board their Work and Skills Plans early in 2011.
- 4.22. As a Board we will promote opportunities for co-commissioning employment support programmes with JCP and DWP through increasing dialogue over greater levels of devolution. Our role will be to formulate what is best commissioned at a local level and what is best served by commissioning at a City Region level. We will do this through shaping the specification for new services and helping identify the best service provider for the City Region.

## Working with providers to ensure responsive and quality provision

- 4.23. We recognise that providers are there to provide a service in the most commercially advantageous manner. Historic funding arrangements have inbuilt an emphasis towards perpetuating a supply driven offer. We are not looking to castigate providers for that.
- 4.24. We are looking to work with providers who can respond to the needs of the Strategy and can inform learning choice accordingly. We will be looking to the SFA to provide clearer market signals to allow innovation and adaptation to emerge from the sector each year through their commissioning processes. This will only be part of the picture. Through Yorkshire Forward's analysis of the data available within their Regional Knowledge System, i.e. data on actual demand from employers, better intelligence will be available for providers to analyse and identify new opportunities.
- 4.25. Opportunities for greater matching between supply and demand for skills will occur increasingly through the integrated business and skills brokers as they mature. We see this as a crucial mechanism for increasing productivity, as skills support will automatically be linked into wider business development plans.
- 4.26. In the final chapter we set out what we will do differently and what we expect Government, employers and other stakeholders to do differently if we are to deliver the changes necessary, to create self sustaining skills and employment markets that will drive economic growth and spread prosperity across the City Region.
- 4.27. In the table on the next page we set out the Board and our partners' immediate actions:

## INITIAL ACTION PLAN

ACTIVITY	OWNER	TIMESCALE	MEASUREMENT
Publication of first Board Strategy for 2010/11	LCR Secretariat	May 2010	Strategy in the public domain
Assessment for Section 4 Powers with UK CES	Board and LCR Secretariat	May 2010	Recommendation for delegated powers
Agreement of Section 4 Powers	UK Government (BIS)	June 2010	Section 4 Powers delegated
Wider consultation with employers and stakeholders on the Strategy and input to the business plan	Board and LCR Secretariat	June-September 2010	Business plan developed including work programme, actions, resources and measures
Opening dialogue with new Government on extending the remit of the Board, available budgets and greater flexibilities	Board Chair, Leader of the City Region Board and Secretariat	July 2010	Meeting held with senior officials
Development and publication of employer communication plan	Board and LCR Secretariat	July 2010	Employer communication plan agreed and in public domain
Commission industry-led groups	Board and LCR Secretariat	July 2010	Sector groups identified
Quarterly progress report from SFA/YF/JCP	SFA/YF/JCP	July and September 2010 January 2011	Reports delivered to Board and any comment from previous Board considered
Annual statement of commitment from stakeholders	SFA/YF/JCP/Local authorities	December 2010	Staffing and budgetary agreements reached
Industry groups report early findings	Board and Industry-group leads	December 2010	Action programme developed for each sector
Presentation of Local Area Work and Skills Plans	Board/Local authorities	January 2011	Presentations delivered and strategic fit with LCR Strategy undertaken

## 5. OUR ASKS: WHAT WE WILL DO DIFFERENTLY AND WHAT GOVERNMENT, EMPLOYERS AND OUR STAKEHOLDERS MUST DO

- 5.1. Throughout this Strategy we have set out what we see as the challenges and how as a Board we will respond both in the short and longer term. There is much to be done and it will require concerted responses across a range of partners in the private, public and third sector.
- 5.2. At the heart of our Strategy is the request to Government to provide us with the tools to do the job. We want greater devolution, greater freedom and greater flexibilities to manage the resources for the City Region. Without the ability to influence the market, we will not be able to significantly change the market and provide an employer led system. We may continue to hit national targets, but will miss the point.
- 5.3. No-one organisation or body will be able to resolve all of the issues set out in this Strategy. Nor are we proposing that we have the monopoly on providing all of the solutions. The Board will not be in the business of creating new unnecessary infrastructure and plans but in working in partnership with businesses and other stakeholders. We will lead when required and provide our considerable influence and support where appropriate.
- 5.4. This is our first Strategy and is intended to set a clear direction of travel for later years. We will look to review our priorities and actions within the first year. This will be to take account of any major policy shifts following the election of the new Government in May 2010 and any further significant shifts in the City Region's economic well-being.
- 5.5. As businesses begin to emerge from the recession, the Board may need to refocus the emphasis of the Strategy. As we have repeatedly said, ongoing dialogue with business on their requirements and how they can and are/are not being met, will be central to any revisions. Reframing the dialogue with business away from what they feel the system isn't delivering, towards a system that better meets their needs will be dependent on better engagement and dialogue. In return for providing a more informed and flexible system will require a greater commitment from employers in terms of their time, energy and resources. This is the new 'deal' we are seeking to broker.
- 5.6. Equally the new Board recognises that we are not working with a blank sheet of paper. We will be working with new and existing public funding organisations, who will have set planning and strategy cycles. It will be critical that we bring our insights and influence to bear on these processes from the autumn, recognising that the outcome will come into effect in proceeding financial years. Where we think further change or greater accommodation is required we will say.
- 5.7. We will be looking to have an open and constructive dialogue with Government at all levels, on the most effective mechanisms for delivering the ambitions and actions contained within our Strategy. Our focus initially will be on extending our remit and longer term will be on shaping national and mainstream activity that can better reflect our City Region requirements. The opportunity for the Board to see where our 'fingerprints' can readily be acknowledged in future commissioning arrangements. Greater freedoms and flexibilities will be sought within existing national funding arrangements and regimes, to better influence the provision required to deliver the strategic objectives. We will be actively lobbying to ensure that the Leeds City Region receives the resources required.
- 5.8. Difficult choices will have to continue to be made on where we should focus our attentions and resources. What has previously been subsidised by the public purse will increasingly need to be paid for by employers and individuals. We need an open discussion on where those responsibilities fall. What the recession has taught us, is that circumstances can and will continue to rapidly change but that the impacts will be felt for a considerable longer period. The need to be able to foresee and understand new challenges and respond appropriately will be one of our defining success factors.

- 5.9. Accordingly how information is collated, managed and disseminated will have an increasing influence on the decisions made by business and individuals. In return for supplying this enhanced labour market information we will look to create more informed 'purchasers'. We will act as a conduit for generating this information and review how this information is being used and by whom.
- 5.10. This in turn will shape future demand. The public and private providers, who supply the skills and employment support for this Strategy, have a critical role in responding to the new demand factors. In response to receiving public funding from the SFA and others, we believe that providers should help improve the outcomes of those people exiting their training and learning programmes so that they are much better prepared to enter and remain in employment.
- 5.11. As a Board, our role is to set the strategic context and provide leadership. We will act as both ambassadors for the Leeds City Region and in the championing of 'skills' for the current and future workforce. We have set out a limited number of strategic actions to establish the Board and initiate change, as well as what our key 'asks' are from all of the stakeholders.
- 5.12. In summary our key asks are:
- For employers, both in the public and private sector, to engage with the new Board and this Strategy, and to increase their commitments to supporting skill development within the current and future workforce both through the spend and time-contributions;
  - For the Government at all levels and its agencies, to maintain an open and responsive dialogue with the Board, to work with us to extend our remit to better serve the Strategy ambitions and to shape national funding and planning regimes to better meet the needs of the City Region;
  - For individuals to use the information, advice and guidance that is available to them, to help better inform the choices they make in relation to skills and employment, recognising that their commitments in time and other resource will improve their life chances; and
  - For providers, to have a greater focus on the changing needs of employers, utilising labour market information to respond to new opportunities and to ensure that that people exiting publicly funded provision are appropriately prepared for the world of work.

# APPENDIX 1 – CONSULTEES

<p>Business and Board Members</p>	<p>Baker Tilly BT Cedar Court Hotel CPP Group plc Hallmark Cards Kirklees Business Group<sup>76</sup> L&amp;P Springs UK PACE plc Seafresh/Adams Group</p>
<p>Business led/ representative organisations</p>	<p>CO2 Sense Chamber of Commerce (Barnsley &amp; Rotherham) Chamber of Commerce (Bradford) Chamber of Commerce (Leeds, York &amp; North Yorks) Chamber of Commerce (Mid Yorkshire) Confederation of Business Industry (Yorkshire &amp; Humber Region) Continuing Professional Development 4 Health Innovation Constructionskills/CITB EEF Electronics Yorkshire Leeds Financial Services Initiative Manufacturing Advisory Service National Metals Technology Centre (NAMTEC) Screen Yorkshire</p>
<p>Public Sector Stakeholders</p>	<p>Association of Colleges Business Link Graduate Yorkshire Jobcentre Plus Learning and Skills Council Leeds City College Leeds City Region – Economic Drivers and Innovation Leads<sup>77</sup> Leeds City Region – Housing Lead Local Authorities of: Barnsley; Bradford; Calderdale; Craven; Harrogate; Leeds; Kirklees; Selby; Wakefield; and York<sup>78</sup>. North Yorkshire County Council Skills Funding Agency Yorkshire Forward Yorkshire and Humber Regional Skills Partnership West Yorkshire Consortium of Colleges West Yorkshire Lifelong Learning Network<sup>79</sup></p>

<sup>76</sup> Dedicated employer event with over 50 Businesses 19th March 2010 (AM)

<sup>77</sup> Dedicated session with business and stakeholders 3rd March 2010 - 'Help shape our innovative futures'

<sup>78</sup> Dedicated session with Officers Group 30th March 2010

<sup>79</sup> Dedicated provider event with over 60 different providers and voluntary groups 19th March 2010 (PM)

## APPENDIX 2 – BOARD MEMBERS

Business Members	<p>John Anderson BT Regional Director Chair of Board</p> <p>Gale Campbell L&amp;P Components Europe Director of HR and Communications</p> <p>Jill Ezard Pace plc Director of Human Resources</p> <p>John Horvath Cedar Court Hotels Yorkshire Group Director</p> <p>Stephen Kennedy CPP Group plc European Managing Director</p> <p>Mark McDavid Hallmark Cards plc Managing Director</p> <p>Kevin O'Connor Baker Tilly Managing Partner</p> <p>Amjad Pervez Seafresh/Adams Group Managing Director/Founder</p> <p>Two vacancies exist for one public sector employer and one additional private sector employer.</p>
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<p>Local Authority Board Members</p>	<p>Cllr Kris Hopkins Bradford Council Leader (to May 2010) Vice Chair of Board</p> <p>Cllr Stephen Baines Calderdale Council Leader</p> <p>Cllr Chris Metcalfe North Yorkshire County Council Portfolio Holder</p> <p>Phil Coppard Barnsley Council Chief Executive</p> <p>Rob Vincent Kirklees Council Chief Executive</p>
<p>Advisory Board Members</p>	<p>David Hodges Skills Funding Agency (SFA) Director</p> <p>Alison Knight Jobcentre Plus (JCP) Regional External Relations Manager</p> <p>Thea Stein Yorkshire Forward (RDA) Director (Economic Inclusion)</p>

We would like to thank John Yeomans for his time and support as Interim Chair and Shared Intelligence for the production of the Strategy and Evidence Base.







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**Leeds City Region Partnership**

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