

Employment and Skills Strategy Delivery Plan

The Employment and Skills Strategy sets out a clear vision that explains the current and future skills needs across the Metropolitan Borough of Calderdale from a business and an individual perspective and within this framework identify priorities for Calderdale. The Strategy is set within the context of current government policy such as City Regions and Local Enterprise partnerships (LEPs) and the current economic climate.

The strategy recognises the importance of getting the economy right from which skill demand will follow. However it is crucial that we understand current and future needs of employers and support those most vulnerable in our community. People want jobs and employers want job ready people.

Our overarching aim is therefore to raise the levels of employment in Calderdale and to work with our partners on four key priorities:

- **Improve the skill levels of those who have no or low level skills** and those who have poor work prospects or a high chance of spending long periods out of work. This includes people in work with skills below level 2. Ensure the investment in skills focuses on those skills/qualifications that benefit individuals and businesses the most. Specific focus on the 18-25 unemployed.
- **Address skills gaps and skills shortages.** The Health and Social Care sector skills shortages, management and supervisory skills innovation and knowledge exchange gaps to enable our businesses to improve productivity and become more competitive.
- **Encourage employers and employed individuals to invest in skills.** Stimulate the demand for skills and encourage employers and individuals to contribute more through championing the value of skills and demonstrating the benefits of investing in training. A focus on existing important sectors - manufacturing, finance and tourism but widened to include new industries in the creative and digital and low carbon technology sectors.
- **Support business productivity.** Support our businesses to grow by integrating employment and skills activity with economy and regeneration activity. Identify economically valuable qualifications, to improve workforce skill levels, develop higher level skills and build a culture of enterprise and innovation

In addition to these priorities we will build on the work started across administrative boundaries and ensure Calderdale has a voice at the appropriate spatial level.

The Employment and Skills Strategy intends to make a real difference to the Calderdale labour market. Its success will be measured against the following indicators:

1. Increasing the percentage of Calderdale working age residents in employment from 73.2% to 76.3% by 2015.
2. Increasing the percentage of Calderdale working age residents with a Level 2 qualification from 63.9% to 71% by 2015
3. To reduce the number of unemployed young adults aged 18-24 below 1200 by the end of 2015.

4. To measure an improvement in business satisfaction levels – Annual business survey to be undertaken, and measured levels of satisfaction in access to relevant skills, local employment, business support to grow.

This Delivery Plan identifies actions to ensure delivery of the key priorities within the Employment and Skills Strategy over the next few years. The Delivery Plan will be reviewed and refreshed on an annual basis in order to allow for changes in priority and the development of new activities.

Key Priority: Improve the skill levels of those who have no or low level skills					
Actions	By whom	By when	Performance measures	Other partners	Progress
Develop a local inclusive Employment and Skills Board	Calderdale LA	Establish By September 2012	First constituted meeting	JCP Prime contractors Employer representatives Skills Funding Agency Next Step/All Age Careers Service Voluntary Community Sector organisations and providers NAS	ACHIEVED
Prioritise Level 2 and Skills for Life courses at College, maximise foundation learning links with employers	Calderdale College	June 2013	Report back number of attendees on courses moving into employment	CAL	Tracking system to be established with the college to agree baseline and reporting mechanisms
Align adult and community learning with mainstream provision to encourage progression	CAL	September 2013	Map of provision and links to mainstream courses available.	Voluntary Community Sector organisations and providers	CAL to map into appropriate courses and agree process for reporting.

Work with local providers to develop progression through learning into work including foundation learning pathways Development of sector skills academies for key sectors with skill shortages, build in paid work experience, progressing into pre-apprenticeships / apprenticeships	LA, CAL, College	June 2013	Learner journey maps in place, pre-apprenticeship models, and vocational sector skills academies developed 50 pre apprenticeships funded	Voluntary & Community gps Workwise JCP Training providers Princes Trust	Task group to be established to map progression route ways and identify gaps. College to lead
ESOL provision to be incorporated into future training plans.	CAL, College	June 2013	Review how provision is being addressed.	Providers	ESOL to be incorporated into the above task group,
Work with others to ensure local people receive appropriate and good quality information advice and guidance.	National Careers Service	Sept 2013	Number of 18-24yrs getting at least one IAG session before 3 months unemployed	JCP Prime contractors College Vol/Com providers LA	Task group to be established with Careers as lead to assess gaps in career support
Analyse trends within demographics of the borough to establish gaps and issues communities are facing when trying to enter employment.	LA	Sept 2013	Result of business survey used to shape future curriculum Dissemination event to inform schools, colleges and training providers	JCP Prime contractors College Vol/Com providers LA Schools Businesses	Task group to be established to focus on education business partnership activity and data analysis.

Key Priority: Address skills gaps and skills shortages.					
Actions	By whom	By when	Performance measure	Other partners	Progress
Employer campaign required to assess skills shortage areas with particular focus on health, high growth and links to apprenticeships.	Calderdale LA and Calderdale College	Campaign to start June 2013	Results of audit to be shared across E&S Board and providers. Established Sector Skills activity for skills gaps by March 2013	Employer representatives Training providers	100 to 100 campaign was successful and will be re-launched in June to encourage employers to come forward to recruit young people.
Youth Employment campaign with key focus on Apprenticeships/ paid work experience and pre- apprenticeships – <ul style="list-style-type: none"> • Marketing to employers • Apprenticeship Week, • Economic Fighting Fund • Calderdale Council Apprenticeships • Work with schools • Higher Apprenticeship event • 100 in 100 campaign • Talent Match developed for submission • Community Roadshows • ATA plug and play • LCR Apprenticeship Hub 	Return to work group	Launch in January 2013 Review October 2013	Increased numbers of young people and adults accessing apprenticeship places. 200 businesses sign up to working with young people 75 businesses sign up to 5.3.1 by March 2013 Apprenticeship hub application agreed and submitted to LCR	NAS Training providers Job Centre Plus Skills Funding agency Calderdale College Halifax Courier	All activity to be incorporated into the above campaign

<p>Proactively work with other parts of the skills sector to promote skill development in key identified areas to address gaps:</p> <ul style="list-style-type: none"> • Supervisory and management skills • Business enterprise and entrepreneurship • Green / Health technologies • Manufacturing and Engineering <p>Enhance gaps in knowledge through University links, using Business Growth Calderdale, and supply chain development</p> <p>Develop key events to open up knowledge exchange opportunities, and link to graduate placement schemes.</p>	<p>Calderdale LA, Skills Funding Agency</p>	<p>September 2012</p> <p>Review June 2013</p> <p>Review Oct 2013</p>	<p>Skills data on participation and achievements by sector.</p> <p>Map of provision</p> <p>Number of events held</p> <p>Number of businesses attended</p> <p>Number of graduates placed</p>	<p>College, providers Skills Funding Agency Princes Trust Business Growth Calderdale partners and suppliers</p>	<p>Activity to be linked to the Business Growth Calderdale project and results of the business survey to be cascaded to all training providers and skills deliverers.</p>
<p>Identify an appropriate measure for improvement in business satisfaction levels.</p> <p>Annual Business survey agreed and commissioned for September distribution</p>	<p>Calderdale LA</p>	<p>June 2013</p>	<p>Benchmark agreed</p> <p>Survey results reported</p>	<p>Employment and Skills Board Wider schools and training providers</p>	<p>Gain feed back from businesses from the February business survey.</p>

Key Priority: Encourage employers and employed individuals to invest in skills					
Actions	By whom	By when	Performance measure	Other partners	Progress
Promoting Calderdale as an ideal location for business growth and investment. Develop Calderdale as a place for enterprise.	Calderdale LA Economy and Enterprise strategy	June 2013	Number of business start ups supported by Calderdale LA Business survival rates	LCR, College, Providers	Link activity to Marketing Calderdale.
Develop links to employers to promote Education Business Partnership working.	Calderdale LA Economy and Enterprise strategy	June 2013	Economy and Enterprise strategy Delivery Plan outcomes	LCR, College, Providers, Employers, Schools	Link activity to the Education Business Partnership task group.
Work with employers to establish gaps for growing their business due to lack of skills and progression.	Calderdale LA, Employer representatives	December 2013	Case studies to be developed with businesses and promoted on Business Growth Calderdale website	College Providers, Employers	Business Growth Calderdale team to develop links with training providers to produce case studies.
Business Mentoring to be developed with wider opportunities to work with young people, young businesses and businesses who require support to grow	LA	December 2013	Total number of relationships Measured business improvements	Businesses	Business Growth Calderdale team to develop links and to feed into Grow Your Future team.

Key Priority: Support business productivity					
Actions	By whom	By when	Performance measure	Other partners	Progress
Maximise the opportunities in Leeds City Region, Manchester City Region and other bordering areas. Particular attention with supply chain development.	Calderdale LA	End of Feb 2013	Briefing members on key issues for LEP and LCR groups. Use locally all businesses who sign up to 5.3.1. campaign Broadband UK application implemented	City Region Local Authorities Employers Local Cllr Members	End of February 65 businesses signed to 531 on target to achieve 75 by end of March.
Disseminate learning and 'lessons learned' from the Business Growth Calderdale activity to inform businesses of ways to grow. Review the cross cutting themes of environmental, women in business and businesses run by ethnic minorities to assess skills gaps.	Calderdale LA	December 2013	2400 businesses engaged 120 jobs created 150 jobs safeguarded Increased membership of local business networks Develop green champions Develop networks where required	Business mentors, Chamber of Commerce	Mid term review underway and dissemination event due in April to inform providers and businesses of lessons learned so far.