Employment and Skills Strategy
2014 - 2020
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Introduction

Our ambition is, that by 2020, the Humber will have a skills system that is better aligned with the current and future needs of our economy. The proportion of our working age population with no qualifications will have decreased significantly and we will have observed another period of above average growth in higher level skills. A greater percentage of the working age population will be employed in the region’s key sectors, driving growth and contributing to the economic success of the region. The skills gap in terms of qualifications will have been eradicated and the Humber region will be in a better position to compete on a national and international scale.

This will require the creation of a vibrant environment that inspires young people and adults to maximise their own potential, recognising current and future career opportunities, supported by excellent labour market intelligence and by appropriate careers education, information, advice and guidance.

Vision Statement: A highly skilled, motivated and productive workforce...

The vision of this strategy is:

‘To deliver an appropriately skilled, motivated and productive workforce to drive economic growth and sustainability for the Humber region. Utilising our diverse assets of people, place and products and recognising our unique potential in the Estuary and its ability to act as a catalyst in regeneration and innovation.’
Executive summary

Nic Dakin’s comment in the 2013 Skills Commission’s report “Lifting the Lid” sets the scene for this strategy:

“What is abundantly clear is that we have the best of everything in the Humber, but we do not have it constantly everywhere across the patch. If we were able, working together, to get everything in the Humber up to the standard of the best in the Humber, we will, through a myriad of small changes, transform the region.”

Labour market information demonstrates that the proportion of the working age population with appropriate level skills provides the greatest mismatch between the skills profile in the Humber and businesses’ current and future skills needs. It is essential that employers are engaged and actively contribute to shaping the skills agenda, supporting education and training providers and the Local Enterprise Partnership (LEP) in understanding their specific skills requirements.

It shows that:

- Compared to England, the Humber is over represented in terms of low skills and has a much lower population of highly skilled residents when compared to other Yorkshire LEPs.
- By 2020, the number of jobs in the Humber requiring people to be educated to degree level and above will have risen while the number of jobs that do not require higher level skills will have fallen. The number of jobs that require no qualifications will have fallen dramatically.
- There is a significant expectation of churn and replacement need within all employment sectors.

This transformation therefore requires considerable investment in terms of turning ambition into reality, utilising existing and new knowledge and building on the skills and experience of the local and future communities in the region.

The economy of the region is intrinsically linked to the estuary, the key sectors of Chemicals, Ports and Logistics and Food Processing have benefited from this outstanding natural advantage. These are key to this region and provide a recognised framework for growth opportunities in Energy, (renewable and other forms), Engineering and Manufacturing, Creative and Digital and the Visitor Economy. The region acts as a logistics hub to serve the country’s import and export needs. It will become a national energy supplier further developing links across Europe in supplying the infrastructure for renewable technologies. This strategy recognises the impact of growth and likely displacement within key sectors.

Growth opportunities demand people with skills at all levels, including technical vocational and high level academic abilities to fill indicative skills gaps in existing and emerging new careers. The Humber has the opportunity to utilise its education and training resources, many of which already have significant strengths. Maximising all current opportunities will enable career progression pathways which are flexible, responsive.

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2 Skills commission – “Lifting the lid” 2013
and stimulating. This will drive achievement and success levels, enabling people to embed lifelong learning within their personal portfolio.

The Humber Local Enterprise Partnership recognises its responsibility as an enabler, coordinator and guide in this transformational change. The Employment and Skills Board (ESB) will wherever possible utilise existing stakeholder structures/groups to achieve strategy objectives, ensuring alignment. We will learn from this process to increase capacity to further improve on outcomes, instigating any necessary change. Using productive and engaging communication methods that are tailored to the various appropriate audiences, the ESB will further develop proactive approaches to deliver successful initiatives that underpin the economic strategy of the region.

This strategy underpins the Humber Local Enterprise Partnership Strategic Economic Plan\(^3\) and the Humber European Structural and Investment Fund Strategy\(^2\). Objectives are informed by the work of the Skills Commission\(^2\) which was established to take a long-term look at skills issues in the Humber and opportunities emerging from national skills policy. The objectives cover the following:

- Raising employer commitment and investment in skills at all levels.

- Fostering an inclusive, LEP-wide approach with all key stakeholders.

- Influencing provision to better meet local economic needs.

- Improving the quality, accessibility and dissemination of labour market information and careers education, information, advice and guidance (CEIAG), empowering employers and local people to make informed choices.

- Supporting people in finding and sustaining employment, in progressing at work and/or setting up their own enterprises.

- Maximising the use of funding, including capital, to develop excellent learning environments and facilities, leading to a more highly skilled current and future workforce.

- Extending residents aspirations to gain higher level academic and vocational skills, including progression to Higher Education.

The strategy has been developed using the detailed analysis contained within these documents together with significant feedback from the skills and business communities and other stakeholders. This analysis has been further complemented by skills research commissioned by the Humber LEP.

Whilst this strategy focuses on the Humber region, it is vital that education, skills and economic plans across neighbouring regions are equally considered to ensure a joined up approach to maximise benefits and reduce any potential duplication. This partnership work is being carried out at various strategic levels with neighbouring LEPs, ensuring regular and effective communications support activities and where possible, provides economies of scale. A good example of joint working exists within the agribusiness/food sector with collaborative approaches to skills development with the LEPs covering Greater Lincolnshire and York, North Yorkshire and East Riding.

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\(^3\) Humber Local Enterprise Partnership Strategic Economic Plan and Humber European Structural and Investment Fund Strategy
Section one: Strategic Priorities and Funding Support

A Humber-wide Strategy for Employment and Skills
The Humber presents an excellent opportunity to deliver significantly improved benefits for the people who live, work and spend leisure time in the region. Whilst the primary focus for this strategy is developing and exploiting opportunities for the local residential current and future workforce, employers and families, it is recognised that a vibrant and successful community will attract and retain people from other regions who will make positive choices to migrate to the area. These future residents are welcomed, recognising their ability to provide resources via skills, knowledge and taxable income to assist in diversifying the talent pool of the Humber.

Strategic Priorities and Outcomes
To deliver this strategy a number of key activities supported by outcomes and outputs will be owned, championed and delivered by stakeholders with specific commitments and responsibilities. These stakeholders include education and training providers, Local Authorities, employers and agencies such as DWP and funding bodies. Partnership working is essential, collaborative agreements and well-informed judgements are necessary to deliver a number of enablers, recognising that some will adjust depending upon changing circumstances. These strategic aims are employer-led and informed by high quality intelligence. The detailed implementation plan will be designed with accountable stakeholders, ensuring that LEP strategic priorities are reflected within local plans.

| S1 | Raise employer commitment and investment in skills at all levels. |
| S2 | Foster an inclusive, LEP-wide approach with all key stakeholders. |
| S3 | Influence provision to better meet local economic need. |
| S4 | Improve the quality, accessibility and dissemination of labour market information and careers education, information, advice and guidance (CEIAG), empowering employers and local people to make informed choices. |
| S5 | Support people in finding and sustaining employment, in progressing at work and/or setting up their own enterprises. |
| S6 | Maximise the use of funding, including capital, to develop excellent learning environments and facilities, leading to a more highly skilled current and future workforce. |
| S7 | Extend residents aspirations to gain higher level academic and vocational skills, including progression to Higher Education. |
These key priorities support thematic approaches to skills delivery; growth through business, growth through people and growth through local enablers/drivers. They underpin sector based objectives, e.g. those identified by the Construction Industry Training Board report (CITB)⁴. 

**S1: Raise employer commitment and investment in skills at all levels.**

Research data has illustrated the clear skills gap in the region’s future workforce needs; employers are a vital component in decreasing this breach. This includes raising awareness of employment opportunities within their industries and communicating the specific skills/qualifications required to access these roles. 

Employer commitment includes specific participation in CEIAG developments, e.g. forming partnerships with local schools and education and training organisations, in addition to supporting work experience, education projects and providing mentorship. This is complemented by employers supporting specific routes into work such as traineeships, apprenticeships, graduate recruitment schemes and internships.

Global and national studies have identified positive associations between highly skilled workforce and organisational performance. Furthermore, research has found that the higher the qualification level, the more robust and positive its impact on productivity within the company (UKCES)⁵. Investment and co-investment is essential in driving the skills profile of the region, utilising existing and new funding mechanisms alongside industry contributions to up-skill and retrain the workforce. Employers must recognise the value of skills investment in the workforce⁶.

The Leitch report⁷ indicates that the UK needs to invest heavily to improve its basic skills base to compete effectively in the global economy. This includes a direct challenge to address the fact that 20% of the UK adult population is functionally illiterate. The report indicates 95% of the population must be functionally literate by 2020 to bring the UK in line with the upper quartile of OECD countries.

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**Outcomes:**

- A higher skilled and productive workforce, able to drive economic development to assist the UK to compete on a global platform.
- Employers actively engaged in delivering careers education, information, advice and guidance support.
- Employers recognising the benefits in investing in their workforce, making financial commitment, driving productivity.

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⁴ Construction Skills Network Yorkshire and Humber 2014 – 2018 Report
⁵ UKCES UK Commission’s Employer Perspectives Survey 2012
⁷ The Economic and Social Cost of Illiteracy – Interim report - Leitch
**S2: Foster an inclusive, LEP-wide approach with all key stakeholders.**
The Humber LEP offers a breadth of opportunity for stakeholders, partners, schools, providers and residents to engage in creating solutions to develop the economy. The LEP Board and its supporting structures include a wide range of representatives from business, education and training providers, agency and local authorities who represent local residents and economic migrants. The Partnership is in a key position to ensure activities are coherent and responsive to local need and certify that resources are utilised effectively.

The LEP will continue to work collaboratively, utilising the expertise and knowledge of partners to develop a range of actions that will facilitate growth and inward investment. This work will be communicated using existing networks, via on-line and social communications, published reports and in regular media activity.

**Outcome:**
- Successful, productive and well informed networks, working in close partnership to maximise resources and highlight any gaps in provision, services or resources.

**S3: Influence provision to better meet local economic need.**
The changing industrial regional profile and the opportunity to deliver transformational projects requires a review of existing education and training provision, to inform where changes may be necessary to ensure maximisation of direct routes into employment. This will include a review of specific pathways to higher-level qualifications and an increased awareness of choice to assist in driving career aspirations.

The LEP is committed to supporting employers, providers and other partners collaborating to address skills shortages through a number of employer-lead initiatives e.g. UTCs when sound business cases exist. The Energy Campus (see intervention 10) provides such an opportunity bringing together partners in a collaborative innovative development.

This objective recognises that whilst there is some excellent practice in engaging employers to develop research, academic and skills provision this is not evident in all areas of delivery. Employer engagement by education and skills providers is essential in influencing curriculum delivery, including training development to enable work-ready skills to be maximised.

**Outcomes:**
- Review of current skills provision, focusing on new curriculum opportunities to support sector growth areas.
- Development of new funding methodology, applying freedoms and flexibilities where possible to create new pathways for local citizens to enter or re-enter education and training.
S4: Improve the quality, accessibility and dissemination of labour market information and careers education, information, advice and guidance (CEIAG), empowering employers and local people to make informed choices.

The 2013 National Careers Council report\(^8\) evidenced that “Young people and adults face tough competition for jobs, yet many employers report difficulties in recruiting people with the right skills”. The situation in the Humber, with general levels of low skills and growth in demand for higher-level skills, illustrates the gap in residents’ understanding of career options, progression pathways and the need for high quality careers education, information advice and guidance. Early intervention working with schools and education providers is likely to obtain the greatest results, inspiring young people and their families to capitalise on individual potential. Adults are able to access services provided by the National Careers Service, however face to face support and advice is limited, particularly in rural areas.

CEIAG requires contemporary labour market intelligence that provides insight into various job roles, likely salary, training and access requirements to meet these opportunities. Employers, education and training providers, agencies such as DWP and local authorities can make a significant contribution to engaging young people and adults in recognising options to develop their career routes\(^9\). The LEP welcomes school engagement at sector levels to enhance key initiatives in the local economy.

### Outcomes:

- Coherent, contemporary and accessible Labour Market Intelligence (LMI) effectively used to develop curriculum and education and training support services.
- Empowered, inspired and informed residents who recognise the skills required to access specific career routes through the Humber CEIAG Hub.
- Continued improvement of performance in schools, through partnership support.
- Raised aspiration in young people and adults.
- Increase in residents’ employability skills.
- Increase in Employability Charter and Skills Pledge sign up and activity.
- Humber LEP validation of employability passports enabling increased access to appropriate job roles.
- The majority of education and training providers signed up to the Gold Standard for the provision of careers education, information, advice and guidance.
- Undergraduates/graduates utilising a range of employability services to support access to work.

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\(^{8}\) An Aspirational Nation: creating a culture change in careers provision June 2013 p.2

\(^{9}\) Department for Business and Skills: Increasing opportunities for young people and helping them to achieve their potential
**S5: Support people in finding and sustaining employment, in progressing at work and/or setting up their own enterprises.**

Self-employment is a valuable and realistic opportunity for many Humber residents which is apparent in the current SME economic profile. The Employment and Skills Strategy recognises the need for positive supportive interventions acting as enablers to unleash the potential of business start-ups. The development of enterprise skills in schools, colleges and training providers is essential in supporting individuals’ employability skills.

Considering that over 95% of existing Humber businesses are Small/Medium Enterprises (SMEs), enterprise skills and encouraging entrepreneurship presents as a strength in the Humber, however business sustainability of four years+ and business growth are limited.

Business services will be further developed using the LEP’s Growth Hub model to provide additional resources. This objective focuses on providing innovative education and training services that deliver tailor-made solutions for individuals, drawing on expertise within the region. Closely aligned with S4, interventions will consider successful methods that have previously delivered good results e.g. mentorship, skills analysis, action planning and providing advice on utilising skills funding.

**Outcomes:**

- An increase in the number of new business start-ups and in the growth of SMEs.
- Increase the longevity of existing SMEs helping them to sustain and further develop.
- Increased SME investment in staff training to drive business growth.
- The provision of a new Humber Apprenticeship Support Service, focussing on SMEs.
- Increased development of enterprise skills within schools, colleges and providers.

**S6: Maximise the use of funding, including capital, to develop excellent learning environments and facilities, leading to a more highly skilled current and future workforce.**

Funding bodies are supportive partners, holding expertise in utilisation and distribution of funding streams; the LEP has ‘opted in’ to continue to work with our funding partners. New European funds will allow specific programme development to focus on creative and successful methodology under the Skills Programme. The Programme will support the development of Humber residents at all levels from access to employment and the sustainable integration of young people to technical and higher levels skills and leadership and management.

**Outcomes:**

- New funding flexibilities providing better opportunities to support local solutions to be delivered to improve outcomes.
- Improved learning environments, resulting in no bottom category within the Humber area.
- Higher skills profile across the region.
- Lower rates of unemployment/underemployment.
S7: **Extend residents aspirations to gain higher level skills, including progression to Higher Education.**

High aspirations drive high achievement; consideration of how to engage and influence residents in recognising their personal potential is vital in unlocking achievement. Skills research commissioned by the LEP\(^{10}\) through the Regional Economic Intelligence Unit (REIU) and Ekosgen identified a significant mismatch in the current skills profile of the area; this has influenced the addition of an additional skills objective to those described within the SEP following stakeholder feedback. This objective recognises the distinction and level of activity needed to engage residents to aim for higher-level qualifications.

In addition to full time provision, many Humber residents are engaged in part-time high level study, a percentage of which is resourced by employers. However, whilst a number of employers recognise the value in up-skilling their workforce to grow and develop their business, further encouragement is necessary to effectively and consistently demonstrate the business benefits of a higher skilled workforce.

In addition to the University of Hull, Further Education colleges and training providers deliver many part-time opportunities and provide a valuable accessible route for HE level learning and qualifications which can be further developed to meet growing economic need.

**Outcomes:**

- Increase in residents obtaining higher level qualifications.
- Growth in additional attractive, high value qualification options.
- Increased employer understanding, support and investment in developing higher level skills.
- Increased retention of higher qualified individuals in the region.
- Increase in business start-ups.
- Enhanced education and business links driving R&D activities.
- Increase in business productivity.

**Funding Support**

1. **The European Structural and Investment Fund Strategy 2014-2020\(^{10}\)**

| A programme to support the skills development of Humber residents at all levels, from access to employment and the sustainable integration of young people, to technical and higher levels skills and leadership and management. | £28.34m |

\(^{10}\) Humber LEP Skills Research Report
The 2014-2020 European and Structural Investment Fund (ESIF) strategy for the Humber outlines how £87.67m of European Regional Development Fund (ERDF) and European Social Fund (ESF) will be spent. The programme has five strategic programmes, one of which is focused on skills development. The aim of ESF funds is to provide additional support beyond mainstream provision meeting local needs in our key sectors. Funding will be used to support the skills development of Humber residents at all levels, from access to employment and the sustainable integration of young people, to technical and higher levels skills, leadership and management. £28.34m has been allocated to the Skills programme, but it is important to note that other funding streams aligned to the ESIF programme potentially support skills development such as Community Led Local Development (CLLD) and business support initiatives.

2 Hull and Humber City Deal

The Hull and Humber City Deal, signed in December 2013, is providing extra support for the Humber LEP and its partners to help local people to up-skill and get into work, and ensure that employers can access the skills they need.

Key components include:

- A payment by results pilot for the Humber to incentivise skills providers to ensure that learners are prepared for work. The pilot will be led by the Humber LEP with support from BIS and SFA.
- Financial support of £1.245m from Government for capital investments at five further education colleges, as part of the Humber LEP’s plan for the region to become a centre of excellence for energy skills
- Government support for an additional 1,500 learners over three years through the Adult Skills Budget.
- The Springboard programme to support young people into work, supported by £1.5m from the Youth Contract under spend, and an additional £3.7m to address youth unemployment.
- A Humber Careers Hub to improve careers information and advice.
- Rolling out the Humber Employability Charter.

Work on implementing the employment and skills aspects of the City Deal is being led by the Humber LEP’s Employment and Skills Board.
Section two: A Humber-wide coherent approach

There are significant opportunities for stakeholders, partners and residents to engage in creating solutions to develop the Humber economy. The LEP Board and its supporting structures include a wide range of representatives from business, education and training providers, agencies and local authorities. The Partnership is in a key position to ensure activities are coherent and responsive to local need and to ensure that resources are utilised effectively.

The LEP Employment and Skills Board (ESB) will lead on the implementation of the strategy, taking responsibility for ensuring key objectives are met, responding to the changing environment as economic growth is realised and overcoming any barriers to success. Stakeholders within the region will take appropriate leading roles and will report their progress via the ESB structure. It is this contribution that will enable the potential of the estuary. The inclusive, multi-stakeholder membership of the ESB ensures that maximum advantages and outcomes will be gained from any funding opportunities.

Recognising areas of outstanding and good provision across the various provider capacities, the ESB will encourage the sharing of good practice, linking providers where appropriate to increase capacity to improve. The region has made some good progress in developing collaborative projects that have the capacity to drive economic growth, as shown in the example below. This collective approach will assist in curriculum and training development opportunities, utilising ‘best in practice’ wherever possible, and drawing on the considerable proven strengths of education and training providers. New opportunities, such as choice at 14+ will further develop innovative and aspirational opportunities for young people in the region.

Case Study: The Humber UTC

The Humber UTC is an 11 million pound development which will be built in the Church Square area of Scunthorpe town centre and expected to open in September 2015. It is funded by the Department of Education and sponsored by the University of Hull. Students will study traditional curriculum subjects including English, Maths and Science, with particular focus on engineering and renewable energy. It is open to students aged 14 to 19 with 600 spaces. The Humber UTC will create 70 new jobs, including 45 teaching posts. The project also contributes to the North Lincolnshire Council scheme to regenerate the town centre. Partners in the project include Team Humber Marine Alliance, Able UK, Tata Steel, Centrica Storage, Total Lindsey Oil Refinery, North Lincolnshire Council, The University of Hull, North Lindsey College and Outwood Grange Academies Trust
Whilst all relevant under the broader skills umbrella, areas for improvement can be further sub-divided into three categories that underpin strategic outcomes:

1. Specific skills interventions
2. Employment
3. Economic development

**Specific skills interventions**

As a strategic body, the Employment and Skills Board will drive the employment and skills agenda, promoting partnership and collaboration to maximise resources and reduce potential duplication. The Board and its supporting group structures, underpinned by research capacity, will utilise established stakeholder groups to improve performance.

Overall improvement of the Humber skills profile is essential to delivering the capacity to support sector growth as employers consistently cite skills as a major issue. This will require a review of education and training delivery to align skills achievements with potential growth, delivering career pathways for
Residents, young people, employers and economic migrants. These opportunities will not simply create growth and employment prospects but will change the education and skills landscape, demanding work-ready and highly skilled individuals who can effectively contribute.

<table>
<thead>
<tr>
<th>Employment and Skills Strategy Priority</th>
<th>Activity proposed through the Employment and Skills Strategy</th>
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<tbody>
<tr>
<td>Intervention 1: Careers Education, Information, Advice and Guidance (CEIAG) S2, S4</td>
<td>The ESB will focus on the development of three major CEIAG projects:</td>
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<td></td>
<td>• the design and implementation of a Humber portal for CEIAG</td>
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<td></td>
<td>• the Humber Gold Standard for the provision of impartial and effective CEIAG</td>
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<td></td>
<td>• the collation and presentation of Labour Market Intelligence (LMI)</td>
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The CEIAG Hub will raise awareness of career pathways and increase access to provision, utilising impartial, effective and current CEIAG. The CEIAG portal will build on the success of the ‘Log-on, Move-on’ and ‘Lincs2’ on-line services which will expand to include a service for North Lincolnshire, who do not currently deliver this service. The portal will be designed in collaboration with young people and adults to ensure it is fit for purpose, using innovative engagement methods to inspire qualification and career progression.

Employer engagement in the development of CEIAG is essential to create a vibrant, stimulating and attractive range of services. There is need for employers to engage with education and training providers to help inspire residents to understand sector growth opportunities and maximise personal opportunities. To effectively deliver this, employers need to see the value of their engagement at a realistic and sustainable level, working with appropriate schools and post 16 education and training providers in creating a mutually beneficial rewarding relationship.

The Humber Gold Standard will recognise high quality, impartial delivery of CEIAG, enabling education and training organisations to demonstrate their service commitment. The Gold Standard will be mapped against existing recognised CEIAG awards to ensure current holders are able to complete the standard using evidenced existing mechanisms.
An accessible and effective Labour Market Intelligence Portal will be developed to support curriculum and service development, provide statistical sector data and centralise existing mechanisms. The Portal will be developed with end-users to ensure ease of access/fit with need requirements and will complement all CEIAG services.

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<tr>
<th>Intervention 2: The Springboard Programme S2, S4, S5, S6</th>
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<tr>
<td>Building on existing mainstream employment initiatives and the Humber LEP’s Skills Pledge, the Springboard programme will deliver an enhanced and flexible package of support for young people that will be delivered across two strands.</td>
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**Strand 1 - Support for 18 year olds**

The four Humber Local Authorities specialist Progression Personal Advisors (PPA) will provide initial engagement with identified 18 year old NEET young people/their respective families. Each participant will follow a personalised action plan following assessment which includes overcoming any potential barriers.

Following initial engagement, the PPA’s will work with specialist Local Authority/Jobcentre Plus colleagues to provide a clear progression pathway. Any individual or family issue barriers to progression identified will be removed. The PPA will act as the young person’s mentor throughout the process. Partnership arrangements will facilitate transition into employment, education or training.

**Stand 2 - Support for 18-24 year olds**

Jobcentre Plus will identify those (young people who are eligible for support) the Youth Contract. Participants will be allocated a personal LA advisor who will work in partnership with the JCP advisor to develop a tailored action plan. The plan will highlight specific individual issues/barriers to be addressed to enable entry/re-entry to the labour market. It will also provide support, advice and guidance to young adults aged 18-24 who are currently claiming JSA. This collaborative approach and joint working will ensure that maximum support is sourced and offered and moves the individual through a journey to work.

Young people with the prospect of work or further training will be allocated a flexible support budget of up to £750 to
procure the additional support/interventions required to support their individual pathway to work. This will include bespoke pre/post-employment training (where, exceptionally, it cannot be funded from other provision) and extended in-work support for a period of 13 weeks – 26 weeks through the personal advisor.

The resulting outcomes of this programme will be used to inform investment in European funding from 2015.

**Intervention 3:**

**Enterprise and entrepreneurship**

**S5, S7**

Self-employment is a career option for many local residents. The Humber provides a fertile climate for new business start-ups but is less successful in sustaining new businesses over a four year period. This indicates two issues; firstly, the need for support mechanisms to reduce the number of new businesses failing in the first four years and secondly, the potential for further growth and development of micro and small businesses. Recognising the breadth of enterprise/entrepreneurship activity, the Local Enterprise Partnership Business Development Board will lead on the provision of support services to SMEs. Additional activity such as the Humber Apprenticeship Support Service will work directly with SMEs to encourage apprenticeship employments, assisting with access to funds and apprenticeship support.

Whilst enterprise activity is apparent in many schools, colleges, training and the University of Hull, provision in the region needs to further improve to deliver consistently within all aspects of learning. The success in developing/delivering the Big 13 enterprise skills in the Hull area and the Employability Skills Framework on the south bank is a significant step in creating enterprising students, employees and entrepreneurs.

The ESB will lead on driving positive enterprise delivery within schools/post 16 providers and creating consistent opportunities for all students/pupils. This includes focus on early intervention in raising awareness of opportunities for self-employment, enterprise as a personal skill, drawing on some excellent work in schools/providers utilising the Big 13 enterprise skills\(^{12}\) and the CBI 7 key employability skills\(^{13}\).

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\(^{12}\) Rotherham Ready – The Big 13

\(^{13}\) CBI Education and Skills Survey 2011
### Intervention 4: Skills Support for the Workforce (SSW)

**Skills Support for the Workforce (SSW)**

This project uses funding (£3.5m SSW and £2.5m Local Response Fund) to develop capacity building projects to up-skill existing SME employees. The objectives are to:

- enhance the workforce skills of Humber SME’s to boost competitiveness
- to advance the career prospects of the workforce while reducing the risk of long-term unemployment & welfare dependency
- to prepare and encourage employers/employees to participate in training and apprenticeships while recognising arising skills and business needs
- to devise new skills solutions to close any gap

Managed by Hull College, the project is funded by the European Social Fund (ESF). The focus for the funding is to deliver workplace learning courses across the Humber region to meet individual, employer and regional needs. The project is delivered in partnership with Bishop Burton College, East Riding College, Grimsby Institute, North Lindsey College and a number of specialist providers to engage with learners, supporting seven growth sectors as identified by the LEP. In addition to these sectors, the SSW project also includes skills development in:


The resulting outcomes of this programme will be used to inform investment in European funding from 2015.

### Intervention 5: Functional Skills

**Functional Skills**

There is a significant challenge in the Humber area to address low skills levels and the capacity of the training infrastructure to respond.

A comprehensive review is taking place regarding the linking up of existing functional skills provision, highlighting any gaps and devising specific projects to improve the lower level skills of residents in the Humber area. This will include the development of ‘train the trainer’ programmes to expand on current provision, assisting employers to develop the skills of their workforce.
The resulting outcomes of this review will be used to inform investment in European funding from 2015.

**Intervention 6:**
**Influencing provision**
**S2, S3, S6**

The ESB will directly influence education and training provision, supporting and celebrating excellence and informing skills gap opportunities to encourage positive and timely responses from providers using LMI and transformational project data to provide a detailed analysis of future trends in employment.

This work includes the publication of a Humber ‘skills escalator’ which highlights progression pathways in training and education. The escalator specifically focuses on provision in Science, Technology, Engineering and Maths (STEM) subjects and STEM careers across the Humber. Complementing the CEIAG and LMI portal developments the escalator will include close partnerships with employers, providers and job seekers to profile career pathways, salaries, and highlight opportunities that require particular skills sets.
Employability skills continue to be an issue in the Humber and employers would like to see improvements in the preparedness, communication skills and customer service skills of new recruits. A changing sectoral profile, with fewer workers needed in traditional disciplines, is highlighting a problem with the employability of older workers. Some of these workers lack up-to-date basic skills and struggle to find employment following redundancy. Others require retraining (which may include higher level skills training) to access employment opportunities in sectors in which they have not worked before. This too is brought into focus with the new employment opportunities that will be created in the renewables sector (and associated supply chain) and preparing local residents to be as work-ready as possible is therefore of the highest importance.

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<thead>
<tr>
<th>Employment and Skills Strategy priority</th>
<th>Activity proposed through Employment and Skills Strategy</th>
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<tbody>
<tr>
<td>Intervention 6:</td>
<td>Arising from the Skills Commission’s objective ‘to Increase the take–up of apprenticeships through the development of a new apprenticeship infrastructure tailored to the needs of local employers, the Humber Apprenticeship Support Service will provide a new brokerage service for the Humber covering apprenticeships at all ages. The service for SMEs will assist access to information, support and guidance to reduce barriers in employing apprentices. The Service will simplify the process for employers, providing them with a range of ‘offers’ on behalf of providers based on their needs and geographical location. Apprenticeship Co-ordinators on the north and south bank will be managed centrally to co-ordinate the service and build on existing mechanisms such as Apprenticeship Training Associations, National Apprenticeship Service support and existing services provided by individual providers.</td>
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<td>Intervention 7:</td>
<td>The Humber Employability Charter will be further promoted with increased sign ups and positive activity outcomes. This will include engaging directly with additional employers and providers to ensure residents are aware of and are able to demonstrate nationally recognised employability skills. Using the Charter framework, the Local Enterprise Partnership will provide a validation structure to merit the range of existing ‘employability passports’. The LEP Recruiters Forum will support this development, using their experience and professional knowledge.</td>
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</table>
## Intervention 8: The Recruiters Forum
S1, S3, S7

This newly established group supports the work of the Employment and Skills Board in providing data on skills required/unfilled job vacancies in real time. The group is made up of recruiters and senior HR Managers from across the Humber who will assist in driving forward the skills agenda, highlighting skills gaps and will consider potential partnership projects to increase local resident opportunities into local roles.

## Intervention 9: Focus on unemployment
S3, S5, S6

New European funding will support a specific, targeted range of interventions that span the Humber and reduce worklessness. Supported by high quality CEIAG, these interventions together with new qualifications and innovative delivery will reduce the number of unemployed people, including those who have been unemployed for two years. There is some requirement for additional adult provision to include specific taster programmes, designed to build confidence and offer introductory access into FE and HE skills provision.

The LEP will continue to influence government funding freedoms and flexibilities, resulting in impact across a range of partnerships to ensure maximisation of resources.

Whilst improving, higher than national average youth unemployment indicates significant further capacity for improvement in employment rates. Building on the future successful Springboard outcomes adult unemployment will remain a continuous focus; support for retraining, up-skilling and development of engaging qualifications which have positive employment outcomes will assist in exploiting current and future career opportunities and reduce unemployment.

Graduate unemployment and under-employment will reduce as flexibilities in the use of funding develop. The Humber Skills Pledge is being reviewed to improve its communication methods to ensure the best match with pledge offers and deliverers. This will provide enhanced opportunities for work experience, graduate internships and project work, benefitting those participants in a positive work experience.
Economic Growth

The Humber area is uniquely placed to maximise linkages between organisations across the whole area. These links cannot easily be duplicated elsewhere in the country and will contribute to a superior performance for the region, improving competitiveness on a national and global scale. The area is well located in terms of access by road, rail, sea and air, thus providing an attractive inward investment opportunity.

Inward investment opportunities are closely linked to the skills capacity of the region; a lack of suitably trained and work-ready employees is recognised as a barrier to potential investment. The LEP will act as a facilitator to support partnership working between the DWP, skills funding agencies, current and potential employers and the local authorities to present an overall attractive package tailored to investors.

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<tr>
<th>Employment and Skills Strategy priority</th>
<th>Activity proposed through Employment and Skills Strategy</th>
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<tr>
<td>Intervention 10: The Humber Energy Campus S1, S2, S3, S6</td>
<td>The Humber Energy Campus is a virtual campus bringing together employers and training providers across the region in developing a Humber brand to attract inward investment. Employers will work with education and training providers to exploit the significant assets of training facilities, geographical location, transport infrastructure and available workforce to deliver a unique national concept which will define the area. Additional funding opportunities will be sought to further enhance this brand, and drawing on its success other initiatives such as sectoral campus groups may emerge e.g. food, logistics et al.</td>
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**Case Study: The Humber Energy Campus**

The Humber Energy Campus is a virtual campus, led by employers, bringing together all aspects of energy skills provision around the estuary. The campus presents a unique opportunity to strengthen the Humber proposition, leveraging prospects for inward investment by defining the areas unique selling propositions from a skills perspective and enhancing the competitiveness of existing energy sector businesses. The campus supports education and training providers in developing their own strategies in partnership with industry, the University of Hull and partner local authorities, recognising competition and utilising well-developed existing facilities. The campus enhances those established relationships between industry and providers and seeks to add value in developing further opportunities to support progress in the economy. The campus will raise the profile of the energy industry in the region, to inspire young people internally and to create an umbrella brand, externally which will attract additional resources to deliver growth.

The campus has the ability to be further developed under the Government’s proposal to create national centres of excellence to drive skills, sustain local talent and attract national and international students to study, live and contribute to the region.

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<th>Employment and Skills Strategy priority</th>
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<tr>
<td><strong>Intervention 11:</strong> Sector Growth areas</td>
<td><strong>Renewable Technologies/Green Energy</strong></td>
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<td>S2, S3, S6, S7</td>
<td>Very significant growth is expected in the offshore renewables sector which will significantly enhance the economy of the Humber Estuary. With job creation forecasts in excess of 10,000. Developments include Siemens, Green Port Hull, the new proposals at Paull, development of Able Marine Energy Park and Port of Grimsby growth including Enterprise Zone status.</td>
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<td><strong>Note: sector skills plans are currently</strong></td>
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The LEP skills objective is to ensure that the appropriate infrastructure, supply of skilled labour and business support services are in place to drive the growth of the Estuary, maintaining the Humber’s competitiveness and maximising the benefits of new inward investment for local people and businesses.

The LEP will focus on supporting and where possible accelerating the proposed major investments in renewables. This will provide the best possible operating conditions and infrastructure to enable the current engineering and manufacturing base to perform well and increase the Humber’s inward investment appeal for companies new to the area.

Key activities include working with partners and stakeholders to help make the area a renowned centre of excellence for training in offshore wind. This includes the support of employability initiatives to enable local residents to access employment opportunities linked to new developments (through the European programme and City Deal).

**Ports and Logistics**

The port sector is largely dominated by the throughput of non-unitised traffic which is likely to see only marginal growth. There is an opportunity for the Humber to become a centre for marine power research and development.

It is essential to ensure that the appropriate infrastructure, supply of skilled labour and business support services are in place to enable the Humber economy to derive maximum benefit from the forthcoming port-related major investments.

(A key activity to drive this agenda is to deliver skills development programmes to help local residents’ access new employment opportunities.) Skills needs are likely to include employability, vocational, technical skills and higher level skills. These will encompass broad and variable levels in areas such as manual handling, health and safety, fork lift truck driving, planning, engineering and project management and require the further development of flexible and accessible leadership/management training programmes.

**Chemicals**

Humber based speciality ‘niches of excellence’ have emerged that are bucking economic trends and creating growth in employment and GVA. These include:
• Speciality gases
• Personal care products
• Pharmaceuticals
• Fibres
• Paints and coatings
• Glass
• Consulting services (research, health and safety, audit)
• Biofuels, biomass processing.

The University of Hull has recently established new programmes in chemical and process engineering, supported by a prominent chemistry department. Further opportunity exists in developing career pathways to lead to University and other education and training higher level qualification options.

The region is well placed to become the UK’s bio-fuel/bio-mass capital (UKTI 2009). The skills objective to support this sector development is to ensure that the appropriate infrastructure, supply of skilled labour and business support services are in place to underpin further growth and development in speciality niches. This aspect includes addressing the issues of an ageing workforce and replacement demand.

To deliver these outcomes will entail fostering closer links between sector employers and skills providers to stimulate the supply of future labour. Skills needs include employability, technical skills, leadership and management and higher level skills. Future opportunities include additional University-industry partnerships, using the University of Hull’s Knowledge Exchange as a key business interface.

Engineering and Manufacturing

Growth in this sector is likely to be closely linked to renewables and the associated supply chain. Employment in the traditional manufacturing disciplines is unlikely to rise and there remains concern over future job reductions in the steel industry. Opportunities exist to invest in and develop the Humber offer in terms of food
The ageing workforce in the Engineering Sector has been recognised (LEP REIU, 2014 report) and employers constantly raise skills gaps in higher level skills in areas such as electronic and instrumentation engineering. Many colleges and training providers have reviewed their curriculum to focus on Science, Technology, Engineering and Maths. Whilst developing the skills profile will take time to significantly impact, some capital investment has been provided to a limited number of organisations via City Deal. Additional requests for the expansion of engineering facilities have been made within the Humber Strategic Economic Plan.

Further work regarding sufficient skilled residents will involve fostering closer links between sector employers and skills providers. This will assist in stimulating the supply of labour with the requisite skills and attitudes to take advantage of new employment opportunities. Sector specific skills development programmes are likely to be necessary (covering employability, technical skills, leadership and management and higher level skills).

**Creative and Digital**

The status of Hull as UK City of Culture 2017 offers a unique opportunity to develop and promote the region’s creative, technical and digital sector. The strong offer of incubation and collaboration space with excellent connectivity is a key draw for these companies. Significant opportunities have been identified for start-ups and established companies in the following areas:

- Establishing a significant hub of gaming and content creation industries by building on the existing support ecosystem for embryonic indie games studios in order to retain relevant skill sets and establish a hub for indie games creation in the North of England.

- Development of products to support local industry clusters, including engineering, ports, offshore and marine, utilising expertise in simulation, visualisation and remote operation.

- Opportunities to develop applications and services based on utilising Big Data, including Hull’s City Engine Platform.
Employment and Skills Strategy 2014 - 2020

- Development of tourism-related products building on the platform provided by Hull 2017: UK City of Culture.

- The University of Hull has identified the digital/creative economy as an area of academic investment, in which it will cooperate closely with local industry. The Humber aims to build on the University’s existing expertise and R&D capability to develop in the region a coherent hub to exploit the emerging market opportunities in the computational science space. Both Hull College Group and Grimsby Institute of Further and Higher Education have committed to supporting the development of the creative and digital sector through an alignment of their digital and digital media curricula with LEP priorities and investment in incubation space for digital sector start-ups.

- Grimsby Institute of Further and Higher Education has identified that the growing digital media industry in the region will require high quality/effective training in web design, photography, marketing and video production. Hull College Group’s Digital manifesto outlines the college’s commitment to providing an excellent digital curriculum aligned with the needs of employers and focusing on digital creativity, software design and development and digital infrastructure.

The main objective to support this sector growth is to ensure that the appropriate infrastructure, supply of skilled labour and business support services are in place to underpin further growth and development in the creative and digital services sector.

Key activities include to maximise the opportunities available to the sector through Hull: UK City of Culture 2017 include supporting business to access HE knowledge, skills and expertise to develop new technologies, equipment, products and services.

This will be enhanced by skills development programmes (covering employability, start-up and enterprise support, technical skills, leadership and management and higher level skills) to help local residents access employment opportunities (new and replacement demand).

The LEP will work with schools across the area to encourage learners to engage in computer science, digital creativity, online security and entrepreneurialism, providing career information via the CEIAG Hub.
### Food

The Humber LEP is working closely with our neighbouring LEPs (Greater Lincolnshire and York, North Yorkshire and the East Riding) to maximise the future potential of this sector, especially through agri-innovation and the links with the York and Lincoln University Development Plans.

Employment in the food processing sector is forecast to remain relatively static or decline over the next five to ten years due to technological advances. However, numerous development opportunities exist. For example:

- The Humber Seafood cluster is well developed and is recognised as an example of best practice. There is an opportunity to foster linkages between this activity in North East Lincolnshire and the food sector elsewhere in the region by sharing best practice and working together, including the promotion of Humber food products, training and exploring new international trade opportunities.
- The shape of the sector is likely to change over the next 5-10 years, with increasing emphasis on supplying to the out of home sector, online sales and independent retailers. Growth in the leisure and visitor economy sectors is likely to increase opportunities for local producers and manufacturers supplying into the out of home sector.
- The Humber has ready-made sites and premises for food companies with some of the lowest operating costs in the UK. Property costs and land values across the area are up to 25% lower than in competitor locations. Opportunities exist to invest in and develop the Humber offer in terms of manufacturing and distribution premises.
- Recognised regional high food quality can be built upon and better promoted with a view to growing domestic and international sales, e.g. Grimsby Smoked Fish, Lincolnshire Sausages.
- The Humber LEP Food Sector Growth Plan proposes establishing a Centre of Excellence for training, food testing, innovation & product development, based on the Humber Energy campus model, to improve the alignment of skills provision with the needs of employers. This will be based around the current regional offer from significant providers of vocational training for the food and agriculture sectors. The Sector Growth Plan also proposes increased employer engagement in promoting careers in the food industry with the aim of improving the image and attractiveness of the industry to young people, working to support the CEIAG Hub.
The skills objective is to ensure that the appropriate infrastructure, supply of skilled labour and business support services are in place to underpin further growth and development in the food sector and that opportunities for cross-LEP working are explored and maximised.

Key activities to deliver this growth include supporting businesses to access HE knowledge, and skills and expertise to develop new technologies, products and services. This will be enhanced by skills development programmes to help local residents access employment opportunities (new and replacement demand). Provision will include employability, technical skills, leadership and management and higher level skills.

Visitor Economy

Hull: UK City of Culture 2017 can act as a catalyst for the development of the visitor economy across the Humber LEP area. The bid notes, "The energy and ideas of the city’s artists and culture agencies has created a real buzz and momentum behind the bid. The city has shown it has the track record to host major events and Hull 2017 offers the chance to welcome the world to a city that has so much to offer as a place to live, work and visit". (Entrepreneur, Sarah Longthorn).

The Humber visitor economy is set to grow as a result of the Hull: UK City of Culture 2017, which is estimated to create more than 500 jobs across the region and will also see a surge in visitor numbers to the area and a large rise in visitor spending.

The 2013 City of Culture host, Derry-Londonderry, saw a doubling of visitors with an estimated 600,000 tourists over the course of the year and benefitted from improvements to the area’s reputation, not only as a tourist destination but also as a place capable of staging major events. Currently the Humber has an under-supply of hotel rooms compared to that required to accommodate City of Culture visitors, and this is therefore a potential growth area over the next three years, linked to skills by the number of potential new job opportunities.

The skills objective for this intervention is to encourage and enable businesses to support a thriving, more diverse and sustainable tourism and visitor economy driven by, but not limited to, Hull: UK City of Culture 2017.
Key activities are to deliver skills development programmes to help local residents, including those that are out of work, to access employment opportunities generated by Hull: UK City of Culture 2017. These are likely to include customer service skills, hospitality and catering, marketing and event management. There is also recognition that building closer links between industry and training providers will improve the local labour supply for technical and supervisory roles.

**Existing sectors**

Whilst the key sectors described above will create a wide range of economic opportunities, it is recognised that other existing sectors also have a growing demand for jobs such as health and care. There is a firm understanding that these sectors remain vital to the success of the region and therefore will remain part of the ESB agenda as major employers of local residents. The opportunities that these sectors create should be capitalised by working in partnership to deliver workforce needs ensure partnership opportunities maximised.
Contributors

The following organisations have submitted contributions to the Employment and Skills Strategy:

Admin Centre, Scunthorpe
Care Plus Employability Services
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East Riding Education and Skills Group
East Riding of Yorkshire Council
Federation of Colleges
Grimsby Institute Group
Hull City Council
Hull College Group
Hull Learning Partnership 14-19 Group
Hull Youth Enterprise Partnership
North East Lincolnshire Council
North Lincolnshire Council
North Lincolnshire Education and Economic Engagement Partnership
North Lindsey College
Regional Economic Impact Unit, Leeds
Scunthorpe and District Mind
Sirius Academy
Skills 4 Holme
The Excellence Partnership Ltd
University of Hull
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Nic Dakin MP, Chair, Humber LEP Skills Commission; Foreword, Skills commission – “Lifting the lid” 2013, Accessible From: http://www.humberlep.org/assets/uploads/user/Skills/HLEP_ReviewInteractive_NEW_amended%5B1%5D.pdf
