

Calderdale

Employment and Skills Framework

2024 – 2029

Foreword

I am proud to present Calderdale's Employment and Skills Framework on behalf of Calderdale's Employment and Skills Partnership. We have such committed organisations working across the borough to help people's employment and career prospects and to support businesses with the workforce they need to prosper. This Framework is the result of positive collaboration and focuses on the priorities that will make a difference here in Calderdale. By working in close partnership on its delivery we will best achieve our shared vision.

Our vision for Calderdale is to be great place to visit, work and most importantly, a place to live a larger life. We aim for Calderdale to be a place where talent and enterprise can thrive. Our new Employment and Skills Framework will help get more people in Calderdale into learning, training and employment by delivering a skills system that meets the needs of employers and residents.

Skills are not just important for local, regional, national, and global competitiveness, they have the opportunity to transform life chances and to drive social mobility. The new framework is an intrinsic part of our Inclusive Economy Strategy (2024- 2029), which supports an economy to which everyone is able to contribute and from which everyone benefits. This means a growing economy which reduces inequality and builds a financially and environmentally sustainable future.

I want to ensure that Calderdale's employment and skills system has a good infrastructure that helps deliver on the West Yorkshire Plan and missions and influences our future shared work across West Yorkshire to make the most of the future opportunities that devolution presents. The Calderdale Employment and Skills partnership will be the forum for cooperation and collaboration to deliver the six objectives set out in this framework.

Cllr Dacre

Portfolio Holder for Employment, Skills and Resources

1. Introducing Calderdale's Employment & Skills Framework

Calderdale is committed to enabling people to realise their potential and to live a larger life, and to being a place where creativity, innovation and enterprise thrives.

Employment and skills are pivotal to this as they:

- Enable people to gain the skills and experiences they need to access and progress in good quality employment; and
- Support businesses to build a workforce that meets their needs.

Both support the *Inclusive Economy* we seek in Calderdale – an economy to which everyone is able to contribute and from which everyone benefits – and the goals that underpin that.

Calderdale benefits from having successful businesses spanning wide-ranging economic sectors; able and enterprising people; thriving communities and distinctive places. We have excellent organisations delivering impactful employment and skills solutions that are improving outcomes for our people, communities and economy. Each has its own specialisms, skills, experience and reach to bring to bear. **Working together as an Employment & Skills Partnership allows us to leverage this capability to be more than the sum of our parts.** It provides a forum for partners across sectors to come together to set shared ambitions, plan ahead, and deliver effectively.

This Employment & Skills Framework is intended to bring clarity to the employment and skills landscape in Calderdale. It is owned by the Partnership and has been informed by a thorough review of evidence and extensive stakeholder engagement. Building on this, it is designed to:

- Identify the **core opportunities and challenges** facing Calderdale
- Demonstrate the **extent of activity currently underway** and who is involved in delivery, positioning us to join up activity, identify gaps, and facilitate signposting and referrals
- Set out and drive **shared priorities** for employment and skills activity in Calderdale, the outcomes that these will lead to and how we will track progress
- Embed a set of **principles for how we work together** as an Employment & Skills Partnership
- **Align with other plans, strategies and partnerships** in Calderdale and beyond, especially Calderdale's new Inclusive Economy Strategy and our Post-16 Learning,

Employment and Skills Strategy and action plan – recognising the role of employment and skills in achieving Calderdale’s wider goals.

As a whole, **the Framework gives a single voice and platform from which we can act effectively.** This is particularly important in our work with businesses and people to ensure we are designing solutions that meet their needs. It is also key to work beyond our boundaries and will assist our contribution to and influence of the devolution of funding for employment and skills support. It reflects our shared understanding, capabilities and relationships that allow us to influence and flexibly respond to an evolving employment, skills and economic context.

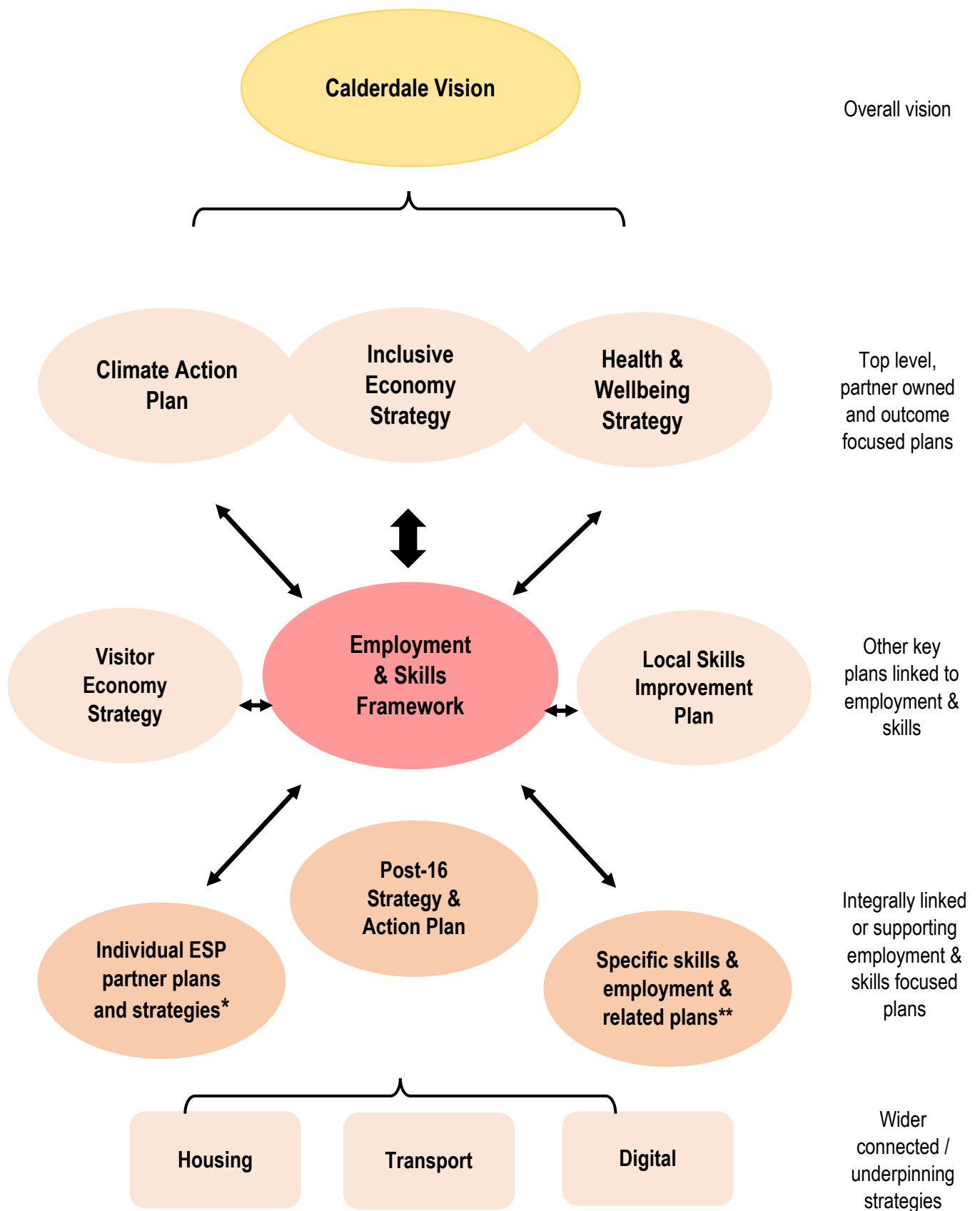
2. Strategic Alignment

This Framework aligns with other strategies in Calderdale and West Yorkshire, owned by a wide range of partners. Good jobs and productive skills are both important in their own right, and crucial to wider shared goals such as health and wellbeing, a prosperous and inclusive economy, and a sustainable environment. Likewise, they contribute to anti-poverty, visitor economy and creative and cultural ambitions; and are influenced by wider factors (and the plans for them) such as education, transport, housing and digital technology.

Connections between the Employment & Skills Framework and Calderdale's Inclusive Economy Strategy (IES) are particularly important. Both aim to support wellbeing, inclusion, business success and a thriving and sustainable economy, and the desired employment and skills outcomes this Framework sets out (see section 5) are framed in relation to the five goals of the IES. Two of the enablers identified in the IES – health and connectivity (including transport and digital) – are also important for this Framework.

The interrelationship with the Post-16 Learning, Employment & Skills Strategy and Action Plan (2022–26) is also vital. Although it is not wholly limited to a specific age range, its primary focus is on progression into and out of statutory post 16 learning, skills and employment programmes, and most of its priorities, actions and recommendations are aimed at young people aged 13 – 25. The plan supports and is wholly integrated with this Framework and is not repeated here for brevity.

Connections between Employment & Skills and other strategies and plans in Calderdale (NB Draft- finalise graphic in design process)



*e.g. corporate plans/strategies, internal workforce development plans. **e.g. SEND strategy

The Calderdale strategic framework connects to strategies and plans at a West Yorkshire level, including the Local Skills Improvement Plan, evidence from which has helped to inform this framework. The table below sets out the key elements that align with this Framework.

	Key West Yorkshire documents	Key employment & skills content and alignment
Calderdale Employment & Skills Framework	Mayoral Pledges	Including: <ul style="list-style-type: none"> • <i>Prioritise skills and training to ensure everyone in West Yorkshire has the skills to secure work</i> • <i>Support local businesses and be a champion for our regional economy</i> • <i>Fair work charter</i> • <i>Create 1,000 well paid, skilled, green jobs for young people</i>
	West Yorkshire Plan Missions	<ul style="list-style-type: none"> • <i>Mission 1 is: a prosperous West Yorkshire – an inclusive economy with well paid jobs</i> • 2040 goals include ‘Good quality work available for all’ and ‘A diverse and inclusive workforce, where everyone who wants to work can’
	<u>Supporting Policies and Strategies include:</u> Employment and Skills Framework Adult Education Budget Strategy (AEB) Digital Skills Blueprint	E&SF themes are: <ul style="list-style-type: none"> • <i>Quality technical education</i> • <i>Great education connected to business</i> • <i>Accessing and progressing in good work</i> • <i>Culture of investment in workforce skills</i> • <i>Innovation & productivity through high level skills</i> AEB strategy also sets out priorities focused on people, business and inclusion. To help boost digital productivity, reduce skills gaps and shortages, and improve connectivity.
	West Yorkshire Investment Strategy	Includes Investment Priorities of: <ul style="list-style-type: none"> • <i>Good Jobs and Resilient Businesses</i> • <i>Skills and training for people</i>
	Local Skills Improvement Plan (LSIP)	LSIP aims, objectives and priorities include enabling employers and individuals to access the technical skills they need to support nine key sectors. It also addresses thematic skills needs and skills-specific issues linked to local skills shortages and gaps.

The West Yorkshire context will evolve with the development of a new economic strategy and an Adult Skills Plan. Our Partnership and this Framework will seek to both contribute

to and influence strategy, policy and activity at the West Yorkshire level as it developed, and to align with it accordingly.

3. Evidence and Implications for Partnership Action

This framework draws from a review of available evidence and horizon scanning that considers political, economic, social and technological/environmental change.

Overall, Calderdale performs well compared to West Yorkshire and Yorkshire & Humber averages on many employment and skills measures. There are excellent strengths and assets to build on, as well as challenges and ground to make up to reach national average on some measures.

Headlines include:

- Calderdale's population has qualification levels that are mostly at or just above national average (except higher level skills, where we lag slightly). Educational attainment in schools and colleges will be pivotal to further improving this position, as will the borough's assets as an attractive destination for those with higher level skills.
- An above average proportion of the workforce is in senior and skilled occupations such as managerial, professional and skilled trade roles, and fewer people are in elementary roles.
- Calderdale's positive skills and occupational profile does not feed through into wages and productivity to the degree that might be expected. Median weekly pay is around £20 below that in West Yorkshire and nearly £50 below that in England. Gaps between male and female pay are also larger than is typical. Reducing these gaps and boosting business competitiveness is a key challenge.
- Employment and unemployment levels are broadly similar to Yorkshire & Humber and national average levels, but claimant count and economic inactivity is higher – especially for males, who also have low healthy life expectancy. Positively, of the approximately 30,000 people who are economically inactive, a higher than average proportion want a job – around 7,000 people. Long-term sickness locally is a greater barrier than is typical in preventing that, and improving health will be key to enabling access to work, especially for males and young people (as youth unemployment is rising and mental health issues are frequently identified as a barrier to work).
- Calderdale's working age population has fallen over the last decade and is reducing further. This presents recruitment and labour market challenges and highlights the need to attract and retain people in(to) employment, alongside Local Plan measures to create high quality employment space and an expanded housing supply.
- Opportunities to work remotely or in a hybrid model have increased. It is important for Calderdale residents to have skills that enable them to access employment

elsewhere, as well as locally, and to utilise our environment and quality of life assets to attract people and entrepreneurs who have freedom about where to base themselves because they do much of their work online.

- There is a lack of Calderdale specific data on sector skills needs, but West Yorkshire data suggests that around two thirds of employers will have upskilling needs. Employers are seeking both specialist/job specific skills and soft/transferable skills. Sectors with a higher than average concentration locally include financial and insurance, manufacturing, and administrative and support services. The health and care sector is also large and there is a flourishing creative and cultural sector, including many freelancers.
- 29% of Calderdale's neighbourhoods were ranked as in the most 20% deprived in England, although performance on education and skills is somewhat better than this. The proportion of people in poverty or with poor employment and skills outcomes varies across the borough and is highest in areas such as Park, Town, Warley, and Mixenden, Illingworth and Ovenden. It is also likely that there is significant variation around factors such as ethnicity, with a need to ensure good representation and outcomes for people from all backgrounds and cohorts.
- There are also opportunities around digital skills and 'green' skills and jobs (e.g. linked to housing and construction) that will assist net zero transition and help future proof our local economy.

Implications from these conclusions and related messages from stakeholder engagement include:

Work experience and young people – Calderdale needs to connect more young people into employment and have the right pathways in place to support this. Opportunities include engaging and inspiring young people in school and college; careers advice and guidance; support around mental health; and an expansion in apprenticeships (and pre-apprenticeships), internships, undergraduate placements, T Levels and other work experience. These models also fit with employer needs and preferences and help build employability and transferable skills.

Skills and qualifications – having a good level of qualifications typically correlates to future opportunities and incomes and can support progression and development of specific skills needed by business and society. As qualifications in later life are usually grounded in those gained in school, strong connections between education and employment and skills partners are important.

The unemployment and economic inactivity challenge – as of late 2023, there were around 5,000 unemployed people in Calderdale and a further 7,000 who were economically inactive but wanted a job. Helping to connect more of this group to employment and opportunity will support quality of life and inclusion and help to tackle the labour and skills shortages in business. Doing so means addressing both barriers (e.g. housing transport, confidence, poor health, skills) and ‘pull’ factors such as the attractiveness of employment opportunities, and spans both young people and adults.

Business skills gaps and soft skills – businesses are clear that their prime need is often around attitude, employability and transferable skills such as problem solving, initiative, communication, collaboration and reliability. Finding ways to boost these skills, as well as to meet specific technical skills gaps is a key focus. Sector based opportunities in Calderdale include manufacturing and engineering; finance and insurance; the visitor economy; health and care; and creative and cultural, where our superb assets and high profile spans film and TV, music, arts and heritage. A key opportunity is to use this position to inspire more people to work in the sector and build pathways that enable them to do so – especially for those from less advantaged backgrounds.

Good jobs, progression and fair work – business engagement and integrating assistance around recruitment, retention and workforce productivity with wider business support will lead to better outcomes for employees and employers. Approaches include communicating the benefits of good employment practice, e.g. regarding flexible working, workforce diversity, training and progression, and paying the real living wage. This will be especially important in sectors with labour shortages and jobs that can be perceived by some as unattractive – for example in the hospitality and care sectors.

Inequalities – there are significant inequalities across Calderdale with some localities and groups faring notably better than others on many indicators. This is something that can be addressed across all areas of action, and linked to wider Inclusive Economy goals and activity, for example around local anchor organisations and recruitment, and linked to the Health & Wellbeing strategy.

Green jobs, skills and net zero transition – ‘Green jobs’ refers to specialist businesses and roles that are principally environmental or net zero focused *and* to many more instances where green/low carbon technologies/approaches are used within existing roles. There is a need to spell out the nature of ‘green’ jobs and skills needed now, and in the future, to make them tangible to training providers, businesses and young people. Opportunities include housing retrofit, renewable energy and natural flood management. Responses include both short courses to help existing workers become proficient in new green technologies, and the integration of green and net zero content into existing learning opportunities including college courses.

Digital skills are vital to businesses and their future success. Many young people already have proficiency and interest in this area and digital inclusion is also vital. There is often strong crossover between digital and creative sectors, and digital solutions can underpin net zero progress. There are three separate types of digital skills needs that warrant focus:

- Specific technical, high-level skills needed by digital sector businesses and specialists
- Digital skills capabilities employers need in their workforce in order to be productive
- Basic digital skills that are needed for digital inclusion, and which allow individuals to access work and learning and to function in society

Annex 1 further presents evidence in a SWOT analysis (strengths, weaknesses, opportunities and threats) that takes account of evidence findings, stakeholder engagement and provision mapping.

Annex 2 presents a high level view of the volume of current provision in Calderdale mapped against key employment and skills action areas.

4. Priorities and Outcomes

This Framework will support the five goals of the Calderdale Inclusive Economy Strategy (see alignment in section 3). Specifically, it will:

Play a **primary role** in supporting the goals of:

- Good work for all, including young people
- Increased business innovation, enterprise and investment

Play a strong **supporting role** in relation to the goals of:

- A cleaner and greener economy, fit for the future – as the right skills and labour supply will underpin this
- Wealth is created and retained within communities – including through supporting local employment, progression and incomes
- More people visit, stay, work and live in Calderdale – through supporting skills and labour needs in the visitor economy and creative/cultural sectors

Taking into account these roles and the evidence on employment and skills, **we have identified six priorities which represent the key employment and skills goals to progress over the next five years** in order to improve outcomes for people and businesses in Calderdale.

These are:

• Consolidating and further improving skills and qualifications (from education onwards), including to enhance digital skills and skills required for net zero transition
• Enhancing connections to work and careers , including through careers advice, progression opportunities, work placements, jobs with training, and apprenticeships
• Addressing skills and labour gaps and shortages facing businesses to support resilience and growth – including employability/transferable skills as well as specific technical skills
• Reducing unemployment and economic inactivity by supporting more people to access work, including through making connections to health and wellbeing
• Supporting good jobs and in-work progression, including reducing gaps in pay compared to national average
• Reducing inequalities between different areas, cohorts and communities, (e.g. linked to incomes, gender, ethnicity and health)

These priorities will guide and help to focus current and future employment and skills provision in Calderdale as well as activity to secure further resources. They are also important as priorities for support and influence at West Yorkshire level.

As with Calderdale's Inclusive Economy Strategy (IES), the implementation approach for delivering these priorities will encompass people, places and sectors, including engaging with communities and businesses as part of a 'doing with' co-design approach. Likewise, aspects of the IES such as seeking social value and use of local contractors via public procurement can support objectives on good jobs, inclusion, skills, business-education connections and equalities.

The table below shows **key action areas where there are opportunities to deliver priorities, and how these flow into desired outcomes** and key performance indicators (KPIs) that will be tracked to assess progress.

Priority	Key action areas for delivery in Calderdale	Outcomes/Key Performance Indicators (KPIs)
Further improve skills and qualifications (from education)	<ul style="list-style-type: none"> • Work through/with schools to further raise educational attainment and pupil engagement • Heighten digital and tech skills, including via new College provision and to address digital exclusion • Deliver Calderdale College Strategic Plan 2023-2026 and its ambitions to enhance provision • Communicate, specify and extend educational provision, training and courses to develop green skills 	<ul style="list-style-type: none"> • % with Level 2, 3 and 4 qualifications • % with no qualifications or none higher than Level 1 • School based measure(s) at Calderdale level (e.g. Progress 8 scores, attendance, outcomes for those on free school meals)
Enhance connections to work and careers	<ul style="list-style-type: none"> • Develop pre-apprenticeship provision, including in informal settings in communities and for specific cohorts, e.g. those with special educational needs and disabilities and care leavers • Promote apprenticeships and T-Levels to increase provision and take-up • Develop work experience, undergraduate placement and internship offers and promote take-up • Deliver quality, all-age careers education, information, advice and guidance • Deliver the Post-16 Learning, Employment, and Skills Strategy 	<ul style="list-style-type: none"> • Apprentice starts (and split by level and sector)
Address business skills and labour gaps/shortages	<ul style="list-style-type: none"> • Attract and retain employees, and in particular older workers, in the workforce, including via careers advice and flexible employment • Build transferable and employability skills and pilot courses and provision to do this • Specialist provision linked to the LSIP and College provision to meet sector specific needs now and in the future, including in: <ul style="list-style-type: none"> ○ Creative, cultural and visitor economy ○ Finance and insurance 	<ul style="list-style-type: none"> • Extent of skill shortage vacancies (no. and % of all vacancies)

	<ul style="list-style-type: none"> ○ Engineering, manufacturing and construction, and green/net zero skills needs within these (including for housing retrofit and renewables) ○ Digital skills across industry ○ Health and care 	
Reduce unemployment and economic inactivity	<ul style="list-style-type: none"> • Deliver co-designed programmes to tackle and reduce health-related barriers to employment • Support unemployed and economically inactive people to build their skills, confidence and employability and to find routes into work, including through volunteering • Deliver ESOL courses linked to progression and opportunity to gain further qualifications and skills that support routes into specific jobs/careers, including for those who are marginalised or face access issues 	<ul style="list-style-type: none"> • Employment rate • Unemployment rate • Youth unemployment • Claimant count • No. of people economically inactive, and % of those due to long-term sickness • % of young people who are NEET or not known
Support good jobs and progression	<ul style="list-style-type: none"> • Promote and encourage sign-up to the Fair Work Charter • Maximise social value opportunities via procurement and major project investment across Calderdale • Create inclusive workforce strategies in anchor institutions • Engage with business to boost in-work training and progression to improve productivity and pay 	<ul style="list-style-type: none"> • Wages – median, 20th percentile, and % paid below Real Living Wage • Gap between male and female wages • Businesses adopting the Fair Work Charter
Reduce inequalities	<ul style="list-style-type: none"> • This will be integrated into action to deliver all priorities and will include working with business and people to co-design targeted interventions to reduce inequalities and increase social inclusion, with focus on: <ul style="list-style-type: none"> ○ diversity and representation, including needs and opportunities in specific communities ○ local areas with poorer income, employment and health outcomes ○ the role of the voluntary and community sector in reaching and engaging key communities 	<ul style="list-style-type: none"> • Gaps between areas and cohorts on other KPIs • Proportion of people living in poverty and in deprived areas

Improved outcomes will be sought in absolute terms compared to levels in previous years, and in relative terms compared to West Yorkshire and national averages. Where possible, tracking will include local/ward level data and the gaps between different cohorts (e.g. ethnicity, gender, age, those eligible for free school meals). Where data gaps prevent tracking of progress against important goals (e.g. on soft skills and work experience) we will explore qualitative and innovative approaches to assessing progress.

The **outcome indicators selected have been designed to align with those used in the employment and skills focused elements of the IES**, as set out in content in the IES about each of its five goals. For example, both include indicators covering economic inactivity; jobs paying the real living wage; and the proportion of people with no qualifications or none above level 1; and the proportion of people living in poverty. In other instances, while there are not direct relationships between individual Employment and Skills Framework priorities and individual IES goals, the Framework and its priorities will work as whole to support broader outcomes sought by the IES. Those include IES outcome measures such as business start-up and survival rates, businesses achieving net zero; increase in spend by anchor organisations with local suppliers and in social value generated; growth in the tourism and hospitality sector; and more young people choosing to continue to live and work in Calderdale.

As with outcomes indicators, there is also alignment between the key actions in the Framework and the 'how we will do it' actions in the IES. The content in the table above has been informed by this and includes relevant content in summarised form. Linkages are particularly pronounced around the IES goal of Good Work for All, including Young People, but also extend to other goals such as around community wealth and the green economy.

5. The Principles Underpinning Our Partnership

Working together as an Employment & Skills Partnership empowers us to harness our collective insights and capacities, and to collaborate both on strategic priorities and the practicalities of how we tackle complex challenges and respond to opportunities. It allows us to avoid duplication and unnecessary overlaps, to share information and ideas, and to work in ways that are tuned to the needs and voices of the distinct audiences we serve. It spreads risk, increases efficiency of resource, and gives us a shared voice in securing new finance streams.

To achieve this and gain optimal benefits and impact from collaboration, it is important to have shared understanding and agreement on how we operate. We have agreed three interconnected principles for how partners will work together to deliver outcomes within a complex employment and skills policy and funding context. We will be:

- **Outcomes led:** we will work together to address need and achieve the best possible outcomes for our people and businesses. We will do this by placing agreed, evidence based outcomes at the heart of our decision making, priority setting and resource allocation to ensure positive change occurs as a result of our activity.
- **Outward and engaging:** we will proactively connect and work with the people and businesses that make up our inclusive economy to shape what is delivered, how and where, based on what matters to them.
- **Cooperative and collaborative:** we will cooperate and support each other as individual organisations; and collaborate to shape and deliver activity when this is the right strategic approach and will achieve better outcomes for people and businesses in Calderdale.

At all times, we will apply **behaviours and values that underpin positive partnership working** through:

- **Agile, innovative and flexible:** we will be dynamic and respond to changing circumstances, needs and opportunities in the most effective ways, including by being prepared to test innovative solutions and to evolve ways of working to deliver better outcomes.
- **Open, honest communication:** we will communicate regularly, proactively and transparently to share the information, learning and practice needed to partner well.
- **Accountability:** we will articulate where our individual strengths and capacity lie and take responsibility for applying them in ways that deliver our own contributions to the shared outcomes we seek for Calderdale.

6. Managing Progress and Labour Market Intelligence

Planning and managing action

The Employment and Skills Partnership (ESP) will actively plan and manage action around the six priority objectives. That may include development of an action plan (or plans) for Employment and Skills as a whole or individual objectives, and involve agreeing and setting out core information for key actions such as:

- Aims and rationale
- Key elements of action and how they will be focused
- Overall lead partner(s) and other partners directly involved
- Timetable and resources
- Success measures and how these will be tracked

Monitoring of success will be integrated into tracking of progress on priority objectives overall (see section 4). It will include measuring the activity undertaken as well as tracking progress on long term outcome indicators and towards reducing inequalities.

Ongoing collation and communication of evidence and labour market intelligence

There is a need to strengthen ongoing employment and skills data and intelligence in Calderdale, and crucially, to proactively report on and discuss this and take account of it within decision making. The Employment and Skills Partnership will consider this need and allocate responsibilities accordingly – wherever possible building on and collating existing data collection and reporting mechanisms, including by Calderdale Council, C&K Careers, The Mid Yorkshire Chamber of Commerce, DWP and West Yorkshire Combined Authority. Intelligence will extend to horizon scanning activity to look at future trends as well as historic data, and include qualitative assessments for factors that are difficult to measure in purely quantitative terms – e.g. around aspirations and partnership working.

Monitoring, intelligence and indicators activity will be integrated with that to inform and track wider economic, health and wellbeing policy in Calderdale, for example linked to the Inclusive Economy Strategy.

ANNEX 1: SWOT Analysis (Strengths, weaknesses, opportunities and threats)

The SWOT analysis below builds on evidence findings and messages from stakeholder engagement about employment and skills in Calderdale.

<p><u>Strengths</u></p> <ul style="list-style-type: none"> • Large/concentrated sectors include financial and insurance, manufacturing, administrative & support services, health & care, and cultural/creative • Enterprising nature and many microenterprises • Reasonably strong occupational and qualifications profile at most levels • Fairly low unemployment (overall) • Screen and cultural profile and assets • Voluntary and community sector assets • Careers provision for young people • Strong anchor institutions via college and council and in communities • Strengthening Employment & Skills Partnership 	<p><u>Weaknesses</u></p> <ul style="list-style-type: none"> • Recruitment and labour market challenges in many sectors • Low median weekly pay, especially for females • Above average claimant count and economic inactivity, especially for males • Youth unemployment and connection to work • Few large businesses • Differentials between localities and cohorts • Limited independent training provider offer • No university/low high level skills provision • Gaps in soft/transferable/employability skills
<p><u>Opportunities</u></p> <ul style="list-style-type: none"> • Green/net zero related jobs – including related to housing retrofit/construction and nature/land • Changing nature of work with AI and Industry 4.0 • Creative/cultural sector jobs and power to inspire and provide career pathways • Careers in other large sectors (e.g. health & care, finance and engineering/manufacturing) • Increase work experience, placements, internships, apprenticeships, T-Levels etc. • ESOL courses linked to qualifications that support routes into specific jobs/careers • Support refugees to enter local workforce 	<p><u>Threats</u></p> <ul style="list-style-type: none"> • Reducing working age population • Growing skills and labour gaps/shortages • Young people's mental health challenges and impact on work, aspiration and inactivity (especially for the 'Covid cohort') • Risk of traditional business practices becoming outdated and undermining competitiveness – e.g. around management, employment practice and digital tech • Rising polarity (on skills, incomes, etc.) • Short term and fragmented funding

<ul style="list-style-type: none"> • Retain and gain full value from older workers, linked to adult careers advice • Tailor new funding (e.g. DWP) to local needs • Further West Yorkshire adult skills devolution • Rollout recruitment best practice and the Mayoral Fair Work Charter • New Calderdale College specialist centres and provision (e.g. Dean Clough, Brighouse) • Social Value opportunities via contractors delivering major project across Calderdale. 	
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ANNEX 2: High Level Mapping of Current Employment & Skills Provision in Calderdale

This Framework is set in the context of what is currently being delivered on employment and skills in Calderdale. This allows the Employment & Skills Partnership to take a strategic view on where there may be crossovers, gaps or opportunities and to consider how it can respond in the future. This annex, while not intended to be definitive, presents a high level view of current provision in Calderdale mapped to key employment and skills action areas. Section 1 paints the big picture on the extent of provision with examples of the sorts of activity underway. The scale of provision currently has been assessed using a high, medium and low categorisation, noting that this relates to the *volume* of provision and not the *quality* which we know to be good where in place.

High	Medium-High	Medium	Medium-Low	Low
Good volume of provision and providers, likely reaching a high volume of people	Reasonably extensive provision if with scope to do more	Medium level of provision and providers, with good opportunity to extend	Smaller volume of providers involved locally, albeit delivering a fair volume of core business activity	Some local provision, likely to be new or emerging or with lower awareness of it

Section 2 looks in more detail at the range of provision specifically focused on employability and those further from the labour market as this is where activity across multiple partners is concentrated locally. Section 3 draws out conclusions that flow from this mapping.

1a. Summary of current employment and skills provision in Calderdale

Provision Area	Overall Assessment	Scale
Employability and reaching people further from the labour market	Extensive provision via a mix of local activity, and delivery of West Yorkshire and national programmes using specific funds/resources and often targeted at specific cohorts and places where identified need for support is greatest. Majority of members of the Employment & Skills Partnership involved in some way in this area of provision.	High
Careers Education, Information, Advice and Guidance (CEIAG)	Good level of provision for young people and strong argument for consistent and seamless CEIAG strategically planned via the Partnership to harness the expertise and reach of all those involved. Opportunity to extend to all ages, and to incorporate transferable and softer skills development.	Medium-High

Apprenticeships	Good level of College provision compensates for an uncertain picture on starts via a more limited local independent training provider market place.	Medium-High
Sector specific training for employers	Reasonably extensive provision that is evolving and tuned to need.	Medium-High
Re-training, upskilling and progression	Good level on employment and AEB related provision, but less clear that there is extensive training in businesses to upskill and progress the workforce.	Medium-High
Level 3	Good level of College and school/sixth form (A-level) provision compensates for a more limited local independent training provider market place.	Medium
School connections to business and work	Good level of provision and strong appetite for support to help young people transition into the next phase of their education, training or employment, but scope to extend via Trusts and Headteachers and fuller understanding of activity via schools.	Medium
Higher Level Skills	Small but growing level of College provision marries with higher education provision in neighbouring areas.	Medium-Low
Leadership and management	Low in scale and unlikely to grow markedly in the short term.	Medium-Low

1b. Provision in more detail

Provision area	Employability and reaching people further from the labour market
	<ul style="list-style-type: none"> • Provision in Calderdale is extensive and categorised as high • Delivered via a mix of local activity, and delivery of West Yorkshire and national programmes using specific funds/resources and often targeted at specific cohorts and places where identified need for support is greatest • Significant voluntary sector provision, with Halifax Opportunities Trust and Newground Together prominent alongside the North Halifax Partnership • The Council, and DWP via Jobcentre Plus also delivering in this area, the latter including via Maximus on the Restart contract; as is C&K Careers via the Youth Hub and delivery of Post-16 Learning, Employment & Skills Strategy and Action Plan, and the College through its work with the Prince's Trust and supporting young people with Education, Health and Care Plans • As well as providing quality IAG, these organisations are delivering a wide range of action focused on tackling the often complex and multiple barriers people face on accessing or remaining in work: <ul style="list-style-type: none"> ○ Employment Hub services ○ Project Challenge and the Orange Box ○ DWP/JCP Sector based work academies ○ ESOL provision

<ul style="list-style-type: none"> ○ Supported employment, internships and pre-employment support e.g. ISCAL, Project Search ○ Work experience and volunteering including as a route into work ○ Corporate parenting and employment support for care leavers ○ Digital literacy reducing digital exclusion ○ Community outreach including health and wellbeing activities ○ WorkWell via the West Yorkshire Integrated Care Board providing holistic support on health-related barriers to employment, and a single, joined-up gateway to other support services ○ Childcare 	
Extent of current provision	High

Provision area	Careers Education, Information, Advice and Guidance
<ul style="list-style-type: none"> • Calderdale benefits from good CEIAG provision • C&K Careers has a strong concentration on the 11-19 year old cohort • Calderdale College has IAG embedded across its teaching programmes • Adults catered for via Council Employment Hub and Adult Learning, and action led by Newground Together, Halifax Opportunity Trust and North Halifax Partnership • This ensures that district-wide activity is complemented by provision in targeted communities including Elland, Rastrick, Todmorden, Town & Park, Mixenden, Illingworth and Ovenden • The Combined Authority's FutureGoals all-age careers platform also supports people from all backgrounds to understand career opportunities in West Yorkshire and how to access them <p>Overall, good level of provision currently and strong argument for consistent and seamless CEIAG strategically planned via the Partnership to harness expertise and reach of all involved, and to extend further to all ages; and to include focus on transferable and softer skills, and on the wide range of jobs on offer across sectors.</p>	
Extent of current provision	Medium-High

Provision area	Apprenticeships
<ul style="list-style-type: none"> • Calderdale College is the focal point for provision training circa 500 apprentices per year, with a broad offer from Level 2 to degree level that continues to evolve in line with local need • Includes specialised programmes in engineering and advanced manufacturing; health, life science and education; and business, professional and service sectors • Calderdale has the highest apprenticeship starts in West Yorkshire, but unclear how many are coming through from sources other than College 	

<ul style="list-style-type: none"> • Appetite for further consideration of Levy transfer to SMEs; making apprenticeships more inclusive; and improving awareness amongst young people, parents/carers and teachers <p>Overall, good level of College provision compensates for an uncertain picture on starts via a more limited local independent training provider market place.</p>	
Extent of current provision	Medium-High

Provision area	Sector specific training for employer needs
<ul style="list-style-type: none"> • Good mix of sector provision (including adult skills for re-training/upskilling as shown below) • Calderdale College's Engineering Centre in Brighouse; a new strategic focus on creative industries within a new Digital, Art and Performance Centre; and good provision for construction and health and life sciences. • Piece Hall Academy and wider links to Screen Yorkshire and Wakefield's Production Park to better connect people to opportunities in Calderdale's growing creative sector • Implementation of the Local Skills Improvement Plan and Local Skills Improvement Fund for the creation of the Calderdale College creative hub at Dean Clough • Skills Connect and Skills Bootcamps • Likely that independent training provision is active locally but scale of this has not emerged strongly and may be limited by the size of the provider market locally <p>Overall, reasonably extensive provision that is evolving and tuned to need.</p>	
Extent of current provision	Medium-High

Provision area	Re-training, upskilling and progression
<ul style="list-style-type: none"> • Calderdale Council's Adult Learning and College's offer are strong and rounded, and support adults to get back to work, develop in their current role, or switch careers • Delivery of Multiply for adults looking to improve numeracy skills • Employment support provision via Council Employment Hub • Employment support provision via voluntary sector reaches into this area with the core focus of those is on those seeking to enter work (see employability above) • Skills Connect fully funded training to get people ready for new work and progression with focus on digital, health and social care, construction and engineering; plus Skills Bootcamps • The West Yorkshire devolution deal, adult education budget and UKSPF will bolster provision • Uncertain how much happening in business itself linked to independent training provision 	

Overall, a good level on employment and AEB related provision, but less clear that there is extensive training in businesses to upskill and progress the workforce.

Extent of current provision	Medium-High
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Provision area	Level 3
<ul style="list-style-type: none"> Calderdale College is the core provider of level 3 skills locally, with an offer that marries well with local demand and core business sectors Provision on T-Levels is growing, covering sectors including Digital, Health, Legal Finance & Accounting, Engineering & Manufacturing, Media Broadcast & Production and Construction and with positive partnerships in place with local employers to make this happen Schools also contribute via their A-Level offer <p>Overall, this good level of College provision compensates for a more limited local independent training provider market place.</p>	

Extent of current provision	Medium
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Provision area	School connections to business and work
<ul style="list-style-type: none"> C+K Careers provides statutory careers education, information, advice and guidance (CEIAG) in schools including experience of work and contact with employers West Yorkshire Combined Authority's School Partnership team links business volunteers to schools to improve employability, careers standards, and young people's destinations A full assessment of how far schools locally connect to business beyond this has not been undertaken, but there is likely to be a degree of self-organised activity also underway Opportunity to work more closely with Multi Academy Trusts and Headteacher forums to bolster these connections, as well as to address issues around attendance, exclusion rates and alternative provision and to identify and support young people at risk of becoming NEET <p>Overall, there is a good level of provision currently and strong appetite for support to help young people transition into the next phase of their education, training or employment, but scope to extend via Trusts and Headteachers and fuller understanding of activity via schools; and to extend transferable and softer skills.</p>	

Extent of current provision	Medium
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Provision area	Higher level skills
<ul style="list-style-type: none"> Calderdale College is the only University Centre in the borough, offering a concise but growing range of degree and higher qualifications, including those focused on creative arts, health and social care and business management and leadership Good access to higher education provision in nearby universities extends the range of choices people have on how they pursue higher level learning. Unlikely that higher level skills provision will shift markedly in the short term; with focus best directed at ensuring the small but high quality offer penetrates the local business and learner populations, and on facilitating connections between higher education and the SME base <p>Overall, a small but growing level of College provision marries with higher education provision in neighbouring areas.</p>	
Extent of current provision	Medium-Low

Provision area	Leadership and management
<ul style="list-style-type: none"> Calderdale College is a significant provider of leadership and management training locally, with non-accredited programmes to qualifications from level 3 certificates to degree level and as such supporting people at various stages in their leadership journeys Two year RISE Future Leaders Programme for talented managers looking to progress Likely to be an independent training offer in this area but unclear of scale; plus offer accessible in neighbouring higher education institutions <p>Overall, unlikely that current level of provision will shift markedly in the short term.</p>	
Extent of current provision	Medium-Low

2. Conclusions emerging from provision mapping

The provision mapping points to four key conclusions that have important implications for how the Employment & Skills Partnership works and what it focuses on:

- i) The Partnership and its activity is most focused on provision for those who are unemployed, have low level skills/qualifications, are relatively far from the labour market, and who often face challenges and barriers to employment and progression. Several partners are active in this sphere of activity, including VCS providers, Calderdale Council, careers and educationally focused organisations, and bodies such as DWP and West Yorkshire Combined Authority – directly or through funding streams they manage and those who deliver them. This means that there is potential for confusion, duplication or competition around current

provision and development of future proposals, and that good communication and understanding will be paramount for strong partnership working and effective delivery.

- ii) There is also strong provision around young people (particularly age 14-19) around careers advice and guidance, and through Calderdale College provision (including apprenticeships and T-Levels as well as A-Levels and other qualifications). There are clearer and more specific roles around this, and especially given that the Post-16 Strategy is in place, the focus is on continuing to deliver well and further enhance the offer. There are challenges also to reduce the number of those not in mainstream education.
- iii) There is less focus, partner input and activity around other areas that are important in terms of how employment and skills can maximise wellbeing and business success. That includes higher levels skills; employer skills/labour shortages and gaps (although the LSIP is focused on that at West Yorkshire level); in-work training, upskilling and progression; good jobs and incomes; and school level provision and how it connects to work. These areas are also important for achieving the desired outcomes set out and hence require due focus.
- iv) It will be important to link social value opportunities with Calderdale contractors that are delivering major projects and the Local Plan. This will include engaging with contractors to seek opportunities for the local supply chain, voluntary sector, local jobs, work placements, site visits, employability support, community engagement, community donations, volunteering, and green/low carbon initiatives.