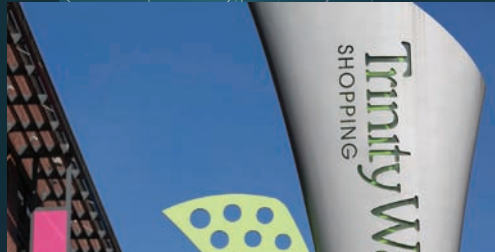


# Employment and Skills Strategy:

## Wakefield - A Learning City and District





# **Employment and Skills Strategy:**

## **Wakefield - A Learning City and District**

### **Foreword**

Wakefield Council is ambitious for its residents and is working towards a 'Learning City' culture within this Employment and Skills Strategy. Becoming 'A Learning City' will enable a bright future in a fast changing, progressive city. Making sure that people have the skills to get a job and progress in work and employers have people with the right skills they need for growth is a key priority for the Wakefield District.

This Employment and Skills Strategy sets out an ambitious programme of work to help people into work, to ensure they realise their potential and to ensure that businesses can access the skills they need now and in the future. This will enable us to improve productivity and secure fair and inclusive growth.

Working together across the District with our partners we have made great strides in recent years: but there is more to be done to drive collaborative working across providers and employers for the benefit of us all. A sustained collaborative effort is required to see our ambitions realised, by sharing expertise, targeting resources and taking collective action.



**Cllr Denise Jeffery**  
Leader of Wakefield  
Council



**Councillor Darren Byford**  
Portfolio Holder -  
Regeneration &  
Economic Growth

# **Employment and Skills Strategy:**

## **Wakefield - A Learning City and District**

### **Introduction**

The Employment and Skills Strategy: A Learning City and District, provides a framework for the Council and it's partners to work together to facilitate a high quality, effective system of employment and skills support for business and residents to enable labour market progression.

### **Our Aims**

#### **Skills for the future**

To improve the skills of our existing and future workforce. To be a District where learning is innovative, technologically advanced and narrows the skills gap to develop a highly skilled workforce, joining skills to future business needs

#### **Local system for local needs**

To ensure our education and training provision meets the needs of local residents and businesses, by partners working together to create an education and skills system that provides local solutions to local challenges

#### **Access to employment and skills for all**

Provide an inclusive jobs market for residents to find and sustain well paid employment, by ensuring access to learning is available for all levels and to all ages with increased participation from hard to reach/ disadvantaged communities

#### **Lifelong Careers and Progression**


Promote all-age career and progression opportunities, enabling an ethos of quality which underpins the provision of continuous lifelong learning opportunities for all residents within the District



The **'Learning City'** approach is about partners working together towards a shared vision, where education and training play a key role in ensuring that we make this vision a reality. We are committed to ensuring that our residents have outstanding opportunities at every stage of their learning – from early years through to university and throughout adulthood. Wakefield is committed to becoming a District of learning that celebrates and develops continuous learning opportunities.

Developing Wakefield as a Learning City means becoming a District where all residents and businesses encourage, engage and celebrate learning for skills, learning for work and learning for learning's sake. We will promote Wakefield as a City where everyone, regardless of age and circumstance, can access inclusive, high quality learning at a time and place that works for them.

We aim to narrow the recognised disparities between communities across the District in skills and education, reducing barriers faced by workers from under-represented groups so they can realise their potential. Our strategy aims to support all residents of the District to improve their skills throughout their lives, increasing their earning power and opportunities for better jobs.



The purpose of the Skills Strategy is to create a framework to co-ordinate the actions of education and training providers, businesses and members of the workforce to **improve skills** and make the most of our collective talents, energy and resources.



# STEP-UP

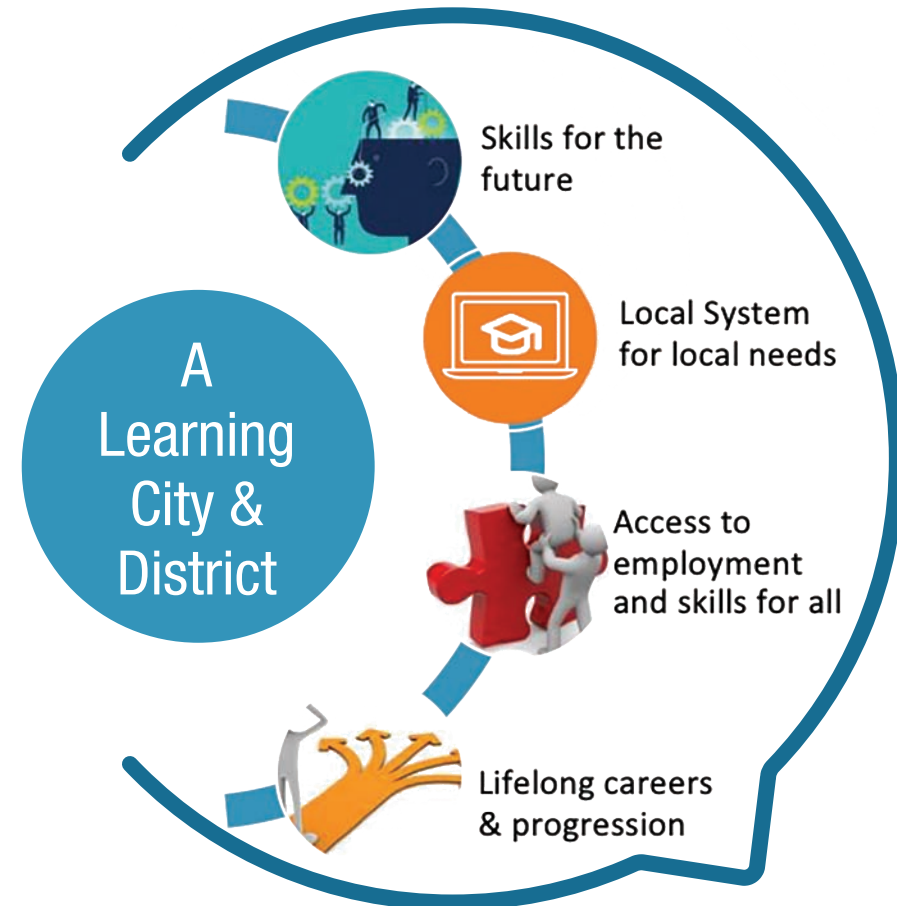
A significant first step on our journey to become a 'Learning City' saw the implementation of **STEP UP** in 2019. **STEP UP** is Wakefield's flagship employment and skills brokerage service, providing the advice and support needed to help residents find work, improve their skills or make a career change. **STEP UP** offers dedicated support to people based on their own personal circumstances and acts as a brokerage service, connecting residents with businesses, job opportunities, skills and training.

## Background

This Employment and Skills strategy is our ambitious framework to support all age career progression. For residents to secure lifelong learning and skilled employment to meet the needs of our growing and rapidly changing economy.

We face a major challenge for our residents in Wakefield: from securing jobs for those who have recently found themselves unemployed, to entrepreneurs having the skills to be successfully self-employed, to the increasing need for more highly skilled and effectively trained people, to grow the economy and raise productivity. Forecasts suggest greater demand for higher-level technical and specialist skills in the future. Greater competition and faster technological change is already happening as a result of the economic position the country is now in.

We need young people and adults to have the transferable and entrepreneurial skills and knowledge that will better equip them for employment in the future.





The COVID-19 pandemic is having a significant impact on the employment rate, the types of jobs available and businesses capacity to invest in training. In addition, employers have become more reliant on digital capacity within their organisation for home working, online booking, track and trace and digital efficiencies, giving rise to additional skills requirements.

All this affects the resilience of Wakefield's labour market when faced with the challenges presented by the pandemic. The DWP data showed that in July 2020; 13,505 people in Wakefield were claiming Universal Credit, despite furlough support (compared with 4740 in August 2019).

**The key priorities for the Council in its response are to:**

- Identify key sectors/businesses in Wakefield which will be at immediate risk of redundancies and those who may experience growth.
- Implement a process for supporting redundant workers to upskill and move into growth areas.



Around 9% of employee jobs are classed as being very vulnerable in Wakefield with a further 21% considered vulnerable.

- Develop and communicate a process across stakeholders, both internally and externally; to identify, contact and support residents into work or learning.
- Mitigate the impact on youth unemployment, underemployment and the transition to adulthood.
- Support the increase in new start businesses.

The latest data published by the ONS for 2019 suggests that Wakefield has a higher proportion of working age residents with no qualifications (9.14%) than the national average of 7.7%; a 1.4% gap. Therefore, interventions must be considered to support those residents into entry-level qualifications and provide access to pathways to higher level skills.

Wakefield's skill profile has improved in the last year, with 27.6% (2019) of the working age population qualified to Level 4 (up from 25.4% in 2018) and 20.3% (2019) with a Level 3 qualification (up from 19.7% in 2018). However, Wakefield's supply of highly skilled people is weak when compared with the averages for working age adults qualified to Level 4 in Yorkshire and The Humber and Great Britain, at 34.2% and 40.34% respectively.

The latest Centre for Cities study assigns sectors to four broad categories according to the expected economic and labour market effects of the current crisis, from sectors that will be unaffected or may even see increased demand to sectors that are highly vulnerable into the longer-term. **Around 9% of employee jobs are classed as being very vulnerable in Wakefield with a further 21% considered vulnerable.**

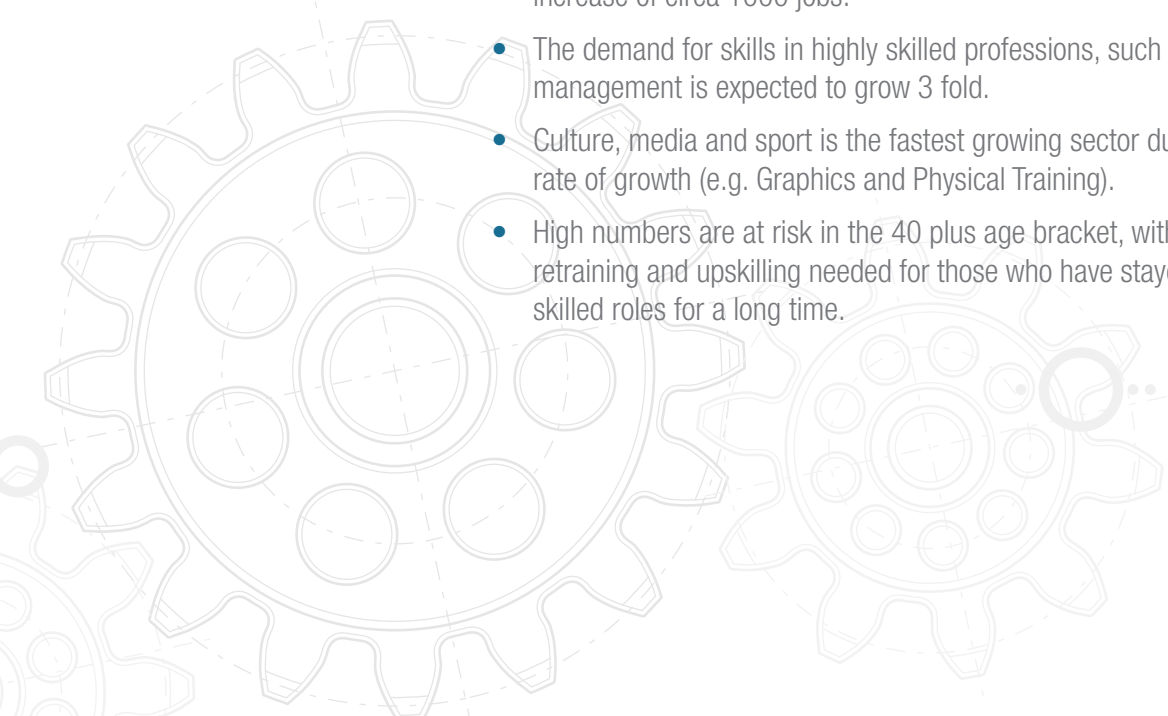




## The Future Workforce

The 2019 Labour Market Information report, published by West Yorkshire Combined Authority, highlights the issues to address across the growth and at-risk employment sectors.

### Key headlines:

- The types of jobs is continually broadening. 10% of jobs will be effected by automation over the next 20 years, but 95% of jobs will need some level of digital skills in the future. Significantly greater need for coding and programmers but also general digital skills.
  - The recruitment demand for roles in the ‘Caring Personal service’ sector are projected to require >50,000 job vacancies across LCR. In Wakefield alone there has been a net employment increase of circa 1000 jobs.
  - The demand for skills in highly skilled professions, such as management is expected to grow 3 fold.
  - Culture, media and sport is the fastest growing sector due to the rate of growth (e.g. Graphics and Physical Training).
  - High numbers are at risk in the 40 plus age bracket, with more retraining and upskilling needed for those who have stayed in low skilled roles for a long time.
- Construction skills have not recovered since the last recession and with an ageing workforce, this is a high priority sector needing programmes to drive recruitment and training to meet skills demands
  - In 2018, 29% of A-Level entries were in STEM subjects (science, technology, engineering and maths), up from 27% the previous year. Across England as a whole 34% of entries were in STEM subjects.
  - There is a rising need for ‘green skills’ to support the climate agenda and green technologies and to support the District to become carbon neutral. The move to low carbon represents another threat to lower skilled jobs (akin to the automation challenge) and so we would need to ensure we were up-skilling our workforce to capitalise on any opportunities associated with green industry.
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## Growth/ Priority Sectors

To meet our future skills gaps we need to focus efforts on supporting the following sectors to grow:

- **Creative, digital and culture**
  - Growth in demand for digital skills across all sectors
  - Impact of automation and majority of jobs in the future needing some level of digital skills
  - Wakefield has a unique heritage and a growing cultural offer
- **Health and Social care**
  - Largest single workforce in Wakefield, low skilled and aging workforce across the social care sector
  - Recruitment and retention problems, particularly in domiciliary care
  - Medium risk of automation, but higher demand in response to Covid-19
- **Construction**
  - The sector hasn't recovered from the recession, but there is a need to retain skills levels
  - Impact of automation slow
  - Continuing shortage of plasterers, plumbers, electricians, surveyors etc.

- **Advanced manufacturing**
  - Highly skilled sector, upskilling opportunities for Wakefield residents in operative roles.
  - Glass manufacturing and food technologies as a local growth sector
  - Energy industries - across Yorkshire, only 11.3% of workers have skills that match with future jobs in this sector.
- **Professional and business services**
  - Attracting more growth in this sector will provide the opportunities for increasing the number of residents with higher level skills.



Construction skills have not recovered since the last recession and with an ageing workforce, this is a high priority sector needing programmes to drive recruitment and training to meet skills demands

## Sectors at greater risk of automation

These sectors require a targeted approach to re-training and up-skilling employees:

- Logistics (elementary trade, transport operatives, plant/ process operatives),
- Administration and customer service
- Low level manufacturing
- Retail and hospitality sectors (which has seen significant impact on redundancies as a result of COVID 19).

In response, the STEP UP programme is already working with businesses and supporting employees to secure training and development opportunities through a range of local training and education providers.

## Regional Context

The West Yorkshire Combined Authority and Leeds City Region Enterprise Partnership (LEP) will set out their ambitions for employment and skills for 2021-2025 in a refreshed Employment and Skills Plan in early 2021. The West Yorkshire Combined Authority has supported the creation of an independent Commission to shape the future of the skills system, so that it better meets the needs of individuals, businesses and the economy.

The aim is to design a skills system that meets the challenges of major structural shifts in the economy over the coming decades.

This includes being able to meet the current and future skills needs, which are likely to be impacted by AI and automation. Innovations in technology also present a good opportunity to counteract the large decline in adult learning through a more accessible delivery mode. Of course, access to the internet and computers is not equally accessible and those with lower skills may also lack the standard digital literacy required to learn remotely. The rise in online learning has accelerated as a result of COVID 19, nevertheless presents an opportunity to think about upskilling and retraining differently for all residents and how could this be achieved for more disadvantaged communities.

## Working in Partnership

Wakefield Council and the Successful People Board, which is made up of representatives across DWP, local training and education providers, community sector organisations, Wakefield College, the Skills Service, Leeds City Region and business at a local and regional level are working together to produce, implement and drive this strategy. Incorporating the influences, views and needs of residents, employers, training providers, schools, colleges and public sector organisations remains vital. Recent engagement activities have provided an opportunity for all stakeholders to be involved. Findings from this have been analysed, considered and incorporated into this Employment and Skills Strategy.

This strategy makes direct links to the Children & Young People Partnership Board and the West Yorkshire Combined Authority Employment & Skills strategies.

## Our Aims

### 1. Skills for the Future

As an aspiring 'Learning City' our aim is to improve the skills of our existing workforce and future labour market. Where learning is innovative, technologically advanced and narrows the skills gap to develop a highly skilled workforce, joining skills to future business needs.

Employers are ever more involved in the system, but we still face challenges in meeting our business needs for talent, higher level skills and labour. For example, we do not have enough people skilled in digital or engineering. As the economy and businesses responds to the current recession, it is important for every resident to have the opportunity to access a positive working environment.

The Employment and Skills Strategy provides the starting point to define the specific actions required to enhance labour market performance over the next five years.

Backstage Academy is a leading institution for specialist professional training and education for the creative industries sector located on Production Park - a dynamic, entertainment-focused commercial entity supporting all aspects of the national and international live events industries.



Wakefield has a unique heritage and a growing Creative and Cultural sector. We already have leading providers in the District offering the careers pathway for Creative and Digital opportunities. From level 3 courses at Wakefield College and CAPA, to level 4/5 courses at Backstage Academy and Wakefield College ASIC.

The STEP UP (Skill Up) programme is working with those businesses hardest hit by Automation and COVID 19 to provide support to employees to re-train, up-skill and be more resilient to the opportunities ahead. This includes gathering the intelligence to better understand where services need to be directly targeted to mitigate the impact on the residents and to support an inclusive economic recovery.

The demand for skills in highly skilled professions, such as management, is expected to grow three fold. This may increase as a result of business growth or changes in delivery models, or may decrease as a result of large scale redundancies across the District.

The number of local people studying in higher education (HE) institutions in the UK had been increasing gradually but then dipped when higher tuition fees were introduced. In academic year 2018/19, there were 6,910 people from the Wakefield District engaged in higher education across the UK. The total includes more women than men – the ratio is around 6:4. Around 70% of the District's higher education students are aged under 25 years old, and 20% are aged 30 or over.



In 2016/17, only 14% of 15 years old pupils eligible for FSM entered Higher Education by the age of 19. Across England it was 26%.

**We will achieve our aim by:**

- The establishment of business sector Boards to direct future skills needs
- Strengthening succession planning for our businesses ensuring we are retaining and developing the leaders and managers of tomorrow
- Supporting a growing number of businesses to develop Skills plans and identify training needs, informing the curriculum to enable more employees to be supported to up-skill
- Providing targeted in-work skills training support for employees
- Increasing the number of Apprenticeship opportunities, by creating progression routes from Level 2 to Level 7
- Increasing the number of SME businesses that employ higher level apprentices through the use of the Apprenticeship Levy transfer in partnership with larger levy paying businesses
- Raising awareness of the skills and jobs of the future to enable residents to prepare for new opportunities
- Through the West Yorkshire Devolution Network we will align education and skills funding to respond to skill gaps and shortages, the demand for higher skills, and to incentivise more in-work training.

## **2. Local system for local needs**

As an aspiring 'Learning City' we will provide a provision directory to enable residents to know where to go for support to undertake a course they require for their particular training needs. This will include sector based learning pathways to include our priority areas of digital skills, health and social care and arts and culture.

To ensure our education and training provision meets the needs of local residents and businesses, by partners working together to create an education and skills system that provides local solutions to local challenges.

As part of the West Yorkshire Devolution Deal, funding is available through the Adult Education Budget for providers to offer non-accredited 'Community learning'. Programmes which raise aspirations, support entry to or promotion in work, enhance opportunities to develop strong and safer communities, create a culture of health and wellbeing and develop skills and experiences which enhance confidence and self-esteem.

Local Further Education, Higher Education and Training Providers in Wakefield already deliver a range of community learning programmes and qualifications up to Level 7. The community learning takes place in partnership with the Voluntary and Community Sector in a wide range of local settings across Wakefield and is a mix of formal and informal learning. Qualification courses are offered in a mix of blended, on line, employer led and classroom delivery in 15 different subject sector areas.

One of the main impacts of devolution to our area is that it will bring control of the £63m annual Adult Education Budget (AEB) to WYCA. For Wakefield this brings a range of opportunities to further develop existing delivery to meet local needs with local eligibility criteria allowing residents to access a wider range of training opportunities. A provider network is being established to enable West Yorkshire to work together, mapping provision and avoiding duplication of resources in any one local authority area.

There is an increasing demand for Digital skills, to both respond to the changes in the workplace through automation, but also responding to the impact of COVID 19. More people are being required to have the digital skills to work at home or access training materials. The West Yorkshire Combined Authority are implementing a Local Digital Skills Partnership for the region, to bring together key stakeholders involved in digital skills (both supply and demand) to work to identify digital skills needs, barriers and identify opportunities and deliver interventions.



CAPA College  
Full time training and  
education for 16-19 year olds  
who are passionate about pursuing  
a career in the Arts  
"Supporting, inspiring and  
educating the next generation  
of performers"

To support those employed with no qualifications or only basic skills the Council has implemented an enhanced programme of activity under the STEP UP programme called Skill Up which provides support for in work learning and progression opportunities.

#### **We will achieve our aim by:**

- Ensuring digital skills training is available for all residents including those over 50.
- Working in partnership with local training and education providers to ensure there is a comprehensive directory of skills provision available for residents and business leaders in Wakefield that meets future skills needs from entry level to level 5+.
- Ensuring the AEB is used effectively to support the economic growth of the District and the wellbeing of its residents.
- Working with businesses, Higher Education (HE), Further Education (FE) and other training providers to improve the skills of both the existing workforce and the future labour market, ensuring a better matching of skills to business needs in order to sustain economic growth.
- Encouraging greater investment in higher skills development to meet skills gaps in key sector areas such as Health and Social Care, Creative, Digital and Culture, and Advanced Manufacturing.
- Ensuring a greater focus on training in communities where there are high numbers of low skilled residents.





**mechanics'**  
theatre



### 3. Access to employment and skills for all

As an aspiring 'Learning City' we will provide an inclusive jobs market for residents to find and sustain well paid employment, by ensuring access to learning is available for all levels and to all ages with increased participation from hard to reach/disadvantaged communities.

There are some long term and significant barriers to work and learning that prevent residents from disadvantaged backgrounds from realising their full potential. Working in partnership with the Voluntary and Community Sector (VCS) and local Charities, along with public sector Organisations, we work to break down those barriers and support residents on a path to sustained employment or learning opportunities throughout their working lives.

For example, women, who account for just under half of all employees, are more likely to be in 'low-paid, low-skilled' work. COVID 19 and technological changes have transformed the jobs and skills that our businesses require, we need to make sure that people have the opportunity to learn and train throughout their working lives.

The proportion of working age people who are economically active is almost the same as the national average, although there is less self-employment in the Wakefield District and slightly more unemployment.

In the year to March 2020, 4.5% of people in employment were in non-permanent employment (fixed period contract, agency temping,


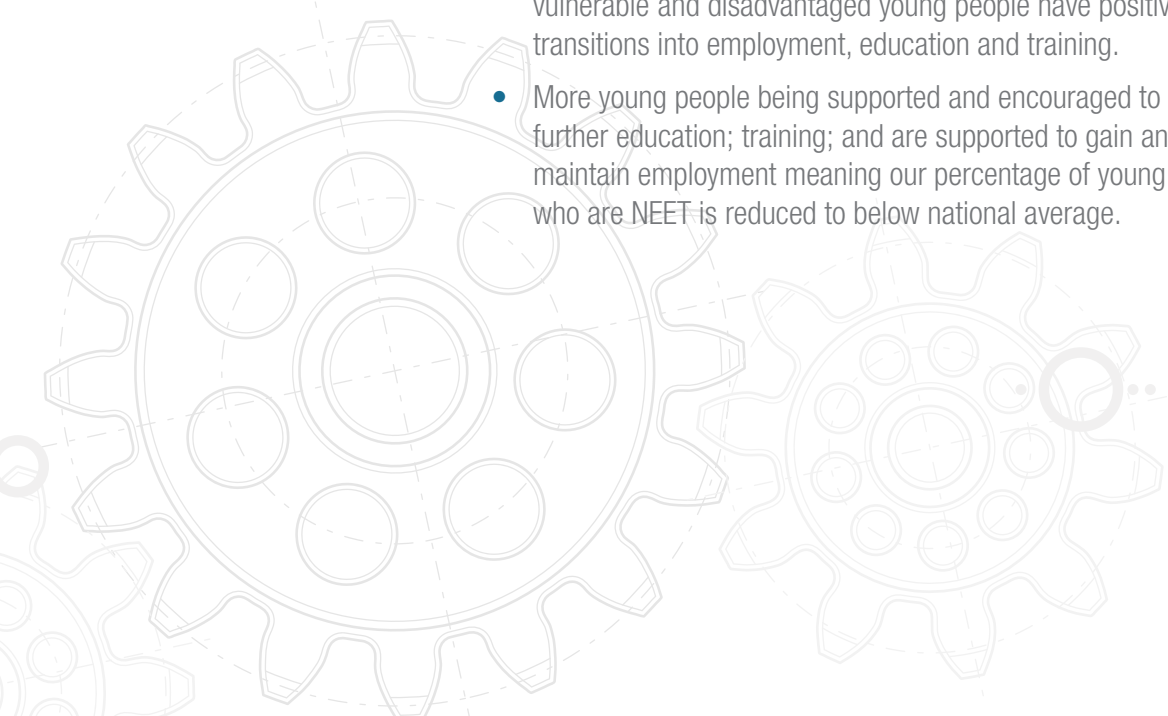
casual work, seasonal work or other temporary work) – a similar proportion as seen nationally, and of those working age people who were economically inactive, one third (13,800 people) said they wanted a job.

The older age groups may also require more support to return to normal working as a result of 'older people more likely to get it', mantra that has been prevalent throughout the crisis. We need to plan additional support for larger groups of people in need of wellbeing type programmes.

The Skills Commission has examined the interventions and level of investment for at different levels of the individual's journey from distanced to the labour market to in work. The evidence in this area suggests that it is important that individuals are supported to find not just a job but also the right job. Likewise, employers are equally in need of support to ensure individuals with complex needs can stay in work.

#### **We will achieve our aim by:**

- STEP UP providing a package of measures to break down barriers and support residents into employment
- Sustaining employment opportunities for new entrants to the workforce and support vulnerable individuals who routinely rotate between employment and unemployment

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- Working across community groups to support more people from disadvantaged groups to access support and training
  - Providing in-work support to enable more residents to secure improved employment status (higher pay, higher skills, career progression)
  - Providing new start and business mentoring and support for business owners
  - Securing employment opportunities for vulnerable young people and ensure they are supported as they transition into adulthood resulting in less NEET 16-24 year olds
  - Strengthening and developing stronger links with our FE Colleges and across public services to ensure that the number of young people who are NEET (Not in Employment, Education or Training) is significantly reduced and that all of our vulnerable and disadvantaged young people have positive transitions into employment, education and training.
  - More young people being supported and encouraged to pursue further education; training; and are supported to gain and maintain employment meaning our percentage of young people who are NEET is reduced to below national average.
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#### **4. Lifelong Careers and Progression**

As an aspiring 'Learning City' we will we aim to promote all-age career and progression opportunities, enabling an ethos of quality which underpins the provision of continuous lifelong learning opportunities for all residents within the District.

This aims to raise the confidence of our residents, by providing universal access to high quality careers and retraining services, to support all age career progression, by helping young people aspire to the jobs of the future and support adults to up-skill and improve economic wellbeing.

Despite programmes of support for young people, there are still too many young people not in any form of learning, this includes jobs without training. Those in this group tend to be young people with additional needs or those from vulnerable groups all of whom are the most likely to be NEET beyond their 18th birthday.

The current recession will have a major impact on youth unemployment, as in all previous recessions this age group tend to be hardest hit. The COVID 19 Response Plan sets out actions to mitigate against the impact and ensure a plan is in place to focus specifically on 16-24 year olds.

The STEP UP programme also includes an Enterprise function supporting those who wish to explore self-employment opportunities to develop a Business Start-Up Action Plan, providing ongoing business development support.

### We will achieve our aim by:

- Using data more intelligently to better understand people's destinations, identify gaps in training provision and ensure interventions meet the needs for learning and progression routes
- Providing sector specific skills pathways to support recruitment into growth sectors and prepare people for the jobs of the future
- Strengthening systems that support the transition of vulnerable people to progress into employment
- Consolidating online careers information through the single digital all-age careers site 'STEP UP', providing information on future jobs and what the pathways are to securing those jobs
- Supporting the workforce to ensure it has the skills required to address technological and economic change prioritising those in the key growth sectors
- Supporting sectors that face recruitment issues in recruiting and retaining sufficient staff to meet business needs, e.g. health & social care.
- Supporting the creation of more pathways into higher level apprenticeships
- Working collaboratively with partners to better understand future career opportunities and sharing of information.

### Implementation and success measures

The Employment and Skills Strategy provides the starting point to define the specific actions required to enhance labour market performance over the next five years. Leadership will come through the Successful People Board and will be woven into the strategic and operational plans of partners. The headline aims, actions and measures summarised in the diagram overleaf, require the commitment of partner organisations, businesses and communities to realise the full economic potential.

The Employment and Skills Strategy provides the starting point to define the specific actions required to enhance labour market performance over the next five years.



# Wakefield - A Learning City & District

## Aim

### Skills for the Future

- Identify and direct future skills needs through engaging with business sector networks
- Support existing and potential businesses to identify future skills needs by developing workforce training plans
- Provide targeted in-work skills training support for employees to support career progression
- Communicate to residents the skills and jobs of the future so they can prepare for the new opportunities.
- Develop and implement a strategy to nurture self-employment and new business creation and investment into and across the District to diversify Wakefield's business base
- Through the West Yorkshire Devolution Network we will align education and skills funding to respond to skill gaps and shortages, the demand for higher skills, and to incentivise more in-work training.

### Local System for Local needs

- Establish a local network of learning providers which will identify and direct future skills provision
- Support employers to source skills provision tailored to individual requirements
- Labour Market Intelligence is used effectively to inform Learning provider's offer to meet skills shortages.
- Identify digital skills needs to ensure training is relevant and accessible for the future jobs market.
- Develop a local learning and workforce development directory which promotes sector based progression routes.
- Build and promote accessible pathways to higher level skills opportunities in key growth areas.
- Identify new funding opportunities to support the delivery of employment and skills programmes
- Working with a strong network of partnerships already in place, to influence the shape of the West Yorkshire Devolution strategy.

### Access to Employment & Skills for all

- Collaborate with the Third Sector network of community organisations which supports people from disadvantaged groups to access employment and skills services
- Develop a network of employers to provide opportunities for vulnerable young people and ensure they are supported as they transition into adulthood
- Establish a Strategy to reduce the number of young people not in education, employment or training (NEET), by implementing targeted support programmes and training opportunities.
- STEP UP to provide a package of measures to break down barriers and support residents into employment and training
- The West Yorkshire Devolution AEB strategy is successful in securing funding growth.

### Lifelong Career Progression

- Provide sector specific career pathways to support recruitment into growth sectors and prepare people for the jobs of the future
- Establish and develop a relevant online careers information portal giving digital access for all residents
- Deliver bespoke sector based support as part of the STEP UP programme starting with a Health & Social Care pilot to improve access and progression opportunities
- Identify at risk sectors and provide a mechanism for employees to access early support for retraining and career changes.
- To secure the funding through the West Yorkshire Devolved Adult Education Budget (AEB) to ensure Wakefield residents can access the most appropriate opportunities to engage in learning.

## Key Actions

### Skills for the Future

- Increased number of new business births
- Value (£) of new investment
- Increased number in net jobs created in growth sectors
- Increased growth in key priority sectors (£/number)
- Implement an organic action plan which sets out skills priorities
- Increased number of businesses developing skills plans
- Increased number of employers engaged in workforce development plans
- Increased number of starts on higher / degree apprenticeships
- Increased number of employers reporting shortages / gaps in skills
- Number of employees supported to up-skill through STEP UP.
- Increased number of residents accessing future skills provision (Coding, Software Development, Green Energy Systems)

### Local System for Local needs

- Increased number of residents with L3 skills
- Improvements in starts and outcomes from AEB provision
- Increased number of learners completing digital skills courses
- Increased number of Apprenticeships by creating progression routes from level 2 to level 7 across the growth sectors
- Increased number of residents from disadvantaged groups/ communities gaining Level 4+
- Increase the number of residents accessing Higher Education courses

### Access to Employment & Skills for all

- Improved proportion of population with no qualifications
- Reduction in NEET 16-24 year olds
- Track employment rates for disadvantaged/vulnerable groups
- Social mobility success measure through Third Sector Strategy
- Increased number of SME businesses that employ apprentices
- Increase access to training in communities where there are high numbers of low skilled residents.
- Impact of 'One Wakefield' project for disadvantaged pupils
- Success of the WDH LEAP programme of support
- Increase in BAME residents accessing support to gain sustainable employment
- Nova will work with local groups to target support in those communities with lower skills levels and higher unemployment

### Lifelong Career Progression

- Increased number of sector specific career pathways created and promoted
- Number of employees from risk sectors supported into career change opportunities
- Step Up website hits and usage
- Feedback from 'Voice of the customer' forums
- Increased number of employed residents moving from Entry Level to Level 1 accreditation

# Employment & Skills Strategy 2021 - 2025

## Wakefield - A Learning City and District

Oversight and governance for the Strategy will be through the Successful People Board which will meet on a quarterly basis through the year. Terms of reference for the board set out purpose, plan, responsibilities and membership. This will ensure the effectiveness of the board is maintained and the right priorities and actions are sitting in the right forums where timely and appropriate decisions can be made.

The following chart shows a simplified infrastructure for some of the key boards and operational groups and as such is not exhaustive.



