



**EMPLOYMENT
AND SKILLS
STRATEGY:
MORE AND
BETTER JOBS**



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FOREWORD

Barnsley Council has a high level of ambition and aspiration to make the borough a thriving and unique place to live and work;

- A brighter future where people achieve their potential
- A better Barnsley where our residents think and feel we are making a difference together
- Working together with our partners and communities

OUR THREE PRIORITIES TO HELP US REACH OUR VISION ARE:

- Growing the economy
- Improving people's potential and achievement
- Changing the relationship between the council and the community

Skills play an essential role in delivering this vision. Our employment and skills strategy “More and Better Jobs” aims to build the skills we need to support a thriving and vibrant economy which gives Barnsley employers the skills they need to grow locally, regionally and globally and Barnsley people the skills they need to gain and secure sustainable employment now and in the future.

I want to make sure there are more job opportunities for Barnsley residents, to help the local economy provide the role models for young people and reduce the extent of worklessness and poverty across the borough. And I want to ensure there are better jobs for people to progress into and enable Barnsley residents to progress their careers within Barnsley.

We are supporting our economy to grow and diversify and are seeing progress; our employment rate has improved significantly, out-performing city region averages and nearly closing the gap with national averages. We have one of the highest rates of new business formation in the country. Equally there is progress relating to skills and employability; we have reducing rates of adult and youth unemployment and significant falls in 16 to 18 year old Not in Education, Employment or Training (NEET).

However, challenges remain, and although skill levels and GCSE attainment are increasing, they remain a concern and the economy is still characterised by lower skills and lower than average workplace earning than elsewhere in the city region.

Despite rising employment levels, there are still high numbers of people without work. These people often face multiple barriers, including with no or low skills or long term health conditions. In work many lack workplace progression or are under-employed. We also want to reduce our level of NEETs further.

“More and Better Jobs” sets out strategic priorities and actions on skills and routes to employment to build on our strengths, address our challenges and accelerate progress.

“More and Better Jobs” focuses on embedding a shared ambition in peoples, communities and businesses not just for any job, but for better jobs that support Barnsley’s businesses and help people to thrive in the long term.



Stephen Houghton

Cllr. Sir Stephen Houghton, CBE.
Leader, Barnsley Met. Bor. Council.



PR Miller

Cllr. Roy Miller
Cabinet Member, Place.

EXECUTIVE SUMMARY

The Barnsley Employment and Skills Strategy: More and Better Jobs, 2016–2020 aims to create a shared ambition for not just any jobs, but for better jobs; jobs that grow Barnsley’s businesses in the long term, to ensure that Barnsley’s people are able to thrive. We will achieve this through a combination of prompt action to drive progress now, along with processes to promote long-term change.

We will drive progress on two main fronts.

Working with Businesses

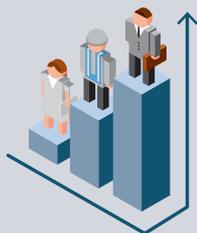
We will work with businesses to ensure that they can access the skills they need to compete and grow – leading to more jobs.

Enhancing Skills

Secondly, we will enhance the skills and competencies of local people to help them gain and progress in work – better jobs.

MORE JOBS, BETTER JOBS

Barnsley needs more jobs and needs as many of those as possible to be good jobs that support productive businesses and offer people:



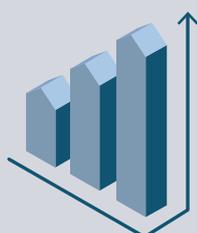
**A DECENT INCOME, FAIR TERMS
AND RECOGNITION OF EFFORT**



**PROGRESSION OPPORTUNITIES AND
THE CHANCE TO LEARN AND DEVELOP**



**JOB SATISFACTION AND A GOOD, SAFE
AND HEALTHY WORKING ENVIRONMENT**



**APPROPRIATE SECURITY, FLEXIBILITY
AND OPPORTUNITY TO CONTRIBUTE**

This is good for business as well as people because more and better jobs will go hand-in-hand with greater innovation, better productivity and improved quality products and services. It will also ensure that we recruit and retain talented people who can drive the long-term success of businesses in our region.

We will:

- Recognise what is holding people back from getting into and progressing in work.
- Identify what's in place and where there are gaps in provision.
- Outline what's needed to improve education and skills to boost productivity.
- Set out our plan for improving skills for business and creating more and better jobs.

Section 1: Why does Barnsley need to plan for more and better jobs?

The labour market in Barnsley is complex and changing and there are challenges around the skills level of Barnsley people.

- Outside of the public sector, the important employment sectors are manufacturing, wholesale and retail, business services, logistics and construction. Logistics and ICT have experienced the biggest recent business growth.
- We have a relatively high employment rate (73.4%) and an improving employment outlook in recent years.
- However, job opportunities remain low with an average of 74 jobs per 100 working-age residents and we know that many well qualified residents commute for work.
- The rate of people who are neither working nor not looking for work is relatively low, however a high proportion (37%) is due to long-term sickness. This relates directly to the high proportion of residents who are claiming benefits.
- The number of young people not in education, employment or training (NEET) has improved significantly, with the rate currently standing at 5.8% of 16 to 18 year olds.
- Employers in low wage sectors still dominate the economy. Nearly half of all employed residents are working in lower level occupations and workplace earnings are the second lowest in the Sheffield City Region.
- Only around two fifths of the adult population hold qualifications at level 3 or above.
- Education attainment levels continue to lag behind the city region and national averages, threatening the future labour supply, business productivity and incomes.

Section 2: What learning opportunities are there and where are the gaps?

Learning opportunities

- Sheffield City Region: Skills Bank and Skills Capital.
- Local authority and other local stakeholder activities: Job Opportunities Barnsley and Youth Contract; I Know I Can and Enterprising Barnsley.
- Training provider activities: Barnsley Businesses Inspiring Students and Leeds City Region's (LCR's) Head Teachers Network.

Business activities: Apprenticeships, mainly at intermediate level (NVQ level 2).

Key gaps have been identified for those who are:

**GETTING READY
FOR WORK**

**GETTING INTO
WORK**

**GETTING ON
IN WORK**

Section 3: What does Barnsley need to do?

We have identified eight areas we need to focus on to deliver more and better jobs and the skills that businesses need to grow.

- Stronger coordination, bringing together the mix of organisations with a stake in jobs and skills around a shared ambition.
- Create a stronger culture of ambition in Barnsley's people, businesses and communities.
- Address the education attainment gap.
- Enhance job skills, create opportunities for work experience and give better information, advice and guidance.
- Provide better routes into work.
- Improve the number and quality of jobs.
- Enhancing the skills and potential of Barnsley businesses.
- Support progression in Barnsley businesses, shifting from level 2 to level 3 as a priority.

Section 4: What are we going to do to create more and better jobs?

Our four priorities for more and better jobs are:

1. Raise the ambition of Barnsley business, institutions, people and communities.
2. Improve education, employability and work-readiness.
3. Improve routes into work.
4. Enhance business skills and progression within the workplace.

Section 5: How will we measure success?

1. There will be greater ambition across businesses, organisations and people of all ages.
2. Schools and colleges will have excellent working relationships with local businesses and have activities that are relevant to them.
3. Qualifications will reflect the future business need of the local and regional economy and address current skill shortages and job opportunities.
4. The number of people claiming out-of-work benefits will be cut by a third.
5. Workforce skills, progression and earnings will increase, with the gaps to national average on NVQ level 3+ and NVQ level 4+ qualifications reduced by a third.



Manufacturing company more than doubles turnover with move into US market.

Xtraflex Ltd

1 WHY DOES BARNSELY NEED TO PLAN FOR MORE AND BETTER JOBS?

Barnsley Employment and Skills Strategy is designed to give businesses access to the skills and workforce they need to grow, and to ensure that local people can benefit from more and better jobs.

Local context

Barnsley Employment and Skills Strategy: More and Better Jobs is part of Barnsley's corporate strategy for a "Thriving Economy". It links to:

- The Barnsley Jobs and Business Plan (2014–2017): focusing on how we will achieve sustainable business growth through infrastructure, investment, enterprise and business support to create jobs and opportunities.
- The Barnsley Local Plan: a development plan which focuses on creating the right supply of land and business premises as well as the housing, transport and infrastructure required by local people and businesses. It is already helping to create new business sites for development.

Barnsley Employment and Skills Strategy is designed to give businesses access to the skills and workforce they need to grow, and to ensure that local people can benefit from more and better jobs. It is the people element of the Jobs and Business Plan.

It is also driven by the challenges facing the city, ongoing cutbacks and the need to find new ways to boost economic growth and create jobs while being given more local control through devolution.

At a time of pressured public sector finances, it is vital that we have a plan where we work in partnership and deliver efficiently. Our approach is to focus on game-changing initiatives, to facilitate action and only commit resources to priorities that cannot be funded from elsewhere.

It is one of a suite of documents that together support the Council's overall vision and its three priorities:

1. **A THRIVING AND VIBRANT ECONOMY.**
2. **CITIZENS ACHIEVING THEIR POTENTIAL.**
3. **STRONG AND RESILIENT COMMUNITIES.**

WORKING TOGETHER FOR A BRIGHTER FUTURE,
A BETTER BARNSELY

**EMPLOYMENT
& SKILLS STRATEGY**

**TRANSPORT
STRATEGY**

**JOBS &
BUSINESS PLAN**

LOCAL PLAN

THE LINK TO THE BARNSELY JOBS AND BUSINESS PLAN (2014–2017)

The Barnsley Employment and Skills Strategy builds on the Jobs and Business Plan by focusing on the quality as well as the quantity of job opportunities. It is about how the economy benefits people through more and better jobs as well as how skilled people support the economy.

The connection between this strategy and the Barnsley Jobs and Business Plan is vital. The latter was produced at a time when Barnsley was emerging from recession and had an employment deficit. The starting point for the plan was to create enough job opportunities to boost the economy and get many more people into work and onto the employment ladder.

It has already increased new jobs and Barnsley now has the highest private sector job growth in the UK according to the Centre for Cities research, 2015. The plan is focused on narrowing the economic performance gap between Barnsley and the regional and national average. More and improved businesses are central to this, alongside more job opportunities and an improved workforce. The plan sets out five steps to achieving its long-term ambition of creating 1,600 more businesses, 39,000 more jobs, 9,000 higher value jobs and 12,100 more highly skilled people. These are:

- INVEST IN INFRASTRUCTURE**
- ATTRACT INWARD INVESTMENT**
- IMPROVE THE TOWN CENTRE**
- GROW EXISTING BUSINESSES**
- ENCOURAGE HIGHER PRODUCTIVITY START-UPS**

A number of sectors are identified as the focal point for growth, based on the town's identified competitive advantage. These sectors and the skills needed are directly relevant to the Barnsley Employment and Skills Strategy:

- ADVANCED MANUFACTURING**
- CONSTRUCTION**
- VISITOR ECONOMY**
- LOGISTICS**
- BUSINESS SERVICES**
- CREATIVE AND DIGITAL**
- LOW CARBON**

The Barnsley Employment and Skills Strategy builds on the Jobs and Business Plan by focusing on the quality as well as the quantity of job opportunities. It is about how the economy benefits people through more and better jobs as well as how skilled people support the economy.

The priorities and action areas are structured to avoid duplication and create the increased impact of two plans working together.

Our long-term ambition is to create:



1,600 MORE
BUSINESSES



39,000 MORE
JOBS



9,000 MORE HIGHLY
SKILLED PEOPLE



12,100 HIGHER
VALUE JOBS

City regional context

A range of employment and skills activities are driven through Local Enterprise Partnerships (LEPs). Barnsley sits within both the Sheffield and Leeds City Regions (and associated LEPs) and is a local authority within the Combined Authority for Sheffield City Region (SCR). The policies have a significant impact on Barnsley in key areas relating to jobs and skills, including:

- Skills development within businesses.
- Provision for those aged 16 to 18.
- Post-19 provision and opportunities (including for age 25+).
- Apprenticeships and traineeships.
- Careers information, advice and guidance (IAG).
- Unemployment.

The main frameworks in place to support these areas are:

- SCR Strategic Economic Plan (SEP) to drive growth and jobs.
- SCR EU Structural and Investment Fund Strategy (ESIF) for employment and skills.
- SCR Growth Deals (1 and 2) to support delivery of the SEP.
- SCR Devolution Deal – new local responsibilities on business support, transport, employment and skills, including an integrated skills and training system.

National context

The Government's response to the challenges surrounding employment and skills has focused upon three principles:

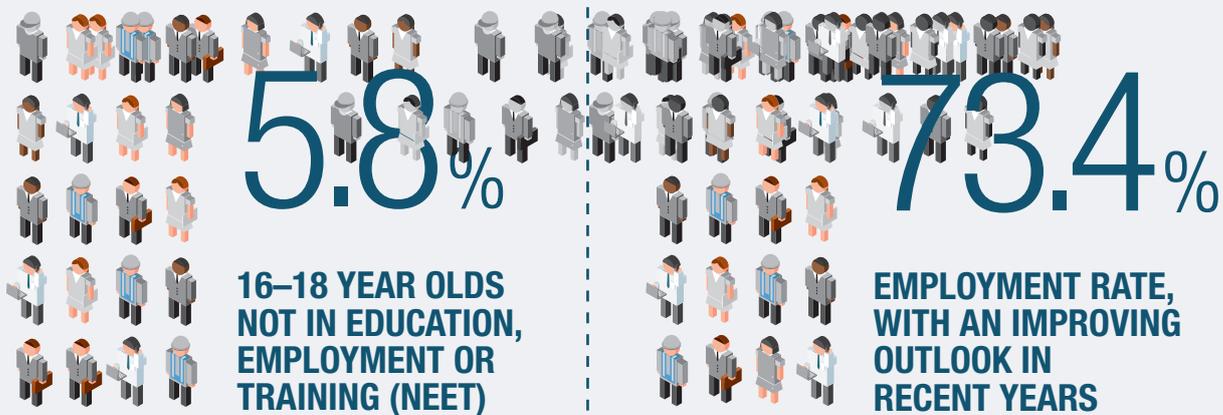
- Creating jobs through supporting the private sector, in particular, to grow.
- Reducing benefit costs through a raft of welfare reforms.
- Improving pay for those in work through the introduction of the national living wage.

This has included changes to the way in which employment support and skills development activities are funded and undertaken.

Where we are now with jobs and skills

The labour market in Barnsley is complex and changing and there are challenges around the skills level of Barnsley people.

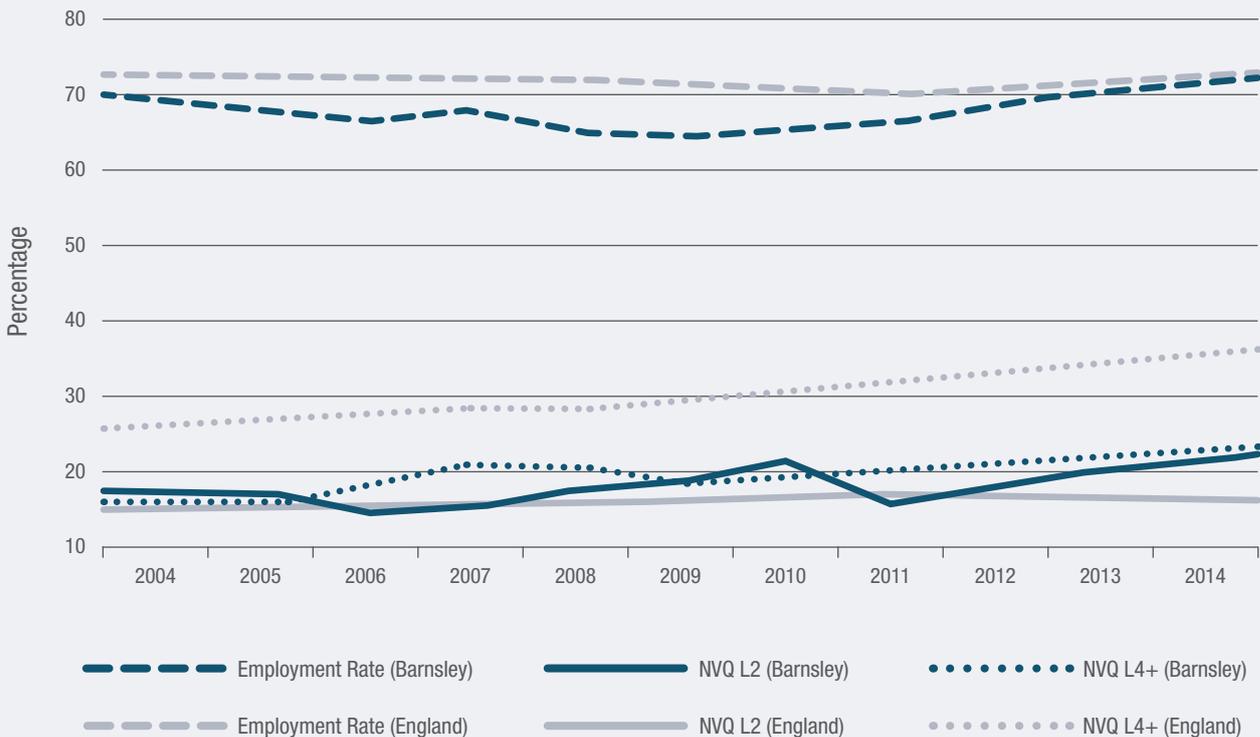
- Outside of the public sector, the important employment sectors are manufacturing, wholesale, retail, business services, logistics and construction. Logistics and ICT have experienced the biggest recent business growth.
- We have a relatively high employment rate (73.4%) and an improving employment outlook in recent years.
- However, job opportunities remain low with an average of 74 jobs per 100 working-age residents, suggesting that many well qualified residents commute for work.
- Employers in low wage sectors still dominate the economy. Nearly half of all employed residents are working in lower level occupations and workplace earnings are the second lowest in the Sheffield City Region.
- Only around two fifths of the adult population hold qualifications at level 3 or above.
- Rates for those neither in work nor looking for a job are relatively low, however a high proportion (37%) is due to long-term sickness. This relates directly to the high proportion of residents who are claiming benefits.
- The number of young people not in education, employment or training (NEET) has improved significantly, with the rate currently standing at 5.8% of 16 to 18 year olds.
- Education attainment levels continue to lag behind the city regional and national averages, threatening the future labour supply, business productivity and incomes.



Barnsley’s employment and skills position in the UK

This table below indicates:

- Barnsley employment rates are relatively close to the rest of the UK.
- But significantly more people in Barnsley have low skill levels compared to the rest of the UK.
- There are significantly fewer people in Barnsley with NVQ level 4+ than in the rest of the UK.



2 WHAT LEARNING OPPORTUNITIES ARE THERE AND WHERE ARE THE GAPS?

There are gaps at key stages of the ‘learning journey’. Without intervention this will hold back business progress and our ambition for more and better jobs.

Current activity

Activities in Barnsley include national and city regional programmes as well as local ones, which respond to specific needs in the borough.

Sheffield City Region

- Funding for businesses of all sectors and sizes to improve skills, programmes to encourage graduate employment in SMEs; investment in FE facilities; review of FE provision.

Training provider activities

- Activities to connect local businesses to participating schools.
- A strong skills and education network with regular head teacher meetings.

Local authority and other local stakeholder activities

- 18–24 year olds: Job coaching and in-work support to tackle long-term unemployment, work experience and apprenticeships.
- Enterprise and ambition: Programmes to build young peoples' confidence, aspirations and qualifications. Support for growing businesses and start-ups, and helps identify the skills they need.
- A strong adult and community learning offer.

Business activities

- Apprenticeships are most common in larger businesses and certain sectors, with the majority at intermediate level (NVQ level 2). Pay and subsequent employment varies widely.
- Barnsley Chamber of Commerce activity and similar work from other providers engaging with schools.

Key gaps in employment and skills delivery

As the diagram below highlights, a good range of provision continues to make a difference to employment and skills in Barnsley. However, there are gaps at key stages of the learning journey. Without intervention this will hold back business progress and our ambition for more and better jobs.





Barnsley glazing company doubles turnover within two years.
Royston Glass Limited



New Barnsley x-ray business offers specialist inspection services to industry.
Euroscan



Fourth generation family bakery celebrates 80th year in business, with rising orders from major retailers.
White's Bakery



Long-established Barnsley fashion retailer extends product lines and recruits extra staff.
Ashworth and Bird Menswear

3

WHAT DOES BARNSELY NEED?

With outstanding further education institutions, an enterprising local authority, strong larger public and private employers and positive engagement with business, there is a need for stronger coordination to bring these key stakeholders together.

WE AIM TO BUILD THE SKILLS THAT SUPPORT A THRIVING AND VIBRANT ECONOMY WHICH GIVES BARNESLEY PEOPLE AND EMPLOYERS THE SKILLS THEY NEED TO GROW LOCALLY, REGIONALLY AND GLOBALLY.



Working out what we need

Our analysis of employment and skills in Barnsley looks at the strengths, weaknesses, opportunities and threats around employment and skills connected to Barnsley's economy, people and businesses.

Strengths

- Loyalty to town and employers
- Sense of community
- All post-16 provision is outstanding or good
- Improving employment rate
- Success addressing the issues of young people who are not in employment, education or training (NEET)
- Enterprising local authority and well-defined larger public and private employers
- Business space and strategic location
- High employee retention rates
- Connection to neighbouring cities/authorities
- Apprenticeship development across sectors
- Assets around information and communications technology (ICT)
- Well-developed programmes around business skills education and entrepreneurship
- Outstanding FE provision
- Common drive to work in partnership around employment and skills

Weaknesses

- Few higher value jobs (e.g. graduate level) limits attraction/retention of highly skilled people
- Limited progression opportunities
- Lack of higher education skills
- Lack of employability skills, e.g. communication, teamwork, creativity, positive attitudes
- Lower educational attainment, literacy and numeracy
- Outdated perceptions of the borough
- Limiting ambitions, aspiration and culture among workers and the community
- Many businesses lack ambition to grow
- A significant number of people without work or looking for it
- Lack of entrepreneurial culture
- Lack of effective information, advice and guidance provision
- Skills gaps and shortages, e.g. engineering
- Public sector institutions not working together effectively enough
- Poor/inadequate internal connectivity and transport to jobs
- High levels of ill health affecting ability to work

Opportunities

- A shared ambition and strong coordination across institutions, businesses and people
- Growth potential in small and medium-sized enterprises (SMEs)
- Manufacturing growth and sustainability
- Creating a culture of enterprise
- More and enhanced apprenticeships – including at higher levels and for adults
- Getting the best out of strong FE assets and promoting education/FE to residents
- Higher value jobs and skills and progression within the workplace
- Larger public and private employers creating local work and progression opportunities
- Sheffield City Region policy and initiatives
- Devolution of power and resources
- Ensuring Area Based Review outcomes support FE/education provision in Barnsley
- Joint working on health and employment
- Continued town centre redevelopment
- Connectivity – road/rail infrastructure, including High Speed 2 (HS2) proximity
- Integrated local strategies driving progress on jobs/business, skills and development

Threats

- Moving people into 'any job' rather than 'good jobs'
- Skilled people moving out of Barnsley
- Distance from labour market of remaining unemployed – intensive effort required to help them to improve their skills and access jobs
- High growth/high value businesses leaking away from Barnsley
- Austerity and reduced ability of local authority (and potentially colleges) to deliver and influence on work and skills
- Rising inequality linked to global trends, national policies and economic flux
- Insufficient demand for apprenticeships, linked to perceptions of quality and pay
- Risk of limited resources to deliver devolved responsibilities
- Inertia and acceptance of the status quo as other places/competitors progress

Implications

A set of key implications emerge from our analysis which inform our priorities and actions.

Developing leadership and coordination

There is a need for stronger coordination between FE institutions, the local authority and key employers to bring these key stakeholders together with a shared ambition.

Moving people closer to the labour market

There is a need to provide better routes into employment and address barriers to work such as childcare, health, public transport connections and the affordability of travel, including support those for remaining as NEET.

Creating a culture of aspiration and ambition

There is a need to create a stronger culture of ambition in Barnsley's people, businesses and communities.

Creating and delivering more and better jobs

There is a need to improve the number and the quality of jobs in Barnsley by promoting awareness of opportunities.

Improving educational attainment

There has been progress in this area, but there remains a critical need to address the educational attainment deficit.

Enhancing the skills and potential of Barnsley businesses

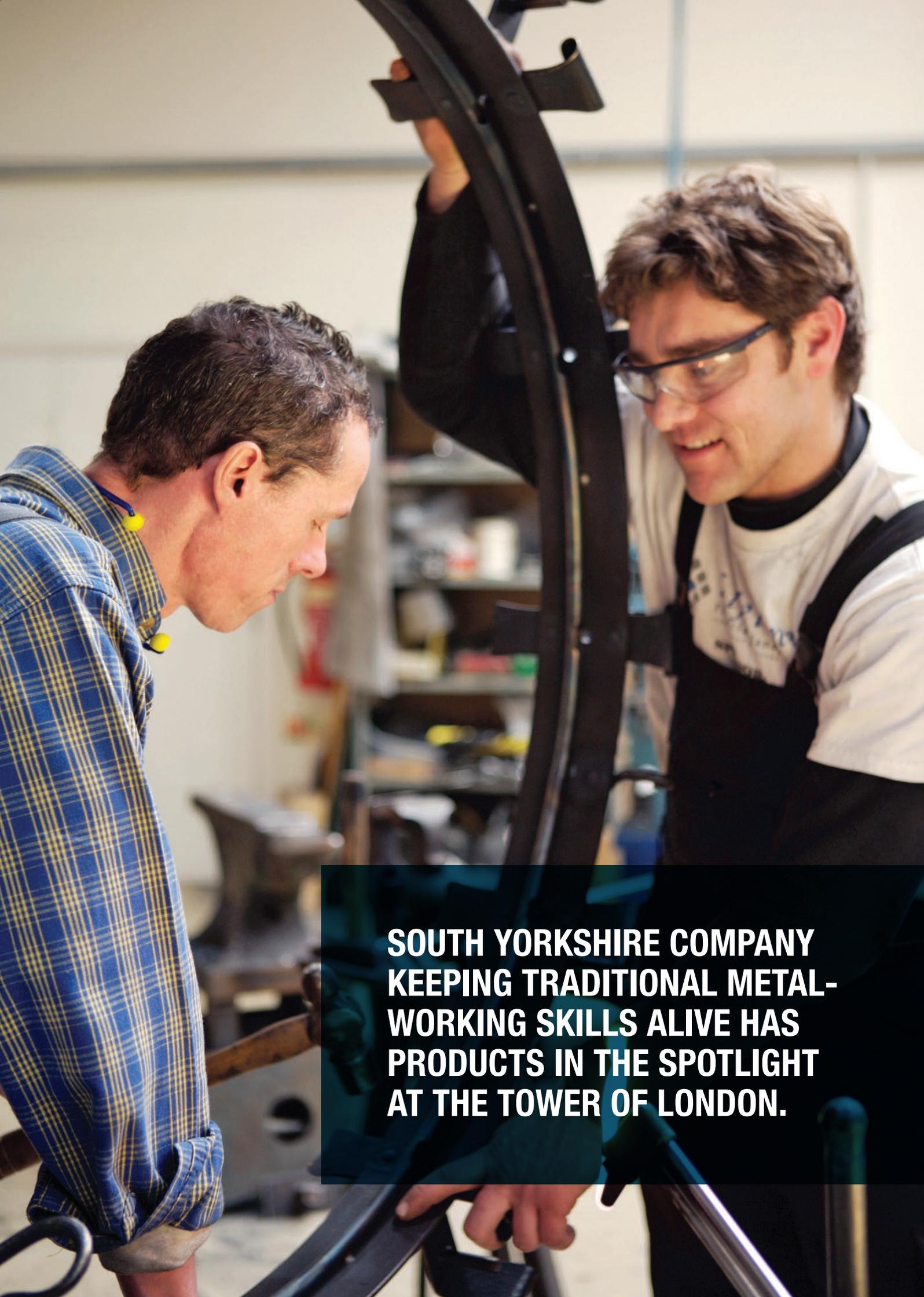
There is a need for businesses to be encouraged to grow, raise their skills levels and raise their ambitions.

Developing work readiness and employability skills

There is a need to enhance employability skills and create opportunities for work experience and better advice and guidance.

Enabling progression in employment

There is a need to support workers to progress to more highly skilled and better-paid roles.



**SOUTH YORKSHIRE COMPANY
KEEPING TRADITIONAL METAL-
WORKING SKILLS ALIVE HAS
PRODUCTS IN THE SPOTLIGHT
AT THE TOWER OF LONDON.**

4 WHAT ARE WE GOING TO DO TO CREATE MORE AND BETTER JOBS?

The end result must be the provision of high quality learning opportunities that are accessible for all and that meet the needs of business.

THE OVERARCHING INTEGRATED APPROACH TO DELIVERING MORE AND BETTER JOBS

Our approach will involve addressing the cycle of low skills at each stage of the employment and skills gap. It means enabling young people to strive to achieve more, helping adults to learn better skills and progress, creating businesses that want to grow, and making institutions hungry to work together and drive change. The end result must be the provision of high quality learning opportunities that are accessible for all and that meet the needs of business.

Partnership working is needed to develop effective solutions that address gaps. That might mean developing a new area of provision, but also developing existing provision where it is already strong.

The diagram opposite illustrates how our four priorities fit together and integrate.



PRIORITIES
for more and better jobs

1 Raise the ambition of Barnsley businesses, institutions, people and communities

2 Improve education, employability and work readiness

ACTION TO DELIVER
more and better jobs

- Increase the attainment of children and young people in school and further education to close the gap with national averages at level 2 and 3.
- Raise young people’s aspirations by working with schools and communities.
- Encourage businesses to develop their workforces to increase their productivity.
- Promote lifelong learning and aspiration in individuals and families.
- Coordinate local and regional jobs and skills provision.
- Give leadership to our larger public and private employers to use procurement to incentivise creation of local jobs and training opportunities.

- Close the gap with national and regional educational attainment, especially in English and Maths.
- Promote teaching and learning of transferable skills in schools and colleges.
- Build business and education collaborations.
- Equip young people with skills in enterprise.
- Enhance college/FE course provision in response to the Area Based Review.

MEASURING SUCCESS
in enabling more and better jobs

Stronger ambition across businesses, organisations and people

- Increased participation of 16–18 year-olds in education and employment.
- Reduction in those not in education, employment or training (NEETS).
- Increased apprentices at level 4.
- Increased uptake of higher education.
- Increased uptake of Russell Group university places.
- Reduced numbers of adults with low or no basic skill qualifications (below level 2).
- Increased numbers of people investing in their own learning.
- Increased numbers of clear progression routes matching key sectors.

Schools and colleges have excellent business engagement and employability

- Increased Level 2 at 16 including English and Maths).
- Increased level 2 at 19 (incl. English and Maths).
- Increased level 3 at 19 (incl. English and Maths).
- Increased numbers of level 3 apprentices.
- By an improved perception in business surveys of work readiness and skills.
- Increased numbers of business and education collaborations.
- Qualifications reflect the future business need of the local and regional economy and address current skill shortages and job opportunities.
- Increased entries in STEM subjects at level 3.
- Increased entries in SCR priority subject areas at level 3+.

3

Improve routes into work

- Coordinate and strengthen services that facilitate employment, including health, transport and childcare.
- Improve the quality of information, advice and guidance (IAG) for young people and adults.
- Increase the number and range of work experience and training opportunities.
- Increase the number of quality of apprenticeships, especially at higher levels.
- Create a joined up employment and health programme for people over 25.

4

Enhance business skills and progression in the workplace

- Promote the uptake of Sheffield City Region business growth and skills development support by local businesses.
- Strengthen workforce progression in local businesses.
- Develop support to retain and increase higher-level skills in local businesses.
- Co-create a local 'skills escalator' programme with larger public and private sector employers.

The proportion of people claiming out of work benefits is cut by a third and the gap to national average reduced

- Increased employment rate.
- Decreased numbers of adults claiming out-of-work benefits.
- Decreased numbers of adults not in work or looking for work.
- Increased numbers of long-term unemployed gaining employment.
- Increased apprenticeships at all levels.
- Increased level 1 qualifications.
- Increased working age population with L2+.
- Increased working age population with L3+.
- Increased working age population with L4+.

Workforce skills, progression and earnings are increased with the gaps to national average on NVQ level 3+ and NVQ level 4+ qualifications reduced by a third

Create a growing, skilled workforce amongst those in a job, including higher level skills:

- Increased L3+ qualifications.
- Increased L4+ qualifications.
- Increased SMEs investing in skills development.
- Increased average hourly pay.
- Reduced wage gap with regional and national averages.
- Reduced reported skills gaps and shortages in Barnsley growth sectors.

PRIORITY 1

RAISE THE AMBITION OF BARNSELY BUSINESSES,
INSTITUTIONS, PEOPLE AND COMMUNITIES

Our first priority is to change behaviour through work with schools, businesses and adults. We need to create a shared belief in a better Barnsley, with buoyant business growth, rising productivity, and a more skilled workforce that both contributes and reaps the rewards.

a) Improve attainment of children and young people in school and further education.

Schools must become the starting point for developing aspiration. Addressing the complex challenges around employability and skills must start at Year 1. Teaching staff can play a crucial role in nurturing mindsets and behaviours. They should act as role models and providers of information and support for their pupils to inspire them to go further, achieve more and progress. The relationship between the education team at Barnsley Council and head teachers is crucial to this.

Parents will also need to play their part in the development of their children in school and further education. Particularly where there is a culture of not working or low aspirations, we will involve parents in activities designed to foster greater ambition amongst children and young people, working with them to reinforce positive messages.

b) Boost productivity in businesses by developing better skills.

We need more Barnsley businesses to raise their growth aspirations. This will mean more firms following the lead of the best Barnsley businesses, with support to help them innovate, expand, train their workforce and enable progression. It will also mean more businesses using fully the skills of their employees. Doing so will boost profits and create more jobs, including better, higher skilled and higher paid ones. It will build a cycle whereby local people can see local opportunity and seek the training and skills needed to access it. More must be done to promote higher skills in businesses beyond level 2.

c) Change the mindset amongst adults.

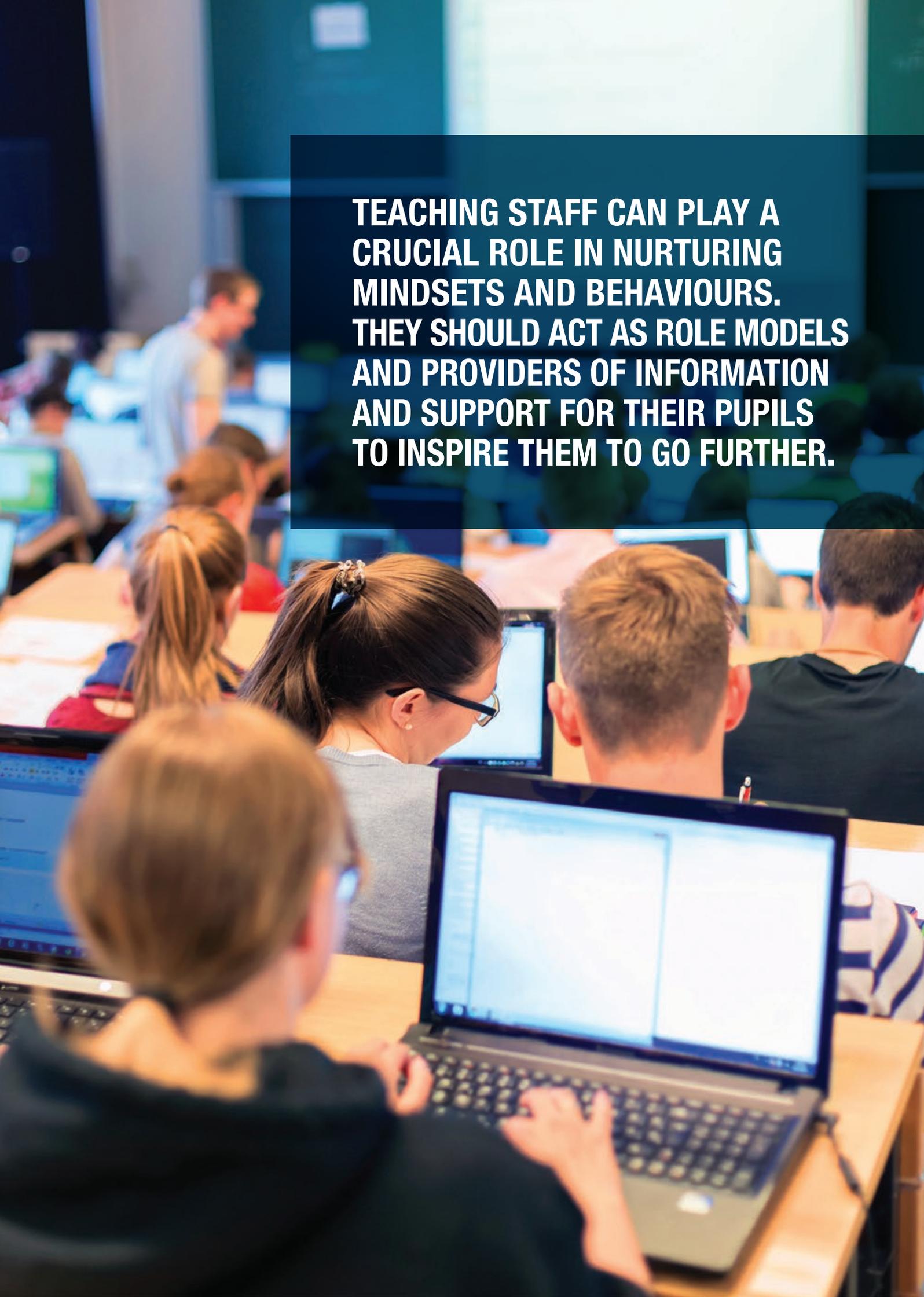
We will seek to change the attitudes and behaviour of individuals and families so that they are more aspirational around skills, qualifications, jobs and career progression. We will encourage people to look at opportunities beyond those in their immediate community, to be inspired by local role models, and to aim high not just for their own lives and prospects, but also those of their family.

d) Coordinate jobs and skills provision.

Barnsley Council will take the lead on coordinating employment and skills activities in the borough, working with partners across the public, commercial and social sectors. Barnsley Council will also make use of the opportunities with the SCR.

e) Support larger public and private employers to boost the local economy.

Barnsley Council will review funding for larger public and private employers to ensure that financial support is allocated to those businesses, which are creating higher-level apprenticeships and jobs to boost the local economy.



**TEACHING STAFF CAN PLAY A
CRUCIAL ROLE IN NURTURING
MINDSETS AND BEHAVIOURS.
THEY SHOULD ACT AS ROLE MODELS
AND PROVIDERS OF INFORMATION
AND SUPPORT FOR THEIR PUPILS
TO INSPIRE THEM TO GO FURTHER.**

PRIORITY 2

IMPROVE EDUCATION, EMPLOYABILITY AND WORK READINESS

More needs to be done to ensure young people leave education well placed to move on to higher level qualifications, that will in turn secure higher paid employment and meaningful career opportunities.

a) Bolster educational attainment, including in English and maths

Barnsley will accelerate the progress being made in its secondary schools and in GCSE attainment so that it closes the gaps with regional and national averages. This is a huge area of work, and to ensure excellent leadership drives improvements, it will be led by schools and colleges themselves, as well as through the influencing work of the Council. Additionally, we will:

- Encourage extra focus in schools on English and on 'STEM' subjects (science, technology, engineering and maths) as vital areas for attainment and business.
- Ensure that young people leave education with at least basic English, maths and ICT skills, and provide opportunities for adults who lack these skills to build them.
- Track educational performance and intervene to enhance employment opportunities and skills where necessary.

b) Foster transferable skills through schools and colleges

Transferable skills such as creativity, teamwork, communication and initiative are key to employability. They can be nurtured through mainstream teaching as well as more targeted initiatives. We will:

- Support schools and colleges to build employability and transferable skills and push for progression into the way lessons are delivered.
- Develop a 'skills passport' or 'employability charter' initiative to help young people build employability skills and demonstrate them to employers.
- Extend the 'I Know I Can' project's role in promoting transferable skills (e.g. through volunteering).

c) Strengthen links between business and education

Building stronger relationships between businesses, schools and colleges will bring many benefits. It will help ensure that the curriculum and teaching reflect business needs, that businesses understand the challenges around education and can contribute to meeting them, that enterprise skills are nurtured, and enable young people learn about, visit and engage with local businesses. We will:

- Enable every school and college to have strong relationships with local businesses, including visits, talks, work placements and coverage in information, advice and guidance (IAG) describing real career pathways.
- Support businesses to influence the curriculum and learning.
- Roll out the 'Barnsley Business Inspiring Students' initiative to increase young people's exposure to local business success stories and role models.

d) Extend business skills education

Barnsley will build on existing work to equip more young people with the skills to start a business or become self-employed. We will:

- Encourage more schools to participate in 'I Know I Can' business skills activities such as the 'Big Challenge' for 9–19 year olds and Enterprising Young People for 14–24 year olds.
- Nurture attitudes, skills and qualities that support enterprise through mainstream teaching.
- Extend the role of business coaches in promoting enterprise, including widening the SCR Enterprise Advisors pilot.
- Promote self-employment skills and enterprise education.

e) Further enhance strong college/FE provision and respond to the Area Based Review

All post-16 provision is rated good or excellent in Barnsley. We need to make the most of this asset by ensuring there is less 'catch-up' learning to do and greater onus on level 3, 4, 5 and 6 provision, enabling young people to secure good jobs and incomes. We will:

- Build on excellent college/FE provision and increase young people's skills levels through it, and ensure its long-term future after the regional review.
- Influence college courses to meet the needs of businesses and future economic opportunity. This includes meeting skills shortages in specific industry sectors such as digital and engineering.
- Make the most of FE provision as a gateway to local jobs, apprenticeships and higher education.
- Increase higher education provision take-up by Barnsley residents.



PRIORITY 3

IMPROVE ROUTES INTO WORK

Whether for young people leaving education or those who are unemployed or those not in employment long term, routes into good jobs are a vital first step to progress and improved life outcomes, including for peoples' health and wellbeing.

However, too many people in Barnsley face challenges in entering the labour market, including childcare, transport, and perceived lack of access to opportunity. There is also a deep-seated issue around lack of basic skills.

Other key issues include the need to improve information, advice and guidance (IAG). This is so that more young people can become work ready as well as to stimulate demand for apprenticeships and raise the quality and range of those on offer. We will adopt a well-rounded approach to overcome these issues.

a) Address barriers to employment including health, transport and childcare

Employment and health organisations will need to work together to address barriers and provide opportunities for all. We will:

- Link programmes like JobCentre Plus (JCP) to transport providers to improve ways of getting to job centres via public transport, walking and cycling.
- Bring together employment and skills organisations and transport providers to consider public transport discounts and make it easier to get to work for groups such as apprentices and the long-term unemployed.
- Develop links between employment programmes and GPs, Clinical Commissioning Groups (CCGs), NHS Trust and Barnsley Council's Public Health functions to foster a healthy labour market.
- Promote awareness of government support and childcare options so parents can make informed work-related choices.

b) Develop an enhanced programme of information, advice and guidance (IAG)

Information, advice and guidance (IAG) will be reviewed and improved, including making better connections with the opportunities available in local and city regional businesses. We will:

- Scope out how improved IAG would work, how it connects to existing provision and seek additional funds to deliver it.
- Make sure that advice consists of quality, up-to-date information about local job and career opportunities across key industry sectors.
- Ensure that relationships between schools, businesses, colleges and universities support IAG, with pupils making subject and career choices informed by what businesses are looking for.
- Extend advice to adults, for instance supporting those who are made redundant, to retrain and secure new employment.

c) Develop work experience and traineeships

We will focus on developing work experience and traineeships to benefit Barnsley people and businesses. Meaningful work experience will help residents in securing future employment, to understand which sectors and careers they want to pursue, to build employability skills, and give a taster of the kind jobs that are available. We will:

- Work with JCP and their programmes to promote opportunities and tap into wider local business networks more effectively.
- Work with key businesses and business umbrella organisations to encourage businesses to communicate what they need and what they can offer.

- Work with all schools to increase business visits and placements and increase understanding in young people of what employers expect from them.
- Continue to work with businesses, JCP and local providers to build on the success of sector-based work academies that provide essential pre-employment support.

d) Develop more apprenticeships, especially at higher level

Employers will drive apprenticeships to fulfil the needs of their businesses. From 2016 onwards we will combine Sheffield City Region activity with local action to provide apprenticeship. There will be an onus on good quality apprenticeships with excellent progression and employment prospects at different entry levels. We will:

- Continue to link into city regional apprenticeships and national programmes.
- Use careers advice to promote and create positive perceptions of apprenticeships in schools and to parents.
- Work with businesses to boost local demand, offering practical advice to support them in taking on apprentices.
- Use Enterprising Barnsley to promote apprenticeships to businesses via information and events and signpost them to support.

- Develop strong links with higher education institutions – particularly in Leeds, Sheffield and Huddersfield – to develop higher level apprenticeships.
- Widen routes into apprenticeships, for instance through pre-apprenticeship provision.

e) Develop a specific programme of activity for over 25s

The Council will seek resources to create a joined up service of employment and health services, to support and mentor marginalised people who are 25 and over. This will include people who are unemployed, or not working, about to be made redundant as well as those on low wages and insecure jobs who lack the basic or specialist skills they need to progress or move into areas with a skills shortage such as care work. We will:

- Work with providers to identify individuals – particularly those with multiple and complex needs.
- Provide retraining in growth sectors for those who have been made redundant.
- Offer tailored shorter placements, linked to vacancies, so that those with more job skills can try out a job.
- Promote opportunities for adult apprenticeships.
- Promote enterprise and self-employment options.
- Create strong links with the Job Centre Plus programmes to ensure better outcomes for people receiving support.



Barnsley based company, the UK's number 1 designer and manufacturer of Wireless Multisensory Equipment, employs a multi-skilled team to create their cutting edge products.

Experia

PRIORITY 4

ENHANCE BUSINESS SKILLS AND PROGRESSION IN THE WORKPLACE

For Barnsley’s economy to achieve its full potential for growth, it is critical that more businesses recognise the value of skills, especially at higher levels, communicate clearly which skills they need and invest in the development of their staff.

Businesses must not stop at level 2 – we must radically shift culture to emphasise the gains that can be made from going beyond this.

We want people of all ages to recognise that there is opportunity for them to improve their skills and progress their careers here in Barnsley.

a) Communicate SCR initiatives to address business skills and needs

SCR skills initiatives to support business growth include the Skills Bank, which gives business the maximum flexibility to improve the skills of their workforce. Promoting uptake of the Skills Bank by Barnsley businesses is a key priority. We will :

- Promote the business case for investing in skills and development to stimulate progressive career opportunities and long-term business growth.
- Communicate opportunities for businesses to meet their skills needs through the SCR Skills Bank, especially in areas where there are identified skills shortages.

b) Promote business workforce progression

In-work progression is important for businesses and individuals, and vital to Barnsley’s ‘better jobs’ ambition, given that we know low paid roles are often characterised by factors such as job insecurity, repetition and little scope to influence ways of working. Hence, we will:

- Work with businesses in priority sectors to make the case for progression and to explore practical solutions such as sector-based skills escalators, progression pathways and learning tie-ins/future job guarantees.
- Work across sectors to share best practice and embed business-to-business peer support.
- Proactively promote take-up of business leadership and management skills.
- Instil an expectation of career progression.
- Signpost to SCR work on progression.

c) Enhance retention of talent and uptake of higher level skills

The business case for higher-level skills is clear – bringing in specialist expertise will improve competitiveness, productivity and growth. Yet too few businesses in Barnsley recognise this or apply it to their business models. We will:

- Work across sectors to make the case for higher level skills and employment of graduates – in graduate level roles.
- Promote undergraduate placements, knowledge transfer partnerships and internships in businesses.
- Work across schools, FE and information, advice and guidance (IAG) provision to drive up ambition and provide clear progression pathways.
- Influence provision at the University Campus to ensure it is relevant to local growth needs.
- Work with providers to promote uptake of part-time degree programmes and higher level apprenticeships.

d) Larger public and private employers to work together to develop a local skills escalator

There is potential for young people – from school work experience students to graduates – to move through larger public and private employers as part of a ‘skills escalator’ programme. This would help young people to develop their CV, understand the world of work, gain more advanced transferable skills, and motivate them to learn at higher levels knowing that there are good employment opportunities at the end of it. We will:

- Explore the scope for working with larger public and private employers to create a progression strategy.
- Develop a skills escalator programme from work experience to graduate intakes across larger public and private employers.



Innovative local company is a world leader with a highly skilled workforce.

Weighwell

5

HOW WILL WE MEASURE SUCCESS?

We will measure our success over the next five years. This should happen on a regular and at least annual basis, and be backed up by employer survey information and wider intelligence when possible.

It will be important to gather information consistently on monitoring and labour market performance over time. These should be reported regularly to partnership groups and annually through the corporate performance systems.

- Delivery outputs and outcomes against priorities.
- Progress on the implementation of actions, programmes and projects.
- Changes within Barnsley's labour market using accurate, robust and up-to-date information.
- Understanding of specific skills needs through strong connections with employers and training providers.

Testing success of priority 1

To raise the ambition of Barnsley businesses, institutions, people and communities:

OUTCOME AND INDICATORS

- Stronger ambition across business, organisations, and people of all ages.
- Proxy measures of ambition (covered in priorities 2, 3 and 4)

BASELINE AND MEASURE

- Qualitative assessment – through business and wider stakeholder engagement. Current perceptions are of inadequate ambitions.
- Measures on qualifications, earnings and skills investment.

2020 TEST OF SUCCESS

- Notably stronger sense of ambition perceived across all groups (tested through discussions with organisations).
- Higher average skill levels in Barnsley. More young people entering Higher Education and High level apprenticeships.

Testing success of priority 2

To improve education, employability and work readiness:

OUTCOME AND INDICATORS

- All schools and colleges to have excellent business engagement and employability activity.
- Educational attainment - % gaining 5 GCSEs at A*–C including English and maths (or equivalent under new GCSE grading regime).
- Employability skills.
- Qualifications well aligned to business skills needs and job opportunities.

BASELINE AND MEASURE

- Measure is the number of secondary schools/ colleges with such activity. Baseline position to be confirmed, but activity appears to be patchy, with scope for more effective relationships.
- 5 or more GCSEs at A*–C: 47.1%.
- Business perceptions of employability skills of recruits – current assessment is that these are often poor.
- Uptake of STEM subjects and courses that link to skills shortage areas.

2020 TEST OF SUCCESS

- All schools and colleges to have strong and clear business engagement and employability activity.
- Number of business and education collaborations increased.
- Year-on-year improvement to at least reach the national average, which is 55% as of 2015.
- Business perceptions significantly improved, with employability charter or skills passport in place and widely used. (Business survey or focus groups.)
- Increase in Level 3 skills for 19-year-olds.
- Uptake of STEM subjects/ other relevant courses in schools/ FE sufficient to meet business needs.
- Increase entry in STEM subjects at level 3.

Testing success of priority 3

To improve routes into work:

OUTCOME AND INDICATORS

- The proportion of people claiming out-of-work benefits is cut by a third and the gap to national average reduced.
- Employment rate.
- Apprenticeship completions at all levels.
- % of working age population with level 1 and level 2 qualifications.
- % of working age population with level 3 and level 4.
- Business start-ups.

BASELINE AND MEASURE

- 13.2% of the working age population claiming out-of-work benefits as at May 2015 compared to 9.1% in England.
- Employment rate (working age population) 73.4% as at March 2015.
- Total annual apprenticeship completions in 2013/14: 1,700.
- L1 qualifications: 16.6% as at December 2014.
- L2 qualifications: 21.8% as at December 2014.
- 775 business start-ups in 2013 (net figure of 230 when taking into account business closures).

2020 TEST OF SUCCESS

- Reduced to 9% or less, with gap to national average less than 4 percentage points (national data)
- Increase in long-term unemployed and those at risk of long-term unemployment who gain employment.
- Employment rate of 75%+ and at a level that at least matches national and SCR averages (national data).
- 2,500 annual completions with at least 1,000 at level 3 and 400 at level 4 (national data).
- Year-on-year performance improvement in absolute terms, and above national average attainment maintained (national data).
- Year-on-year improvement and % closing of the gap with national averages (national data).
- To be covered through Jobs and Business Plan targets.

Testing success of priority 4

To enhance business skills and progression within the workplace:

OUTCOME AND INDICATORS

- Increased workforce skills, progression and earnings, with the gaps to national average on NVQ level 3+ and NVQ level 4+ qualifications reduced by a third.
- Reduction in skills shortages and people with job-specific qualifications.
- Job-related training.

BASELINE AND MEASURE

- % of people with level 3+ qualifications or trade apprenticeships is NVQ L3+ % 45.5% in Barnsley (December 2014) compared to 56.5% in England.
- % with level 4 qualifications: 22.6% as at December 2014 compared to 35.7% in England.
- % of businesses employing graduates (or others with level 4 qualification) – requires survey.
- Average workforce-based earnings: £23,321 in 2014.
- 21% of working age population received job-related training in the last 13 weeks as at June 2014.

2020 TEST OF SUCCESS

- Increase to more than 50%, with gap to national average less than 7.5 percentage points.
- Increase to 28%, with gap to national average less than 9 percentage points.
- Increase year on year in absolute terms and relative to national average.
- Increased in Level 3 and Level 4+ in the Barnsley workforce.
- Increased hourly pay.
- Reduce the wage gap with national/regional averages.
- % reduction in reported skills gap.
- Increase year-on-year in absolute terms and relative to national average.
- Increase in SMEs investing in skills.



Manufacturer invests in Barnsley workforce after exports triple in 3 years.
Naylor Industries Plc.



Precision engineering company invests £500,000 and sees turnover triple.
Erodatools Ltd



Specialist manufacturer moves to Barnsley and launches growth strategy.
Pink Pig International Ltd



“More and Better Jobs” aims to increase workforce skills, progression and earnings.

CONTACT US

Nëse j'u nevojitet ndihmë për të kuptuar këtë dokument, j'u lutemi n'a kontaktoni.

若您需要幫助來理解本檔，請與我們聯繫。

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