



THE > EAST

NORFOLK AND SUFFOLK CROSS-CUTTING SKILLS REPORT

For LEP
Officers



European Union
European
Social Fund

NEWANGLIA

Local Enterprise Partnership
for Norfolk and Suffolk

SkillsReach >

SKILLS | HR | PROJECT MANAGEMENT

FOREWORD

The New Anglia Skills Board places employers at the centre of decision making on skills in Norfolk and Suffolk, to ensure the skills system becomes more responsive to the needs of employers, residents and the future economy.

Sector Skills planning is absolutely vital to our local economic ambitions, especially considering UK Modern Industrial Strategy developments and the current high-profile Sector Deals.

We realise though that strictly sector-defined approaches have limitations for us at a local level:

- Not all businesses are either defined, or define themselves, as part of only one sector
- Sectors overlap significantly in some areas
- Sector definitions continually evolve
- Sectors often have great influence outside their own sector 'boundary' – e.g. through supply chains
- Risks of excluding many local people not working in our key sectors

This cross-cutting report provides a high-level executive snapshot of the ten skills plans that have been completed for our key sectors.

Skills opportunities and challenges are often shared by a number of our sectors and can be best tackled effectively and economically on a cross-sector basis.

As such, this report considers where skills needs 'cross-cut' some or all sectors, and where there is a case for local intervention across sectors to avoid duplication and achieve greater economy and impact.

Whilst the sectors covered by this work capture over two-thirds of jobs in Norfolk and Suffolk, it does not capture all. However, these remaining jobs will also greatly benefit from the priorities that are set out in this report. We are therefore committed to ensuring that local skills planning encompasses the whole economy, and not just key sectors in terms of growth and economic contribution.

Paul Winter

Chair

New Anglia Skills Board

OUR POTENTIAL

A POPULATION THAT IS PROJECTED TO GROW BY 11% (177,000 PEOPLE) BETWEEN NOW AND 2038

Source: 2015 Mid-year Population projections, Office for National Statistics

BETWEEN 2001 AND 2011, THE PROPORTION OF THE POPULATION WITH A LEVEL 4 QUALIFICATION OR ABOVE INCREASED FROM 16% TO 23%

Source: 2001 AND 2011 Censuses, Office for National Statistics

WORKFORCE JOB NUMBERS INCREASED BY 50,000 (7%) BETWEEN 2010 AND 2015

Source: New Anglia LEP Local Economic Strategy evidence base

GROWTH IN MEDIAN ANNUAL WAGES (2014 – 2016) ABOVE NATIONAL AVERAGE

Source: Annual Survey of Hours and Earnings, Office for National Statistics



OUR CHALLENGES

A WORKING AGE POPULATION (16-64) THAT IS SET TO REMAIN ROUGHLY THE SAME SIZE (968,000 PEOPLE) OVER THE NEXT TWO DECADES

Source: 2015 Mid-year Population projections, Office for National Statistics

A NET LOSS OF NEARLY 12,000 PEOPLE WITH A LEVEL 4 QUALIFICATION OR ABOVE ON AN AVERAGE WORKDAY

Source: 2011 Census, Office for National Statistics

OVER 100,000 JOBS TO BE FILLED BETWEEN NOW AND 2024 DUE TO PEOPLE LEAVING THE WORKFORCE

Source: Working Futures 2014-024, UK Commission for Employment and Skills

MEDIAN ANNUAL WAGES ARE 91% (RESIDENCE) AND 89% (WORKPLACE) OF NATIONAL RATES

Source: Annual Survey of Hours and Earnings, Office for National Statistics

OUR SECTORS

ADVANCED MANUFACTURING
& ENGINEERING (AME)

AGRIFOOD TECH

CONSTRUCTION

DIGITAL TECH

ENERGY

FINANCIAL SERVICES
& INSURANCE

HEALTH & SOCIAL CARE

LIFE SCIENCES

PORTS & LOGISTICS

VISITOR
ECONOMY



GVA

£5.1bn
(14%)

£3.6bn
(10%)

£3.2bn
(9%)

£1.4bn
(4%)

£0.9bn
(3%)

£2.1bn
(6%)

£2.8bn
(13%)

£0.9bn
(2%)

£2.3bn
(7%)

£2.3bn
(6%)



JOBS

84,500
(11%)

79,000
(10%)

70,700
(9%)

24,400
(3%)

7,800
(1%)

29,200
(4%)

101,900
(13%)

10,000
(1%)

48,700
(6%)

89,100
(11%)



PRODUCTIVITY
(GVA per job)

£60,500

£44,900

£45,400

£58,100

£120,800

£73,300

£27,500

£88,400

£47,900

£26,000



ENTERPRISES

6,000
(10%)

8,300
(14%)

9,400
(15%)

4,400
(7%)

400
(1%)

1,900
(3%)

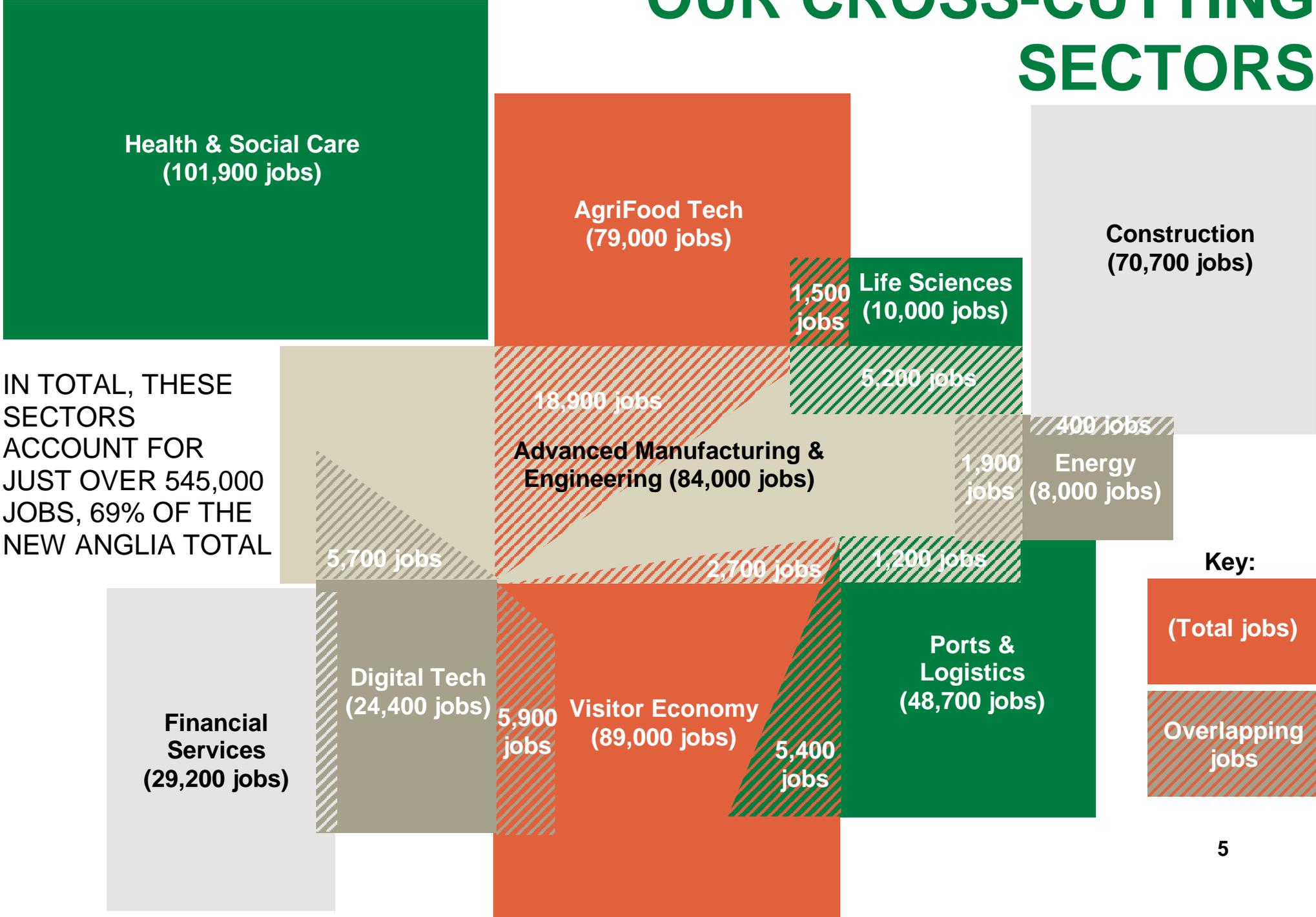
2,500
(4%)

700
(1%)

4,100
(7%)

7,100
(12%)

OUR CROSS-CUTTING SECTORS



OUR SECTOR SKILLS CHALLENGES

Presented here is an overview of the skills challenges identified within each of the various sector skills plans:

Mobilising industry leadership in helping meet future workforce and skills supply challenges

Rising to the challenges and opportunities of Industry 4.0

Build on and co-ordinate careers advice and guidance



Apprentices and students require real world work experience

Increasing supply of tutors with experience of the latest technology

Pressing need for increased supply of good STEM skills

Effects of automation on labour

The ability to attract talent to the sector

Meeting existing skills shortages



Young people and progression

Meeting demand for R&D staff / trainers and academics

Apprenticeships – a missed opportunity

A steady supply of talent

Minimising the effects of boom and bust on skills



Improvements required to training provision

Net out-migration of Graduate talent

Growing demand for higher level qualifications

Gaps in skill provision



The building of industrial partnerships is required

The need to combine resources and grow investment

New and broader talent pipelines required

A need for a better supply of local, graduate level, mechanical and electrical engineering skills

Employers need to access skills and workers locally from other industries at key times, as much of their requirements are generic

Delivery of apprenticeships not linked to employer needs



Key concerns linked to the future supply of employees into the sector

Imbalances in the workforce linked to age and gender

Removing obstacles to residents securing jobs in the sector

OUR SECTOR SKILLS CHALLENGES cont.

Mismatch between changing skills demands and 'softer skills' output, with digital automation meaning that key job functions now shifting towards advisory and customer service activities

Concerns regarding the sector-relevancy of enterprise and careers provision within schools and colleges



Sector training delivery with limited links to Norfolk and Suffolk HE institutes

Apprenticeship take up for young people is relatively low with SMEs finding the overall offer confusing to access

Entry and retention in the Health & Social Care sector

Recruitment and retention of registered nurses in nursing homes



Leadership and succession planning for registered managers and owners

Sector cohesion – a lack of business groups, networks, and infrastructure

The ability to recruit internationally, and the importance of New Anglia as a place to attract and retain world class talent



Apprentices and higher apprenticeships up to level 7

The availability of 'commercialisation' skills and advanced data, maths and ICT skills

Major change to the sector is coming, with most expecting medium to long term growth in trade and transport volumes

Securing the workforce needed to sustain day to day operations (e.g. drivers, warehouse staff) given that historically these gaps have been filled by migrant workers



Automation and clean transport systems will accelerate rapidly over the next 5-10 years leading to a big increase in demand for staff skilled in engineering, ICT and digital

Securing the management skills to drive change and promote trade, innovation and growth in the industry

A lack of a consistent local tourism sector/employer voice on skills

Filling immediate front-line vacancies (e.g. housekeeping, bar-work) with a concern that this will be exacerbated by Brexit

Young people consider tourism as a short-term job rather than a career



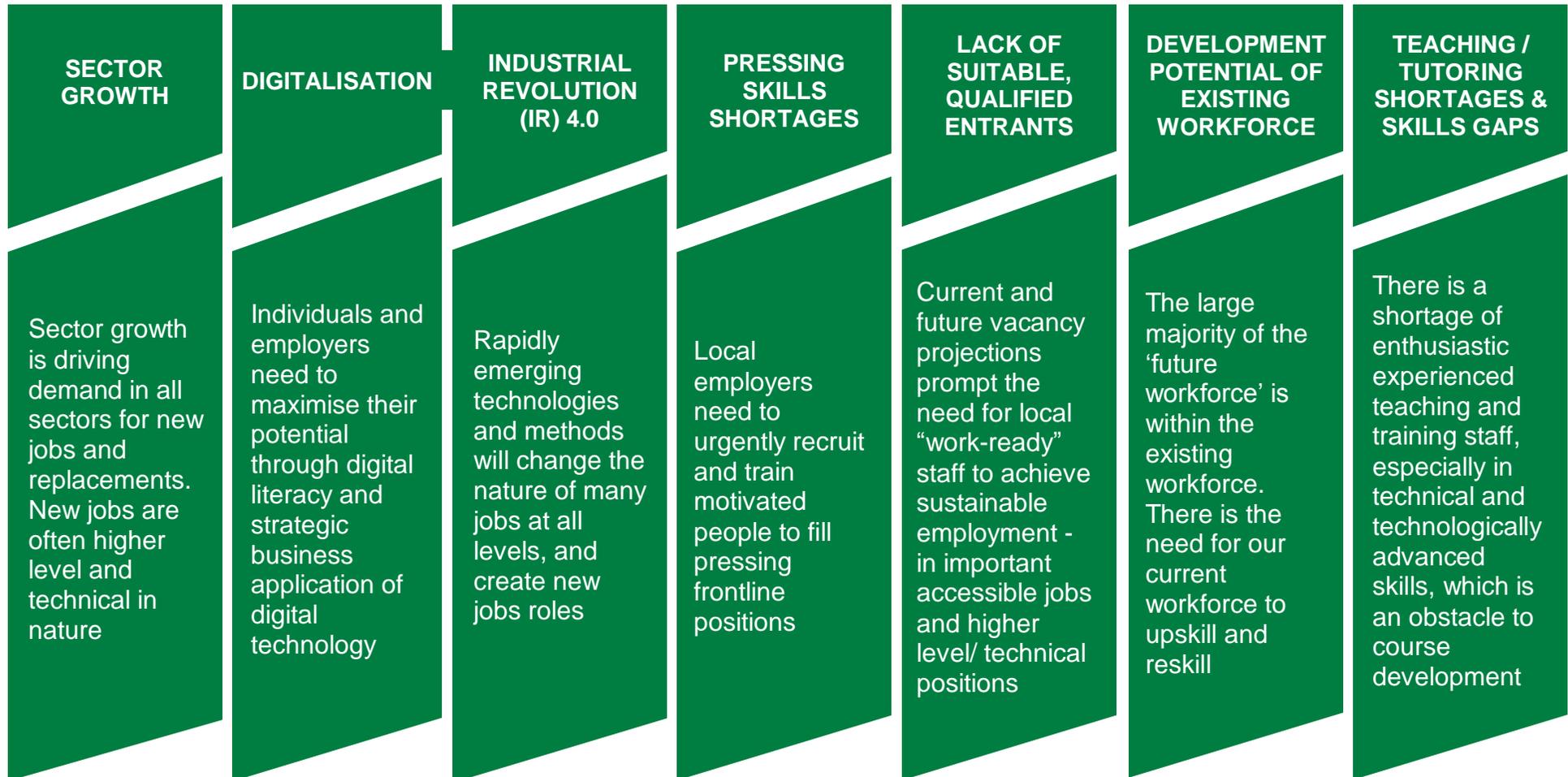
Some Culture sector stakeholders feel disconnected, uniformed, and frustrated with local skills initiatives

Concerns about the 'employability' of new Culture sector entrants post qualifying (at all levels including Masters)

Potential for freelancers in Culture sector to be isolated

OUR CROSS-CUTTING DRIVERS OF SKILLS CHANGE

Based on the skills challenges identified by, and working with each sector, we have identified the following seven cross cutting issues, or 'Drivers of Skill Change', and what they mean in terms of local skills supply and development needs:



OUR CROSS-CUTTING SECTOR PRIORITIES

In response to the 'Drivers of Skills Change', and through consultation with sector stakeholders, we have identified the following skills priorities:

- LOCAL SECTOR PARTNERSHIPS Enable local sector employers and stakeholders to articulate their skills priorities and work collaboratively to connect with national sector deals and maximise private/public skills investment

- FUTURE INDUSTRY PROOFING Support local employers to realise opportunities from Industry 4.0, ensuring that the availability of skills to work in such environments is an area of competitive advantage for the local economy

- CAREERS INSPIRATION Support young people and adults to understand the outstanding career opportunities available locally, and the skills pathways to achieve those careers

- ROBUST TECHNICAL SKILLS PATHWAYS Ensure that effective, sustainable, employer-partnered local pathways (School / Apprenticeships / FE / University) are accessible for young people and adults to develop valuable technical skills urgently

- IN-CAREER DEVELOPMENT Ensure high quality provision for the existing workforce to upskill in relation to the future skills needs of local businesses and the career development of local people

-TEACHING / TRAINER PIPELINE Ensure that we have enough qualified, technically experienced / technology-savvy teachers to meet the training and education needs of our future workforce

- BUILDING LOCAL SKILLS CAPACITY Support local skills providers to be the pivotal suppliers of local skills needs, developing expertise to become nationally recognised in areas of strength

CROSS-CUTTING DRIVERS OF SKILLS CHANGE



**CROSS-CUTTING
PRIORITIES**

LOCAL SECTOR PARTNERSHIPS



'Identify opportunities to share resources between industry and training providers'

'Conduct an audit of existing comms and identify key messages to be used consistently across organisations and platforms'



'Mobilise industry leadership'



'Build intra-industry and inter-sector workforce flexibility'

'Create a sector owned and branded recruitment centre for adult social care'



'...a need for a unified sector voice to represent the sector'

'Establish a New Anglia AgriFood Tech Skills group'



'Establish a Digital Tech Skills Taskforce'



'Establish a Digital Skills Observatory'

'Develop employer leadership across the two key clusters of Norwich and Ipswich'



'VEA adopts a local employment and skills leadership role for Norfolk and Suffolk...'



'Collaborate with FE/HE partners and develop Norfolk and Suffolk as an Area of Excellence for cultural skills development'

ACROSS NORFOLK AND SUFFOLK WE WILL.....

- Support sectors in:**
- strengthening their local growth plans;
 - understanding their future workforce needs;
 - collaborating locally;
 - connecting with local skills provision;
 - maximising opportunities for local people

FUTURE INDUSTRY-PROOFING



'Create an Industry 4.0 challenge programme.'

'Help employers respond to the opportunities and challenges which are flowing from major changes such as Brexit and Industry 4.0'



'...establish a Building Growth Nuclear Forum to understand the wider impact of Sizewell C on all planned construction projects'



'Establish the connectivity between the Digital Tech sector expertise and the needs of the wider economy for digital development support'



'Consider and respond to implications of Fintech developments'

'Create projects focused on increasing ICT, data and maths skills linked to Life Sciences'



'Develop new and existing Training and Skills Centres to provide the physical and human resources needed to embrace automation and Industry 4.0, and develop and deploy clean transport solutions'

'Target digital development support at a strategic level to improve staff productivity through new methods...'

'VEA portal developments an opportunity to build overall digital capacity'



'ensure the Culture sector capitalises on the fast-emerging opportunities of a digital economy, through a digi-embracing, developing and professionally capable workforce'

**ACROSS
NORFOLK AND
SUFFOLK WE
WILL.....**

Support individuals and businesses to maximise their potential through:

- digital literacy;
- strategic application of digital technology;
- investing in and realising the economic and human potential from Industry 4.0 technologies such as Artificial Intelligence and Robotics

CAREERS INSPIRATION



'Develop a Careers of the Future Programme to ensure that the sector projects the career opportunities in AME effectively, both to school age and older students'

'...place the sector at the forefront of the New Anglia youth pledge'



'Secure the future energy workforce'

'Improve the perception and career opportunities for nurses in nursing homes'



'Find ways to recruit new staff either as school leavers or career changers to fill shortfall in driver supply'

ACROSS NORFOLK AND SUFFOLK WE WILL.....

Support a framework that enables local people to understand the jobs and careers available in our developing local economy, and the diverse pathways to achieve their aspirations

'Co-ordinate sector careers promotion'



'Promote careers within schools'



'Establish a shared portal promoting the Digital Tech sector'

'Implement an employer led schools engagement programme'



'Ensure existing careers channels such as Icanbea represent the sector'



'Enable an inspiring careers information and guidance environment'

ROBUST TECHNICAL SKILLS PATHWAYS



'Focus more on applied skills development whereby apprentices and students gain real world work experience'

'Develop, a programme of pre-employment skills training designed to enhance reskilling and conversion pathways'



'Develop a higher technical engineering offer'



'Apprenticeships and group training'

'Develop higher and degree apprenticeship routes into the sector'



'Collaborate to aggregate demand for higher level apprenticeships in the Tourism sector in areas such as marketing and leadership'



'Confirm specific technical skills gaps in the Culture sector to establish whether a business case can be made for new collaborative provision'

'Identify new strategies to tackle technical / specialist skills shortages that are reported by the Culture sector locally'

ACROSS NORFOLK AND SUFFOLK WE WILL.....

Collaborate with local education and skills providers to further develop diverse and robust technical skills pathways, supporting local employment needs and the career aspirations of local people

'Develop new progression routes to higher education in AgriFood Tech'



'Extended apprenticeship provision especially new pathways through to Degree/Post-grad level'



'Build connectivity with FE and schools for age 18+ career entrants'

'Develop and communicate a vocational and academic qualification and training roadmap for the sector: from foundation to chartered'



'Work with HE and FE to develop a range of additional Undergraduate (including higher apprenticeships), Post Graduate and management CPD provision'

IN-CAREER DEVELOPMENT



'Develop AME Course Provision to ensure that courses meet changing employer needs'

'...create and promote a New Anglia Construction Training fund'



'Consult with the national Banking Standards Board and the Institute of Financial Services on the promotion and adoption of skills and qualifications across employers to stimulate greater demand for CPD across the sector'

'Develop a Registered Manager's Academy for aspiring and registered managers and adult social care private voluntary and independent sector owners'



'Develop sector management skills to facilitate long term growth'



'Enable a dynamic, targeted local in-career leadership and PD programme for the current Culture workforce'

ACROSS NORFOLK AND SUFFOLK WE WILL.....

Work with local sector partnerships to identify and support value-adding workforce development and retraining

'Develop a workforce development programme to equip the sector with skills needed for growth'

'Establish a Digital Tech workplace learning infrastructure for in-career development'



'Explore potential for investment in a nationally renowned CPD infrastructure'



'Develop a New Anglia network of education and training centres for Life Sciences'



'Provide skills and enterprise support for the local freelance community'



TEACHING / TRAINING PIPELINE



'A Tutor Development Programme to increase the supply of tutors, full and part time or released by employers, to help deliver the skills development needed by the AME sector'

'Improve training provision to match forecast need'



'Private sector training providers supported to recruit new staff'



'Industry and training providers to work together to develop a programme of strategic investments in linked projects to meet the need for increased training capacity'

ACROSS NORFOLK AND SUFFOLK WE WILL.....

Work in partnership to increase the local supply of enthusiastic, experienced teaching and training staff, especially in technical and technologically advanced skills

'Develop the supply of trainers to meet the needs of the AgriFood Tech sector'



'Secure the availability of local post-graduate accredited professional training'



'Develop increased training in sectors using Life Sciences to develop informed clients, creating a market pull for Life Sciences innovation'

BUILDING LOCAL SKILLS CAPACITY



'Plan for major projects or programmes in advance which will increase the demand for AME skills'

'...establish an effective mechanism to identify and address specific skills gaps in the sector'



'Build intra-industry and inter-sector workforce flexibility'

'Develop and implement programmes that enable nursing homes to "grow their own" nurses and other health care professionals to deliver holistic care to service users'



'Develop an apprenticeship combining a driving qualification with transferable skills enabling career growth as the sector becomes more automated'

ACROSS NORFOLK AND SUFFOLK WE WILL.....

Champion the development of an even stronger local, responsive skills system able to meet the skills needs of our growing local economy and beyond

'Develop a new higher education centre to meet the shortfall in technical higher education in the industry'



'Develop a Level 4 apprenticeship offer for the sector, with a focus on general insurance services'



'Identify new recruitment channels / target audiences e.g. older workers, returners, disadvantaged groups'



CONTRIBUTING TO THE NEW ANGLIA SKILLS BOARD VISION

SKILLS BOARD VISION

Growth of an inclusive economy with a highly skilled workforce where skills and employment provision meets business need and the aspirations of individuals

SKILLS BOARD OBJECTIVES

Equipping Young People for Success

Driving Skills Progression for the Workforce

Agile & Responsive training provision for key sectors

Tackling Barriers to Work

CROSS-CUTTING PRIORITIES

Local Sector Partnerships

Future-Industry Proofing

Careers Inspiration

Robust Technical Skills Pathways

In-Career Development

Teaching / Trainer Pipeline

Building Local Skills Capacity

SKILLS BOARD LEVERS

Interventions

Coordination

Employer Involvement

Resources & Flexibilities

Collaboration

CONTRIBUTING TO THE DELIVERY OF NEW ANGLIA'S AMBITIONS

Taking our cross-cutting priorities, we have then identified how these fit with the priority themes set out in the Norfolk and Suffolk economic strategy, and mapped how they will help deliver our overall ambitions for the local area

Cross-Cutting Priority	Priority Themes				Economic Indicators	Ambition		
	Driving Inclusion and Skills Aims	Our Offer to the World	Driving Business Growth and Productivity	Collaborating to Grow				
Local Sector Partnerships	Produce clear statements about the skills businesses need now and in the future	Use consistent place branding, with an overarching offer, supported by our ambitions, unique places, successes, skills, quality of life, culture and diversity		Work between public and private sectors to explore innovative approaches to funding and finance	Skills: Increase NVQ3+ by 1.4% average			
	Develop an integrated skills offer for businesses across Norfolk and Suffolk			Work across sectors to help businesses collaborate on increasingly common requirements for technical know-how and access to new markets and techniques across sectors that might once have been more distinct, such as telecoms, agricultural and food technology and logistics				
Future Industry-Proofing	Work with Government to establish an Institute of Technology	Improve digital connectivity, with a particular focus on super-fast broadband in rural areas and reliable mobile phone coverage for those travelling around the region	Re-galvanise our high quality business support offer to ensure it meets the changing needs of businesses adapting to new ways of working and technology. This will include leadership development, and the ecosystem firms need to share knowledge and services across sectors	Ensure that local businesses are well placed to help solve the challenges in service provision and design that the public sector faces, forging partnerships in technology and information systems that will benefit people and local businesses	Median Wages: 1.7% annual growth	The place where high growth businesses with aspirations choose to be	A high performing productive economy	An inclusive economy with a highly skilled workforce
	Prioritise capital investment on provision that will deliver the future skills our sectors and workforce need		Establish new centres of excellence to improve productivity and innovation, providing new skills		Productivity: 1% annual growth			
	Expand the education pipeline within our Primary and Secondary Schools by engaging children in STEM skills development preparing them as the region's future workforce		Set up new schemes to help high growth businesses and make it easier to access advice and funding for commercial innovation and commercialising business and university R&D					
Careers Inspiration	Grow the number of Enterprise Advisers and the number of schools that are engaged, further strengthening the link between business and education, driving young people's aspirations and work readiness in line with the requirements of the local	Take a more coordinated approach with our colleges' and universities' on alumni engagement and develop a network to better market the area to this group			Skills: Increase NVQ3+ by 1.4% average			
	Deliver the Youth Pledge for all our young people				Employment Rate: Consistently higher than national average			

CONTRIBUTING TO THE DELIVERY OF NEW ANGLIA'S AMBITIONS

Cross-Cutting Priority	Priority Themes				Economic Indicators	Ambition		
	Driving Inclusion and Skills Aims	Our Offer to the World	Driving Business Growth and Productivity	Collaborating to Grow				
Robust Technical Skills Pathways	Step up the efforts to promote and support the delivery of high quality apprenticeships		Establish new centres of excellence to improve productivity and innovation, providing new skills		Skills: Increase NVQ3+ by 1.4% average	The place where high growth businesses with aspirations choose to be	A high performing productive economy	An inclusive economy with a highly skilled workforce
	Expand the education pipeline within our Primary and Secondary Schools by engaging children in STEM skills development preparing them as the region's future workforce							
In-Career Development	Prioritise leadership support for our entrepreneurs and those in new high growth businesses		Re-galvanise our high quality business support offer to ensure it meets the changing needs of businesses adapting to new ways of working and technology. This will include leadership development, and the ecosystem firms need to share knowledge and services across sectors		Median Wages: 1.7% annual growth			
Teaching / Trainer Pipeline								
Building Local Skills Capacity		Attract the highly skilled people we need through targeted campaigns at specific groups working with sectors and clusters to show people the opportunities that are here	Provide improved access to finance and assisting business capability in identifying skills deficits	Work across sectors to help businesses collaborate on increasingly common requirements for technical know-how and access to new markets and techniques across sectors that might once have been more distinct, such as telecoms, agricultural and food technology and logistics	Employment Rate: Consistently higher than national average			
	Develop new approaches and remove barriers to getting people back into work	Take a more coordinated approach with our colleges' and universities' on alumni engagement and develop a network to better market the area to this group	Establish new centres of excellence to improve productivity and innovation, providing new skills		Median Wages: 1.7% annual growth			
	Work with Government to establish an Institute of Technology							

SECTOR SKILLS PLANS

For more detail regarding the individual sector skills plan then please refer to the links below:

<p>Advanced Manufacturing & Engineering</p>  <p>Skills Plan Research</p>	<p>Construction</p>  <p>Skills Plan Research</p>	<p>Energy</p>  <p>Skills Plan Research</p>	<p>Health & Social Care</p>  <p>Skills Plan Research</p>	<p>Ports & Logistics</p>  <p>Skills Plan Research</p>
<p>AgriFood Tech</p>  <p>Skills Plan Research</p>	<p>Digital Tech</p>  <p>Skills Plan Research</p>	<p>Financial Services & Insurance</p>  <p>Skills Plan Research</p>	<p>Life Sciences</p>  <p>Skills Plan Research</p>	<p>Visitor Economy</p>  <p>Skills Plan Research</p>