

WORKFORCE FOR THE FUTURE STRATEGY

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Version control

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Strategic Alignment

- Improve economic opportunities and outcomes
- Support all children and young people to realise their full potential
- Improve the health and wellbeing of our communities
- Enhance participation, capacity and empowerment across our communities
- Improve North Lanarkshire's resource base

Consultation and Distribution Record

Consultation Process	Executive Directors, Heads of Service and other senior officers consulted. Routes to Work Ltd. NHS Lanarkshire
Stakeholders	Contacts identified for each service
	North Lanarkshire Partnership
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Distribution	CMT, NHS Lanarkshire, Routes to Work

Change record

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1. Introduction

We remain committed to our ambition of delivering inclusive growth and prosperity for all who live, learn, work, visit and invest in North Lanarkshire. Central to this ambition is the recovery of our labour market, which has never been more important at this time. We must redouble our efforts to build a skilled Workforce for the Future which will fuel the growth of our Economy.

North Lanarkshire remains one of most vibrant economies in Scotland, with an annual GVA growth rate which has exceeded the rate of growth across Scotland. There are also signs that our economy will recover well, with North Lanarkshire now being ranked as the 5th most resilient Local Authority area in Scotland (1).

The pandemic has brought many challenges to our employment landscape, with over a third of North Lanarkshire residents having been placed on furlough at some point since the scheme was introduced, and steady rises in the numbers of Universal Credit claimants over the same time period.

We also know that barriers to accessing meaningful employment will be exacerbated by the impact of the pandemic and without targeted action, these barriers will persist trapping families in unemployment or low paid insecure work. More importantly, we know that where families struggle to secure sustained employment, they experience in work poverty and material deprivation, creating wider social and health related inequalities which undermine the very fabric of our communities.

Against this landscape we now bring a refreshed Workforce for the Future Strategy for 2021-2023, which sets out our ambition to tackle these issues and builds on our previous plans in this area which have been fully progressed despite the pandemic.

Our refreshed Workforce for the Future Strategy encompasses an integrated multi service approach within the Council, alongside an increased focus on working externally with employability partners and other stakeholders including Routes to Work, NHS Lanarkshire, Higher and Further Education institutions, Business Gateway, Scottish Enterprise and Skills Development Scotland.

This integrated focus is underpinned by a joint commitment to tackling our most difficult labour market problems and mapping the needs of employers to specifically designed programmes which can enable our businesses and public sector employers to succeed. This means clearer employment pathways and progression routes which better enable our residents and young people to access fair work, onward career progression, and the opportunity to gain new skills and qualifications.

This strategy is fully aligned to The Plan for North Lanarkshire, our Economic Recovery Plan and our ambition to **Build a Workforce for the Future capable of delivering upon our priorities and shared ambition.**

Councillor Jim Logue

Leader

North Lanarkshire Council

2. Our Purpose: To Enable North Lanarkshire

North Lanarkshire Council is uniquely placed as the Local Authority, and as a major employer, to influence the dynamics of our labour market. We will achieve this by continuing to align our activities and resources across a range of areas of policy and practice, focusing on bridging gaps and creating pathways between current and future labour demands and the vital employability, skills and business support programmes which enable our working age residents to access them.

We want North Lanarkshire to be a great place to work and learn with engaged ambitious residents who are ambassadors for our services and the benefits they provide. We want our Communities to participate in inclusive growth, connected to high quality employment and skills support, to enable young people and residents of working age to take full advantage of the employment opportunities our future economy will bring.

We will maximize our influence over our supply chain as well as working with employers directly and across our key growth sectors to create new jobs and build stronger employment pathways. The Council and its partners have many strengths to build on in pursuit of this goal, with significant experience and a proven track record in delivering successful employability initiatives and outcomes. This includes the work of our consistently high performing ALEO Routes to Work and our excellent outcomes over many years in supported employment.

Given the headwind we now face in our labour market, with rising rates of unemployment and a wider economy in recovery, we must fully leverage our strengths, resources and partnerships to increase the scale and impact of our work to build a Workforce for the Future across North Lanarkshire.

This work will be taken forward under the governance of the Workforce for the Future Steering Group, and progress will be reported through the Policy and Strategy Committee as part of the overall Programme of Work.

Our Ambition	The Plan for North Lanarkshire will drive the recovery of our labour market by creating employment across a range of sectors. This includes our ambitious and integrated investment plans across housing supply; town centres; greenspace; business and industry and infrastructure to deliver significant employment growth.
Our Influence & experience	The council and its associated partners have a unique level of influence and reach, collectively employing a large percentage of the workforce across North Lanarkshire, with significant resources at hand to deliver the full spectrum of employability activities, from early education, to helping adult returners and those furthest from the labour market, into employment.
Our Partnerships	We have strong strategic partnerships with employers, the Further and Higher Education sector and our wider economy through our Enterprise Team and the Lanarkshire Economic Forum; we will engage and influence a wider range of partners to help build North Lanarkshire's Workforce for the Future and enable us to take a more demand led approach.

3. Our Strategic Aims

Our refreshed Workforce for the Future Strategy must be fully demand led, with ongoing and direct labour market engagement with employers, employability and skills partners, and our residents and young people across North Lanarkshire. This will include working with employers to identify ways to improve low paid employment through the application of fair work policies.

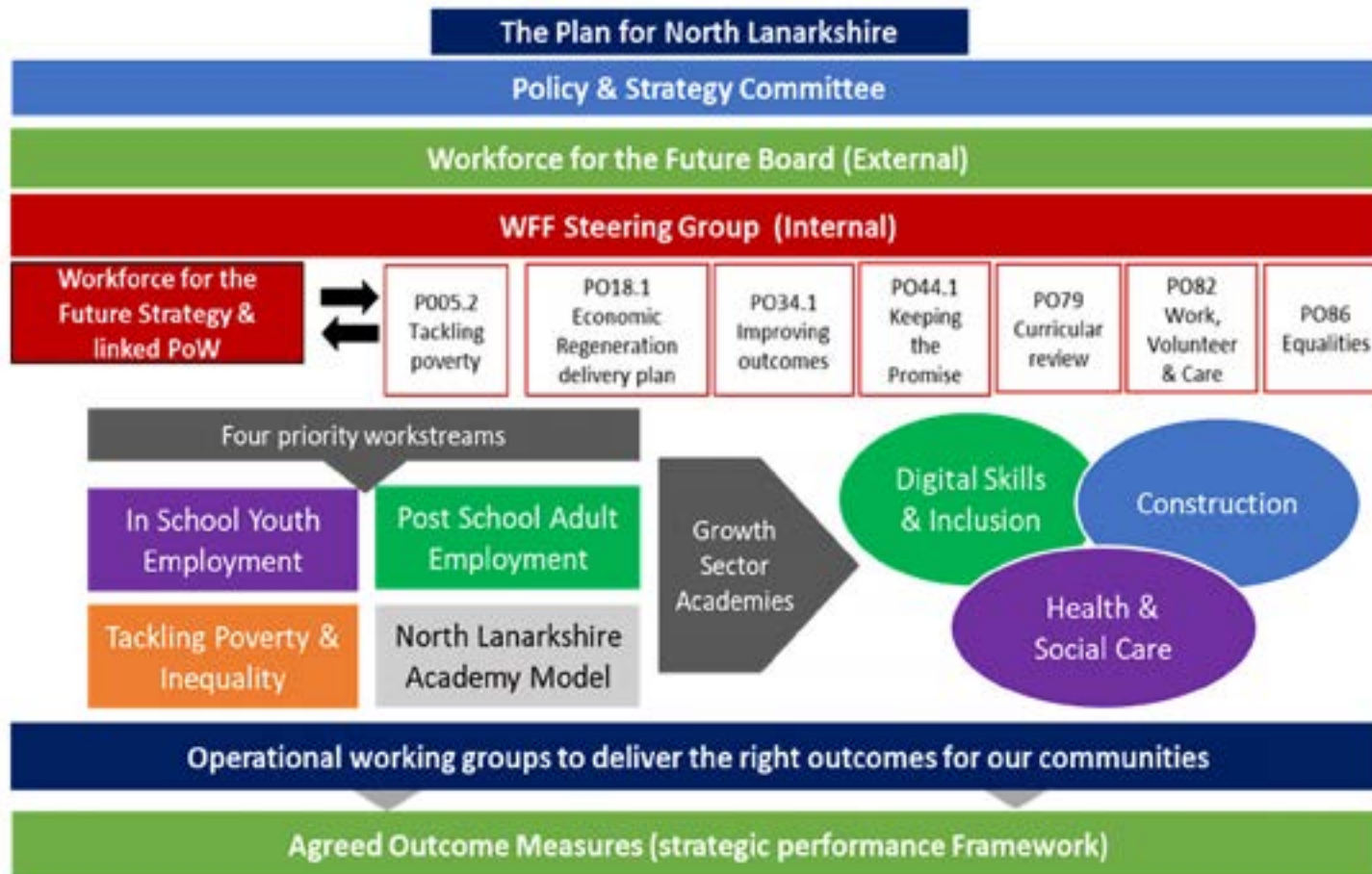


We will drive the full recovery of our labour market, delivering significant jobs growth, and shaping new and innovative employment progression pathways in key growth sectors by:

- Transforming North Lanarkshire's employability and skills landscape; shifting the dial in policy and practice; drawing from research and expertise and aligning and leveraging all available sources of funding and resources to identified labour market gaps and future demand.
- Creating new jobs and opportunities for high quality employment, maximising numbers of apprenticeships through our supply chain, and building labour market demand capacity and influence through enterprise partnerships and directly with employers.
- Building strong partnerships with sector skills and education bodies and training providers to develop new and innovative progression and qualification pathways, which have scale and impact in employment sectors with known demand growth or skills gaps.
- Continuing to provide high quality accessible employability and career support services which remove barriers and are available at all ages and stages to maximise employability pathways for those furthest from the labour market.
- Facilitating career change between declining and growth sectors, promoting lifelong learning, re-skilling and the upgrading of qualifications to successfully navigate ongoing structural changes and disruption in our labour market.

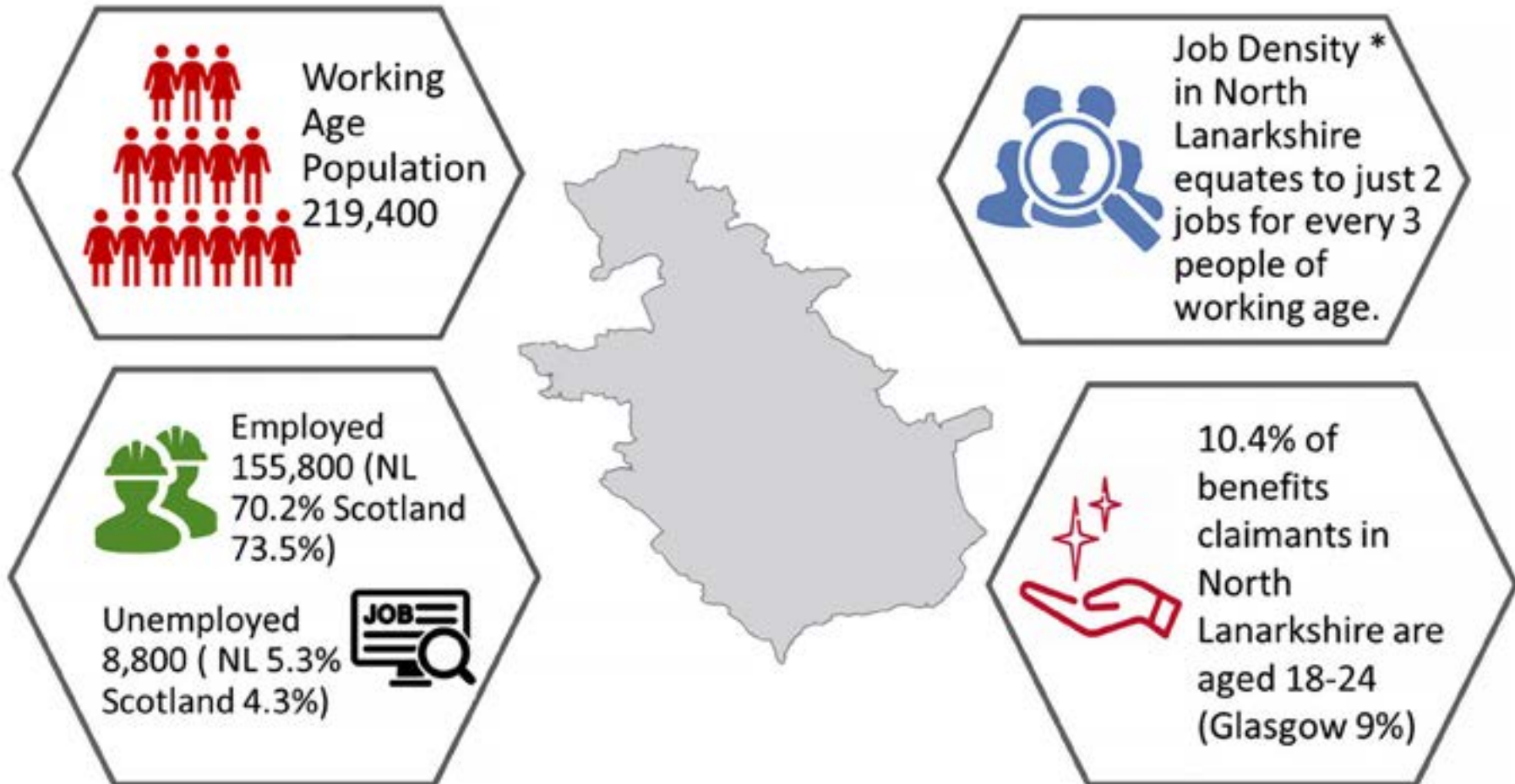
4. Quality Framework

To support our strategic plan, we have established a strategic quality framework that will ensure the delivery of this work to ensure all activity is linked and fully integrated.



The framework will be supported and driven both internally to the Council, through a Workforce for the Future Steering Group, made up of Heads of Service and other key officers within the Council, and externally with key partners through the formation of a Workforce for the Future Board that will link to the employability work stream of the North Lanarkshire Partnership.

5. Understanding the Context



*Job density is defined as the number of jobs in an area divided by the resident population aged 16-64 in that area. For example, a job density of 1.0 would mean that there is one job for every resident aged 16-64.

5.1 Labour Market Challenges

North Lanarkshire's employment profile has seen sharp increases in our claimant count over the course of the pandemic, with large numbers of working age residents being furloughed. There are also ongoing challenges with our broader qualification levels aligned to our historical low skills, low wage labour market profile.

North Lanarkshire's Universal Credit claimant count is currently 74% higher than in March 2020, with COVID-19 restrictions set to further impact in the first half of 2021 and additional negative impacts expected following the end of the Coronavirus Job Retention Scheme (CJRS) later in the year.

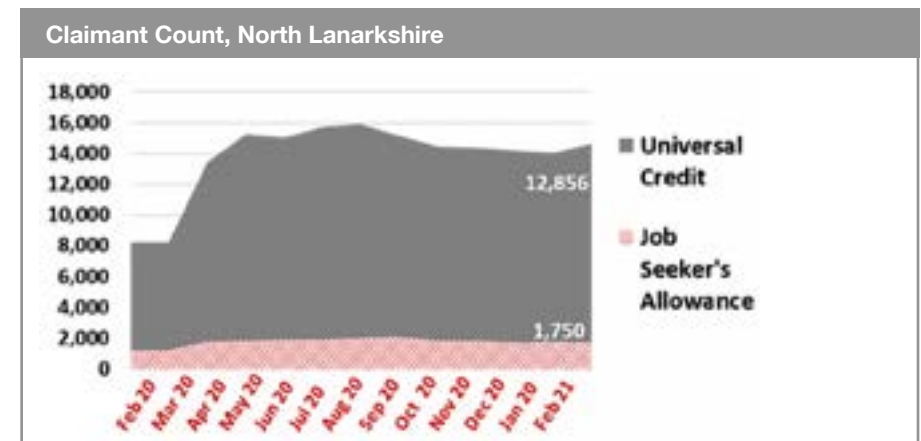
The Scottish Fiscal Commission's (SFC) latest growth forecast also expects the Scottish economy to recover slowly this year with a rebound towards pre-pandemic levels in 2022 if strict health control measures are reduced.

As is the case in many parts of Scotland, there are additional challenges with our employment profile which stem from a historical and cultural alignment with lower skilled occupations within the industrial and manufacturing sectors.

With the decline of these industry sectors over many years, large numbers of accessible jobs have been replaced by public sector, wholesale, retail and hospitality based occupations, with the latter offering steady but often very low paid, insecure work with few prospects for in work progression.

Over time this shift in our employment profile has impacted on North Lanarkshire's skill and qualification levels, with ongoing high levels of residents with no qualifications and a trend of skilled professions being filled by candidates who live out with North Lanarkshire.

Although this trend has started to improve in recent years, we expect the pandemic employment decline in some sectors, such as retail and hospitality, to have an additional impact, with some residents in these sectors having had limited access to further qualification and skills development, being unable to access jobs in growth employment sectors due to qualification barriers.



Participation (16-19-year olds)



In 2020, of those age 16-19 years in North Lanarkshire, 90.7% were participating in education, training, or employment, against a Scottish average of 92%.

Qualifications (working age)



In 2020, 13% of working age residents in North Lanarkshire have no formal qualifications against a Scottish average of 8%. This has reduced from a high of 20% in 2011 but still remains one of the highest levels of any Local Authority in Scotland.

Weekly Pay



The gross weekly pay for residents in North Lanarkshire is £15 lower than the Scottish average and £58 less than the Glasgow City region average. North Lanarkshire: £580.50, Scotland: £595.0

5.2 Labour Market Opportunities

Forecasts for North Lanarkshire's labour market show significant medium-term replacement demand in some sectors, with good job growth in others aligned to the wider recovery of our local economy over the next two years. We also expect healthy recruitment demand in key sectors such Health & Social Care, and in industry sectors which directly support our future ambitions, such as construction and the green economy.

As the labour market bounces back and growth returns, Lanarkshire's workforce is forecast to grow between 2020 and 2023 by up 1.5% in line with a forecasted Scottish increase of 1.5%. Lanarkshire as a whole is also predicted to account for over 9% of Scotland's total number of job openings over the same medium-term timeframe (2).

Forecasts for the mid-term (2020-2023) also suggest there could also be a significant volume of opportunities created because of the need to replace workers leaving the labour market due to retirement and other reasons, including Brexit.

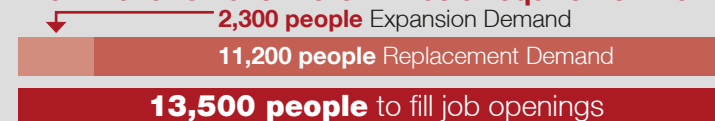
Additionally, our aging population demographic, and the probable ongoing nature of the pandemic, mean that the Health and Social Care sector is now forecasted to see the largest employment growth over the medium to long term across North Lanarkshire accounting for almost 50% of the predicted expansion demand. This sector will also be affected in the short term by the impact of Brexit on available staff from the European Union, and therefore we expect replacement demand in Health & Social Care to be high over the next 3-5 years.

North Lanarkshire is also forecast to see increased job growth in sectors which align to the Council's growth plans, including transport, construction, the green economy and other digitally enabled sectors such as the film and creative arts industries. This employment growth will be further enhanced through the recovery of our wider economy, and the full delivery of our ambitions as set out in the Plan for North Lanarkshire.

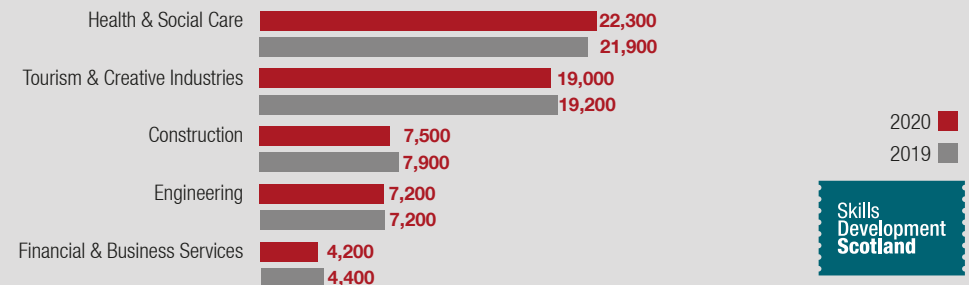
As we move into the next phase of our Workforce for the Future Strategy we must be focused on the targeted re-alignment and reskilling our workforce across North Lanarkshire, to ensure that our residents and our young people are best placed to access these employment growth opportunities within our rapidly evolving labour market.

Future Job Openings

From 2020 to 2023 there will be a requirement for:



Top Employing Industries 2020 – North Lanarkshire



6. Understanding Current Business Needs

It is essential that our education, employability and skills provision is underpinned by a clear, co-ordinated and informed understanding of current and future business needs. In doing so, our provision will be responsive to the requirements of businesses and key sectors across North Lanarkshire, increasing positive outcomes, career pathways and opportunities for our residents

The wide range of datasets, sectoral analysis and growth forecasts provide us with broad evidence and a high level understanding of North Lanarkshire's business profile. Moving forward, we must extend our engagement with businesses to gather more meaningful and robust local labour market intelligence and a deeper understanding of their aspirations and requirements.

We need to gain a clear picture of the types of roles, pathways and skills that are anticipated to meet future business requirements. This will in turn enable us to align, develop and deliver our curriculum, careers advice, skills, training, employability, and business support services to meet this demand and growth, and be more agile in response to emerging opportunities and future challenges. We also recognise that future skill needs for many businesses and sectors can be difficult to anticipate in detail particularly in light of rapid technological changes.

We will continue to ensure there is a focus on the development of generic softer skills and the meta-skills associated with Industry 4.0, including the development of digital skills and awareness. The council and its partners engage with businesses across a range of activities and services and a joined-up approach, with closer co-ordination and improved gathering, recording and sharing of intelligence is being developed.

Businesses also need to clearly understand the support available, how to engage and the ask of them which will be achieved through joined-up messaging and marketing of services. As well as direct engagement with individual businesses, a range of proactive engagement methods will continue including surveys, focus groups, employer partnerships, liaison with industry bodies and experts, and delivery of workshops and events tailored to specific topics, localities, skills and sectors.

We will also continue to support businesses with the promotion and adoption of employment best practice in areas such as recruitment, the living wage, Disability Confident, and Investors in People/Investors in Young People.

North Lanarkshire Council – Business Profile

	2018	2019	2020	Change
Businesses	8,120	8,290	8,390	100 (1.2%) ↑
Employment	97,930	98,720	100,080	1,360 (1.4%) ↑
Turnover	£14.771 Billion	£15.050 Billion	£16,790 Billion	£1.74 Billion (11.6%) ↑

Sector Analysis – Number of Businesses

Sector	2019	2020	Change
Construction	1355	1390	+35
Transport & Storage	650	680	+30
Financial & Insurance	135	150	+15
Professional & Scientific	1035	1030	-5
Manufacturing	585	575	-10

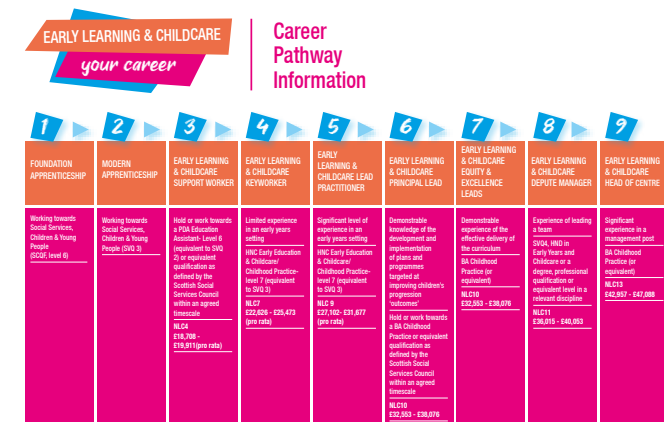
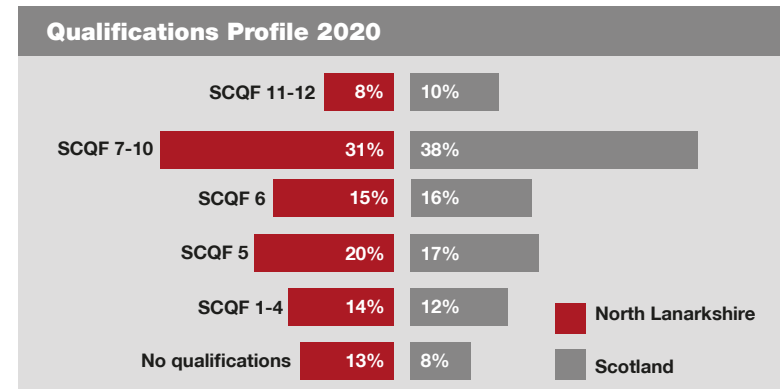
7. Building Pathways to Meet Demand

To deliver on our commitment to inclusive labour market growth, we must shift our low skills, low wage profile of across North Lanarkshire. This will require a consistent and integrated focus on attainment, vocational education, training, and other employability supports designed to address barriers and create meaningful qualification pathways and lifelong learning opportunities for all residents of working age.

North Lanarkshire's qualifications profile shows some signs of improvement, and over the last 5 years, levels at SCQF 7-9, or HNC & HND level across North Lanarkshire have increased by 11% with the biggest increase (almost 5%) seen between 2018 and 2019 (2). This shift in has in part been driven by the transformation of the vocational and further education system in Scotland, with the introduction of apprenticeships at a variety of levels from foundation to graduate, with graduate apprenticeships being unique to Scotland. Prior to the pandemic, uptake of apprenticeships had been steadily increasing across North Lanarkshire, with a threefold increase in Graduate Apprenticeships alone between 2018 and 2019 across all employers (3).

Since establishing its own ambition to build a Workforce for the Future, the Council has made significant progress in building pathways to address its own current and future workforce needs. More importantly, it has also ensured that these pathways provide access to employment, with access to jobs at various levels and clear opportunities for career development. For example, in last 12 months alone, the Council has recruited over 270 new employees from across North Lanarkshire into NLC4 and NLC7 roles in Early Learning and Childcare, with full support for the development of qualifications and onward progression to promoted roles. This has included supporting over 200 Foundation Apprenticeships at SCQF level 4, almost 50 Modern Apprenticeships at SCQF levels 6 and 7 and 30 career changers.

This work now needs to continue at pace, working with employers and other partners across North Lanarkshire to develop an increasing range of pathways, aligned to known areas of labour market growth and shortage. Recent analysis shows that of the 13,500 job openings predicted to become available in North Lanarkshire between 2020 and 2023, over 40% of these will require SCQF qualification levels at between SCQF 7-10.



8.NL Academy Model: Priority Workstreams

The North Lanarkshire Academy model will be organised under four priority workstreams, which will build a bridge between the workforce demands of businesses and gaps in our labour market supply, linking employment, education and training sectors including further and higher education.

Curriculum Alignment	Furthering our Developing the Young Workforce Delivery Plan which is aimed at strengthening the impact and reach of our in-school employability offering, including careers advice, vocational education pathways, foundation apprenticeships, and creating innovative further and higher education partnerships to support post school transitions which are aligned to growth sectors in our economy. Increasingly, our curriculum will align to the job market opportunities for pupils and in-school experiences of young people are enriched by meaningful partnerships with industry mentors and work related learning, based on international best practice.
Adult Employment	Ensuring that everyone in North Lanarkshire benefits from in-work support to grow and progress through training and professional development, so that we are able to move quickly to align to future employer needs and fill gaps in the labour market. Leveraging all sources of government funding (including those designed to support employment recovery from the COVID pandemic) and ensure that we are focused on improving the prospects of all working age adults across North Lanarkshire. Supporting employers to source effective bespoke workforce solutions through our academy model and in partnership with employment agencies including Routes to Work.
Tackling Poverty & Inequality	Fully integrating and leveraging our post school, employability provision for supporting those with additional barriers to employment and advancing measures to create pathways out of low pay. Supporting those with additional barriers and disabilities who are furthest from the labour market. This includes building on our already excellent provisions in Supported Employment, our ROOTS programme, and programmes for those with disabilities such as Project Search. There will also be a new focus on building a youth employability programme to support our ASN schools.
Sector Academy Programmes	Building an increasingly integrated and demand led approach to our skills and employability provision, under the brand of Work Here, and with a focus on pathways and progression within key economic growth sectors including Construction, Green Energy, Health and Social Care, and the Emerging Technology industries. This approach will incorporate key elements of the model with alignment to the full pathways from in school youth employment, to adult employment and opportunities for those who are furthest from the labour market.

8.1 Curriculum Alignment

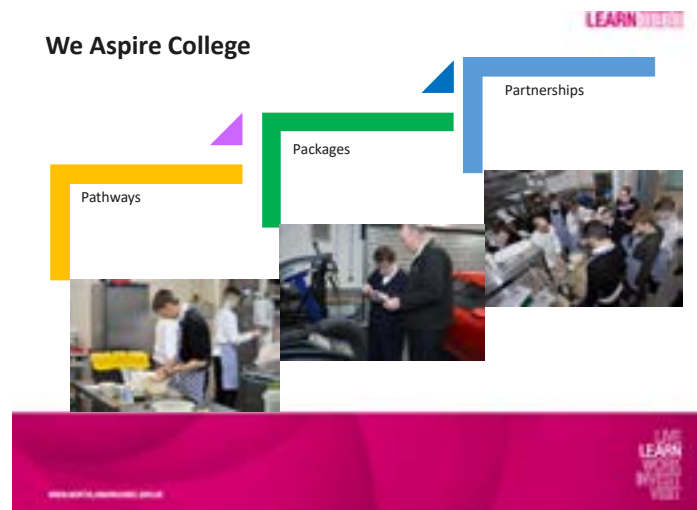
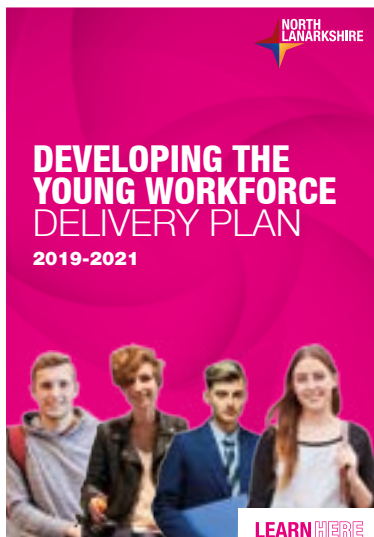
Our in school employability provision has made great strides over the last 3 years, as part of the Plan for North Lanarkshire, and aligned to the Universal, Additional and Intensive framework.

This provision is underpinned by a number of well-established initiatives and offerings such as Developing the Young Workforce and our Foundation Apprenticeship Programme. These have been running over a number of years with year on year improvements in our employability outcomes for children and young people within our School Estate.

Under a refreshed focus on vocational education, work is underway to re-align the school curriculum for secondary pupils under a 32 period week, to create space for an enrichment afternoon which can be fully aligned to vocational and other employability support and wellbeing offerings for our school children. Education & Families is also developing a range of innovative new employability pathways, packages and

partnerships such as the recent HNC pathway proposal developed in partnership with New College Lanarkshire and the University of the West of Scotland.

The service has also broadened its focus in recent years to include our disadvantaged and vulnerable children, and this includes our highly successful Pathways Programme which is now in its third year of operation with the successful transition of an increasing number of disadvantaged young people into meaningful employment and training paths for the future. A vocational education for ASN Schools is also under development, under the banner of a We Aspire College, and this will be focused on improving employability outcomes for children from our ASN Schools.



8.2 Adult Employment

Our adult employment workstream will play a critical part the recovery of our labour market, and in line with the plan for North Lanarkshire, supporting the employment of working residents aged 16-64. It will continue to focus on strengthening training & employment opportunities for adults to enable them to succeed in securing meaningful and sustained employment.

Our adult employability services continue to form a critical part of our labour market recovery response as we rebuild our economy across North Lanarkshire. This is in recognition of the fast changing nature of our labour market, the impacts of the pandemic, including homeworking, and the likely current and future needs of employers. We are fully committed to taking a demand led approach, and working in our communities with a focus on lifelong learning, establishing mechanisms which meet the needs of employers, their current workforce demands, and supporting them to build a resilient workforce for the future.

Through ongoing joint work with key partners, including our ALEO Routes to Work, North Lanarkshire Council will go further by building on existing programmes of business and employment support and ensuring that we are clear about the opportunities provided by key partners including schools, colleges, universities and national employment agencies. We will also be focused on the offering the council can make to the wider employer base in terms of training and development for the supply chain, and the wider employer need within key academy sectors.

Our core priorities over the next three years include:

- Improving employment and training opportunities for 16-24 year olds.
- Supporting residents impacted by the pandemic back into employment including those who may need to change career.
- Working with employers' to ensure that their workforce needs are met and aligned to provide jobs to residents across North Lanarkshire.
- Helping employers to develop bespoke solutions to meet their current and future workforce needs and ambitions including apprenticeships and other employment progression pathways.



routes to work



8.3 Tackling Poverty and Inequality

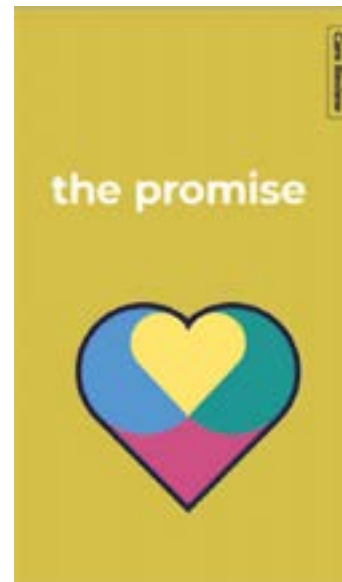
Our Tackling Poverty and Inequality workstream is focused on supporting those furthest from the labour market, to improve their employment prospects, address barriers to employment and access meaningful career development and training options and pathways.

Our tackling poverty and inequality workstream is focused on realising our ambition to deliver inclusive growth and to meet the commitments set out for us by the Fairness Commission. It is underpinned by a growing number of very successful employability programmes in this area which span both youth and adult employment.

This work, which is delivered through our Employability and Supported Employment Service, in partnership with Children & Families and our Talent and Organizational Development Team, includes both Council funded programmes, such as Roots and Project Ability for Care experience Young People, as well as ongoing government funded programmes in this area such as the recently launched next phase of “No One Left behind” to tackle inequalities, child poverty and to support COVID-19 recovery

Over the next 12 months this workstream has identified 4 priority areas of focus:

- Supporting an increased number of residents and young people to with additional barriers, to gain and sustain meaningful employment, including those who are care experienced.
- Improving employment prospects for other disadvantaged groups including disabled working age residents, women and ethnic minorities.
- Providing in-work support for those who complete the employability pathway so as to ensure that people gain and sustain meaningful employment.



8.4 Sector Academy Programmes

This section provides a summary of progress within our NL Academy Model which is underpinned by three Sector focused Academy Programmes aligned to our priority employment growth sectors; Health & Social Care; Construction and Digital Skills.

Under a single Academy NL concept, branded under our “Work Here” theme our academy programmes will focus on mapping current and future labour market demand in each sector, as well as building strategies to stimulate further job growth and opportunities for apprenticeships and other work placements.

Each programme is being taken forward by a separate integrated working group, made up of Council Officers and with the input and engagement of relevant external partners, including key employers and other stakeholders who are focused on developing a range of sustainable and relevant employability programmes and qualification pathways which will enable employers to fulfill their most critical workforce needs within that sector.

Health and Social Care – Care Academy

Excellent progress has been made with the phase 1 development of the Care Academy in partnership with NHS Lanarkshire and NL Health and Social Care Partnership. A 3-year strategic work plan for the next phase of the Care Academy is now underway linking to the ongoing national campaign to attract people into Care careers.

Human Health and Social Care is the largest employment sector within North Lanarkshire, and in 2020 it accounted for around 25,000 jobs or 20% of all employment. With the combined impact of COVID-19 and Brexit, and a forecasted aging population demographic across North Lanarkshire, this sector is also predicted to show job growth of around 1,200 between 2020 and 2023 with significant additional replacement demand over the same period.

Over the course of the pandemic, the sector has also experienced significant additional demand and ongoing supply shortages in critical health and care roles including Nursing, Allied Health Professionals, Mental Health Officers and Home Support Workers. The forecast for the mid-term (2020-2023) also indicates there will be jobs growth and opportunities created because of the need to replace workers leaving the labour market due to retirement and other reasons.

For Human Health and Social Work, there is expected to be a total requirement in North Lanarkshire of 2400 people between 2020 and 2023. Additionally, there is expected to be an expansion demand of 500 jobs (mostly with no qualification requirements) required in Caring Personal Services occupations and 300 Health Professions of which the greatest requirements are at SCQF 7-10.

Looking longer term in North Lanarkshire from 2023-2030, this trend is set to continue with a total requirement of 4,200 people for Human Health and Social Work positions with expansion demand of 800 jobs (mostly with no qualification requirements) required in Caring Personal Services occupations and 500 Health Professions of which greatest requirements will be at SCQF 7-10.(2)

Following the Care Academy's successful launch in 2018 and subsequent partnership work between Education, NHS Lanarkshire and the North Lanarkshire Health and Social Care Partnership (NLHSCP), to develop the website and facility at Coltness High School, the Care Academy phase 2 plans will see a broader and more comprehensive integrated programme of work.

This is to ensure that it will fully support The Plan for North Lanarkshire, and our ambition to build a workforce for the future, that meets immediate employment demands within the sector, as well as building progression and career pathways for young people, residents of working age and targeting those who may consider a career change or return into the sector.

The vision of the Care Academy is “We aspire to effectively deliver the future Health and Social Care Workforce from our local population by encouraging more residents to choose a career from the broad range of opportunities available.

The Academy has three aims to:

- Create the health and social care workforce of the future which best serves the needs of people living in North Lanarkshire
- Address deprivation and inequalities in North Lanarkshire by creating opportunities for employment in the breadth of health and social care services provided within the county
- Reduce the number of vacancies within the health and social care sector in North Lanarkshire.

The Care Academy (phase 2) will be delivered through three workstreams. Working groups to deliver against these involve representatives from NHS, NL H&SCP; Education; Enterprise; Talent and Organisational Development (TOD) and Employability; Skills Development Scotland; New College Lanarkshire; DWP; Third and Private Sector have been established.

Underpinning threads for all workstreams are to use intelligence to identify supply and demand needs, guide plans and measure the impact of activity and to develop a diverse workforce through inclusive approaches that support equal access to skills and training opportunities across our communities.

Workstream 1 Developing the young Health & Social Care workforce and inspiring the next generation of talent.	This includes phase 2 development of the Health and Social Care in school academy/vocational education model to strengthen impact and reach into the H&SC sector, creating inclusive pathways and growing a diverse pipeline of future talent.
Workstream 2 Adult recruitment and employability.	Strengthening partnerships and approaches to encourage individual towards job opportunities in health and social care. This includes facilitating career change/returner opportunities and reaching passive candidates to meet short- and medium-term demands that will also improve the prospects of working age adults tackling poverty and inequality.
Workstream 3 H&SC employee engagement and wellbeing.	Ensuring that the existing staff across the H&SC workforce are safe, well, supported and motivated. Building capacity across the sector in terms of training and development. Creating resilience within the workforce and improving absence and employee retention.

Construction

Construction continues to be an areas of significant job growth in North Lanarkshire. The council's ambitious plans for growth in infrastructure, town centres, greenspace, business industry and house building along with ongoing private sector development and projects like the new Monklands Hospital, will all require a skilled workforce and ongoing talent pipeline.

There are currently circa 1390 construction enterprises based in North Lanarkshire with 14,000 people employed in the construction sector. Over the last 10 years, the sector in North Lanarkshire has grown by 26.4% compared to a Scottish growth rate of 10.6%. The growth of the sector is expected to continue in North Lanarkshire over the next 10 years creating employment opportunities across a range of jobs within the sector including a significant number of jobs aligned to the green economy. In this sector between 2020 and 2023, there are expected to be 2,000 people required to fill job openings of which 700 will be new jobs and the remainder will be replacement demand. Between 2023 and 2030, there is expected to be 3,400 people required to fill job openings of which a further 700 will be new jobs and the remainder will be replacement demand.

Additionally, as part of the Enterprise and Strategic Commercial Partnership programme, the council is seeking a strategic partner to support the delivery of its ambitious infrastructure activities and associated maintenance programmes. A critical element of this will be the significant opportunities around employment, skills training and apprenticeships and the Partner will be expected to deliver a range of social and economic outcomes in construction-based activities. Early stage consideration is also being given to the feasibility of creating a physical construction skills academy in North Lanarkshire.

In order to meet this ongoing and future demand and to better understand the sector requirements and skills needs of the sector, a working group with representatives from North Lanarkshire Council (Education, Enterprise, Talent and Organisation Development and Employability), Skills Development Scotland, New College Lanarkshire and Developing the Young Workforce has now been established. The group is developing a Construction Skills Action Plan for North Lanarkshire.

The Construction Skills Action Plan is being developed around 4 draft themes:

- Theme One - Understand the skills needed to support Construction in North Lanarkshire.
- Theme Two - Build a talent pipeline to support Construction Employers in North Lanarkshire to recruit and train new talent
- Theme Three - Develop the current construction workforce and support Construction Employers in North Lanarkshire to develop the skills needed for growth
- Theme Four - Support equal Access to skills and training opportunities and in developing a diverse workforce in the sector

Digital & Emerging Technologies

The Council's Digital Skills ambitions for North Lanarkshire will focus on upskilling residents and communities to stimulate economic growth. The council's Digital and IT Strategy clearly identifies that digital transformation both within the council and externally across North Lanarkshire is central to the council achieving its priorities and ambitions within The Plan for North Lanarkshire.

The council has far reaching ambitions to be a leading digital authority with world class future proof digital infrastructure providing gigabit capable fibre broadband connectivity to homes and businesses. To meet this ambition, the council is going to market in April 2021 to procure a digital connectivity partner to deliver the ongoing and future digital infrastructure and connectivity the council requires to operate and deliver its services and to lever investment to meet the wider digital ambition through increased coverage, take-up, affordability and choice.

Ensuring our workforce, residents, learners, communities and businesses have the digital skills to fully exploit this digital transformation is fundamental to the success of the programme and its wider ambitions. Over the last year, the coronavirus crisis has undoubtedly changed the way we live, learn, work and do business. The requirement for digital skills, the use of digital technology and the need to access affordable digital connectivity and devices has increased exponentially. The pace of digital transformation is set to increase and whilst there has been rapid progress across many areas, the crisis has also increased awareness of the impact of digital exclusion and digital skills gaps.

Moreover, the results of the recent business Digital Skills and Connectivity Survey have further highlighted that 67% of businesses indicate they have digital skills shortages. Work will now commence over the next quarter on the establishment of an overarching Digital Skills Plan for North Lanarkshire. This plan will look more closely at both current and future digital skills requirements and skills shortages, and map pathways into digital roles and careers.

The Digital Skills Plan for North Lanarkshire will focus on:

- Developing ongoing curriculum and skills training to ensure no one is left behind digitally in our communities.
- Ensuring our young people and those seeking employment are equipped with the digital skills they need.
- Ensuring businesses have access to the skills support and trained staff they require.

To ensure that all the work streams related to digital skills and inclusion are fully integrated, a multi-disciplined Digital Skills and Inclusion Working Group has been established to build a digital ready workforce across North Lanarkshire.

The objective of the working group is to develop and deliver digitally confident communities with people and businesses that have the connectivity, confidence and skills to use digital services. The Working Group was established to oversee the co-ordination of the overall digital skills programme and the establishment of a NL Digital Skills Academy in line with the 2019/2020 Employability Review, Workforce for the Future Strategy, and the council's Digital Economy and Place Ambition.

The Digital Skills and Inclusion Working Group has identified 5 workstreams which will inform and progress the work of the group ensuring collectively delivery against its goals. The group is led by the Council's Enterprise Manager supported by the Communities team, Libraries, Business Solutions, Digital NL team, Education and Families, Talent and Organisational Development, and Health and Social Care.

The council's digital partners: PWC and Agilysis are also represented on the group recognising their skills and expertise and contribution through community benefits within this area. The Working Group is responsible for reporting progress to the wider Digital NL Delivery Board, Corporate Management Teams, the Transformation and Digitisation Committee and other relevant Committees.

Workstream 1 Digital Teaching and Learning	Building digital skills and capabilities in our children and young people and delivering digitally enhanced learning environments
Workstream 2 Digital Business	Continually building digital skills, innovation and capability within the North Lanarkshire business community and workforce that drives inclusive economic growth
Workstream 3 Digital Council/ Workforce and Skills	Enabling a modern workforce who embrace a culture of innovation and change supported by leadership and capabilities to deliver the Council's shared ambition
Workstream 4 Digital Communities	Supporting residents, communities and the third sector to improve their digital skills and capabilities and access digital learning environments. Maximise inclusion so that everybody benefits from investment in digital
Workstream 5 Digital Health and Care	Supporting our residents and workforce to embrace and adopt digital solutions to support the delivery of care within our communities

9. Our Forward Plan for 2021-2023

Programme	Planned activity	Service
1. NL Academy Model		
1.1 Care Academy	<ul style="list-style-type: none"> Fully develop and implement phase 2 of the Care Academy model in partnership with NL H&SCP and NHSL to address short term workforce gaps and shortages and build longer term career pathways into health and social care employment. 	NHS Lanarkshire/ Education & Families
1.2 Construction Academy	<ul style="list-style-type: none"> Develop the academy model to provide career pathways into construction & the green economy employment. Integrate the academy model within requirements for the future specification for the Enterprise Strategic Commercial Partnership (ESCP). 	Planning & Regeneration
1.3 Digital Skills Academy	<ul style="list-style-type: none"> Further develop Digital Skills Academy Model to provide career pathways into IT/digital employment opportunities and build a digital ready workforce across North Lanarkshire. Deliver inter-connected workstreams and action plans. 	Planning & Regeneration / Digital NL (with Agilisys)
2. Youth Employment (in school employability)		
2.1 Realigning the Curriculum	<ul style="list-style-type: none"> Review and re-design the curriculum to ensure effective pathways to positive and sustained destinations, improving achievement in literacy, numeracy and wider achievement. Ensure all young people access relevant career information advice and guidance to make informed decisions around relevant, sustainable and progressive post school destinations. Align in-school provision with future council ambitions and growth sectors Further develop in-school employability, vocational and post-school transition offer. Increase the breadth and range of enterprise experiences of children and young people 3-18 years across all educational establishments. Continue to develop the digital skills and capabilities of all children and young people through the work of the Digital School particularly in the areas of computing science and digital literacy. Further mapping of digital skills and opportunities to include vocational education and foundation apprenticeships. Develop agreed standards for the digital technology used within classrooms and learning environments. Adopt whole council plans for digitally enabled rooms to support the increased use of technology within learning. 	Education & Families

Programme	Planned activity	Service
2.2 Pathways & partnerships	<ul style="list-style-type: none"> Extend and further develop partnerships with employers to increase extended work placements, work trials and work-related learning opportunities for young people. Extend and further develop partnerships with HE/FE establishments to increase the number and range of pathways available to young people particularly in relation to growth sectors. Extend and further develop partnership working between schools, Voluntary Action North Lanarkshire and other third sector organisations to increase wider achievement and volunteering opportunities to develop skills for learning, life and work. Extend and further develop links with industry partners to develop inspirational technologies such as the Immersive Classroom. Strengthen partnership links between Education and Families and NHS Lanarkshire to build pathways for young people into sectors including health and social care, allied health professions. 	Education & Families
3. Adult Employment (post school employability)		
3.1 Funded programmes	<ul style="list-style-type: none"> Deliver the EU funded Employability Programme, Prospects, across North Lanarkshire Deliver the Scottish Government funded Prospects for Parents Programme to support parents of families who are at risk of poverty. Develop and implement the Scottish Government Young Person's Guarantee Programme to support young people aged 16-24 years old into employment, training, or education. 	Communities
3.2 Routes to Work	<ul style="list-style-type: none"> Partnership working with Routes to Work Ltd to deliver joint employability initiatives and meet agreed employability targets. 	Communities/ Routes to Work
3.3 Branding & Communication	<ul style="list-style-type: none"> Branding & Communication - refresh and review of all adult employability programmes delivered to residents' employability branding across all media to ensure consistency and generate awareness for residents and stakeholders with integration of mainstream and supported employment. 	Communities/ Strategic Communications
3.4 Partner Alignment & Integration	<ul style="list-style-type: none"> Local Employability Partnership (LEP) co-chaired by NLC/SLC expanded in 2020 to support addressing new Covid challenges in the labour market and has a growing role in alignment and integration of Scottish Government funding for employability. Lanarkshire Employability Partnership co-chaired by NLC/SLC established as a sub-group of the Lanarkshire Economic Forum (LEF) in February 2021. Glasgow City Region Employment & Skills Group was established in 2015 and is part of the governance structure for City Deal – recently delivered the Working Matters programme 2015-2019. 	Planning & Regeneration
3.5 Kickstart	<ul style="list-style-type: none"> Support the delivery of the Kickstart Scheme to support businesses, including Third Sector organisations supported by Routes to Work Ltd, to create job placements (minimum 25 hours per week for 6 months) for young people (aged 16-24) who are currently on Universal Credit. 	Communities

Programme	Planned activity	Service
3.6 Partnership Action for Continued Employment (PACE)	<ul style="list-style-type: none"> Provide support to those made redundant or facing redundancy as part of the SDS PACE approach, in partnership with DWP, Routes to Work Ltd & Financial Inclusion. PACE+ - additional Scottish Government funded support to Council led redundancy support / retraining activities. 	Communities
4. Tackling Poverty & Inequality		
4.1 Supported Employment	<ul style="list-style-type: none"> Deliver supported employment specialist support using the 5-stage supported employment model to NL residents with disabilities and those facing challenging barrier to gain and sustain employment in line with national policies. NL Industries: Supported Business employing 40 people 32 of which have a recognised disability. Opportunities within the business for training and development opportunities for more disadvantage groups. 	Communities
4.2 No one Left behind	<ul style="list-style-type: none"> Deliver the Scottish Government funded 'No One Left Behind Programme' to provide specialist support to NEET young people, adults and BAME groups who have additional barriers to accessing employment and who need additional support to engage in labour market activities 	Communities
4.3 No Limits	<ul style="list-style-type: none"> No Limits programme designed Nov 2020 as part of Young Person's Guarantee to deliver a new programme for young people with Additional Support Needs. 	Communities
4.4 Project Search	<ul style="list-style-type: none"> Deliver DFN Project Search, a training and employment programme using the 5-stage supported employment and fidelity model for young people aged 18-24 with Learning Disabilities and Autism. Partners within the project are NLC, NCL, NHS and host business SERCO 	Communities
4.5 Project Ability	<ul style="list-style-type: none"> Deliver a place and train concept (steppingstone towards work) to young people aged 16-24 with additional support needs. 12 months paid placement. 	Communities/POD
4.6 Roots Programme	<ul style="list-style-type: none"> Delivery of Roots Opportunities for Growth Programme with 12 months paid placement. April 21/22 will see a review being undertaken with Children and Families team to align with Keep the Promise commitment and inform future direction and funding. Roots +: Extension to the current Roots programme for up to 18 young people identified through NLC pathway programme, who would otherwise not fulfil the criteria for placement. Funded by Young Person's Guarantee programme 	Education & Families/POD
4.7 ASN School Project	<ul style="list-style-type: none"> Deliver support and job coaching to pupils within Firpark, Buchanan, and Glencryan schools to pupils who have been identified within transition as interested in gaining employment upon leaving school. Support will be person centred and tailored to individual's needs. 	Education & Families/POD
4.8 Disability Confident Leader	<ul style="list-style-type: none"> Phase 2 programme of work to maintain and enhance NLC's accreditation. This includes the Supported Employment team working with NLC recruitment manager and VIAS on a pilot for easy read versions of documents. 	Communities/POD

10. What Success Looks Like

In taking this strategy forward, we must define what success looks like across the full range of programmes which underpin our work in this important area. This will only be realised as part of a broad and integrated plan of work which draws on our many strengths and builds on the great progress we have already made.

We will guarantee to achieve the goals set out here, and there will be clear challenges in achieving this ambition, such as the sustainability of business and employment in the current context, widespread mental health challenges and other health and inequality barriers for individuals which will adversely impact on our progress.

Notwithstanding these, our overall ambition is to strive for full employment across the region, tackling labour market issues from the pandemic and working in close partnership with our communities; the guarantees given here are key steps towards that overall goal.

A full list of outcomes which this work will impact was detailed within the original Employability Review <https://mars.northlanarkshire.gov.uk/egenda/images/att92786.pdf>

and a dashboard of outcome measures will be agreed and reported on.

Future reports to committee will clarify the current benchmarks and progress towards these stated goals.



Grow jobs across the region and increase the number of employers engaging directly with the strategy.



Expand the numbers of work placement opportunities; matching young people with business mentors.



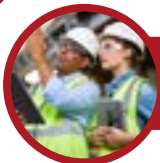
Expand numbers of apprenticeships and employment pathways, particularly in growth sectors.



Tackle unemployment, facilitate sector swaps and increase qualification levels for working age residents.



Increase the number of school leavers achieving a sustained positive destination.



Expand our employability provision to support those furthest from the labour market.

11. References and Further Reading

References

1. Oxford Economics Vulnerability Index
2. Regional Skills Assessment, Lanarkshire, Summary Report 2021.
3. Graduate Apprenticeships, Early Activity and Progress, 2019.

Further Reading

- The Hourglass and the Escalator, Labour market change and mobility, The Work Foundation, 2011.
- An Integrated Health and Social Care Workforce Plan for Scotland, NHS Scotland, December 2019.
- Scotland's Future Skills Action Plan, Scottish Government, September 2019.
- Post 18 Review of Education and Funding, UK Government, May 2019.
- Addressing Employer Underinvestment In Training, The Case for a Broader Training Levy, CIPD, July 2019.

This document can be made available in a range of languages and formats, including large print, braille, audio, electronic and accessible formats.

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