

TOWARDS 2030

“An Era of Opportunity”

An Employment & Skills Plan for Scarborough Borough



A great place to live, work & play

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1. INTRODUCTION

Despite difficult world economic conditions since 2008, UK plc remains the seventh richest economy in the world, although there are great disparities in the distribution of that wealth within the UK.

North Yorkshire, as a whole, is a prosperous county but the Borough of Scarborough has a uniquely different economic structure. It displays the typical attributes of a coastal economy characterised by extremes of wealth and poverty and historically slow levels of economic growth.

However, the Council is **excited** about the Borough's economic future. The area is entering an "**era of opportunity**" with some of the most significant growth potential in the north of England. In particular, the next 10 years will see unprecedented levels of investment in the economic future of the area.

This strategy outlines those opportunities and sets out how the Council, with its public and private sector partners, will seek to "**make them happen**". However, equally importantly, the strategy will also address the need to tackle welfare to work issues, the fundamental requirement to resolve skills deficit issues, and the need to raise the levels of aspiration and educational performance in the Borough.

This strategy replaces the previous one; "Towards 2020: the Renaissance of the Yorkshire Coast" and includes a short progress report on the outcomes and achievements of that strategy.

The strategy is deliberately narrowly focussed. Skills drive economic growth. The Borough needs to generate large numbers of new jobs and to diversify its economic base in order to function as a successful economy. Specifically, new employment sectors need to be developed, in particular if they can provide high value added, well paid employment. This strategy is about delivering **new jobs and skills**.

The Strategy is therefore targeted at specific growth sectors; manufacturing and engineering, potash, offshore wind, construction and education where the Council believes its resources can be best put to use, The Council has limited resources based around its senior leadership team and the Regeneration Service. Any significant financial resources will need to be generated through smart partnership working, maximising the impact of the public purse, marshalling private finance and through successful bids for external regeneration funding from UK Government and EU Resources.

This strategy does not cover retail or the visitor economy which are subject to separate strategic work. In addition, whilst the Council recognises the value of the Health and Social Care sector, and the number of jobs it provides, it is not identified as a growth sector although investment needs to continue in workforce development to support the sector's recruitment needs. In relation to the Creative and Digital sectors, the Council will continue to support their development through its membership of the Woodend Board, and support for the Creative Coast and Digital Coast brands.

The strategy also needs to be cross referenced and read in conjunction with the Yorkshire Coast Growth Plan which focuses on physical investment.

The strategy recognises and emphasises the role of the authority as an “enabler” of investment and a driver of initiatives that facilitate economic development.

The strategy looks forward to 2030 but is primarily a five year action plan which will be reviewed and updated in 2020.

Cllr Derek Bastiman, Leader of the Council

David Kelly, Economic Development Manager

2. CRITICAL SUCCESS FACTORS

The delivery of the strategy's objectives and impacts will be measured against a series of key **Indicators of Progress** which are set out in Section 9.

However, at a higher strategic level the strategy should be judged on the following outcomes and objectives.

Outcomes

- Jobs created
- New businesses created
- New houses enabled
- Reduction in welfare claimants
- Increased educational attainment

Objectives

- 6,000 new jobs
- 4,000 construction jobs
- 10,000 new homes
- 10,000 replacement jobs
- 1,000 new businesses

3. KEY FACTS

The following key facts set out some of the challenges and issues which will need to be addressed through the delivery of the strategy. In assessing these challenges it will be imperative that the full resources of the Borough Council and its partners are delivered in a co-ordinated way that delivers the desired outputs and outcomes. The planned for “**era of opportunity**” can only be delivered if full partnership working can be achieved and the appropriate strategic alliances developed.

- Deprivation

The Borough is divided into 70 Super Output Areas (SOA) with circa 1,500 residents in each area. 10% of our residents live in the 10% worst SOAs nationally but equally important none of our SOAs are in the top 10%.

- Unemployment

The Borough has a Jobseekers Allowance claimant rate of 1.6% (1033 local people) which matches the national average of 1.6% and less than the regional rate of 2.1%

- Wages

The Borough, typical with most coastal economies, is relatively low waged with the average full time weekly wage being 86% of the national average.

- Work Related Benefits

More than 7,000 residents (11.4% of the working age population) are in receipt of the key out of work benefits. Close to 9,500 people claim working age benefits (14.8%)

- Skills

The Borough has a low skills base underpinned by poor performance in the education sector.

% of Scarborough residents with NVQ Level qualifications (Dec 2014)

Qualifications (Jan 2014-Dec 2014)	Scarborough	Scarborough	Yorkshire and the Humber	Great Britain
	(numbers)	(%)	(%)	(%)
NVQ4 and above	13,000	21.1	29.7	36
NVQ3 and above	27,800	45.1	52.1	56.7
NVQ2 and above	38,100	61.9	70.0	73.3
NVQ1 and above	51,200	83.1	83.4	85
Other qualifications	#	#	6.8	6.2
No qualifications	8,400	13.6	9.8	8.8

Source: ONS annual population survey # Sample size too small for reliable estimate

With the exception of NVQ level 1 and above, the Borough performs poorly on all indicators. The figures show that the skill levels of Scarborough people aged 16-64 are lower than those for the Yorkshire and Humber area and for Great Britain as a whole. The differences become more acute at NVQ4 and above and the achievement of 5 GCSEs also lags behind the North Yorkshire average by close to 9%

% achieving 5+ A*-C GCSEs (or equivalent) including Maths & English (DfE)

December 2014	Scarborough	North Yorkshire	UK
5 or more GCSEs A* - C	56.7	65.6	59.4

Progress at secondary level remains problematic. GCSE results in 2014 were worse than the year previous.

- Business Performance

The Borough has traditionally suffered from below national and regional average business start-up and survival rates.

- Unemployment and Working Age Benefit Claimants

May 2015 figures show that there are;

- 1033 JSA claimants in Scarborough (1.6%) October 2015
- 5,280 ESA/Incapacity Benefit claimants
- 650 lone parents
- 310 claimants of other income related benefits
- 1,220 Carers
- 830 Disabled
- 130 Bereaved

In total Scarborough has 9,400 claimants with 7,220 claimants on key out of work benefits.

- The Borough also suffers from the lowest levels of literacy and numeracy in North Yorkshire and the lowest life expectancy.

4. PROGRESS ON DELIVERING THE 2020 STRATEGY

The Economic Development Strategy 'Towards 2020 - The Renaissance of the Yorkshire Coast' was adopted in October 2006.

Six strategic objectives were identified, namely;

- Objective 1:
To enhance cultural provision and the environment in order to rebuild the image of the area as a quality and dynamic place to live, work and invest.
- Objective 2:
To improve connectivity to the Borough.
- Objective 3:
To diversify the economic base of the area through continued expansion of high value added advanced manufacturing, the knowledge based and service industries.
- Objective 4:
To enhance business performance in the tourism sector and increase visitor expenditure by building on the area's strengths.
- Objective 5:
To improve the skills and the educational attainment of the local population and workforce.
- Objective 6:
To target action at specific neighbourhood areas which are economically and socially disadvantaged.

Within these objectives, a number of critical success factors were identified:

- Delivery of the Urban Renaissance programme in Scarborough, specifically;
 - ❖ Extension of Scarborough Business Park
 - ❖ Delivery of Woodend Creative Industries Centre
 - ❖ Redevelopment of the Rotunda Museum
 - ❖ Redevelopment of the Futurist site
 - ❖ Scarborough Spa refurbishment

- Delivery of Whitby Renaissance Projects, specifically;
 - ❖ Whitby Harbour Improvements
 - ❖ Green Lane Neighbourhood Centre
 - ❖ New premises for Whitby Musicport

- Establishment of a Neighbourhood Management pilot in Eastfield.

- Support North Yorkshire Network (NYNET) to deliver next generation broadband across the Borough and implement a feasibility study on the Wireless Scarborough project.

- Work with the Learning & Skills Council and local training providers to establish a supported recruitment scheme in Scarborough to be piloted in Eastfield.

The 2020 strategy was drafted during a period of long term economic growth. In the years that have followed the development of the strategy there has been much change with the impact of recession, post 2008, and subsequent austerity measures.

However, progress measured against the identified critical success factors is very encouraging;

- An investment of £10m has seen the doubling in size of Scarborough Business Park, providing over 60 acres of new serviced land. Key investment deals have been concluded with Raflatac, TEF, and the new Gladmans office development which has provided accommodation in Scarborough for York Potash, NFU Mutual, Handelsbank and many others.
- Woodend Creative Industries Centre has been developed with a £5m investment and now supports a range of businesses that combined, employ more than 150 people.
- The Rotunda Museum (£4.5m) has been redeveloped and is now a visitor attraction as well as an asset for local schools and residents.
- Scarborough Spa has seen a two phased refurbishment and is now operated by a private sector partner, Sheffield International Venues attracting national conferences and entertainers boosting the visitor economy including business tourism.
- Major harbour investments have been made in both Scarborough and Whitby totalling over £4m and resulting in the transformation both visually and economically of Sandside and Scarborough inner harbour; and providing first class leisure craft facilities in both ports.
- Green Lane Neighbourhood Centre has been developed and is now managed by Coast and Vale Community Action.
- Next Generation 'superfast' broadband is in place at Scarborough Business Park and the town centre (Woodend) utilising the E64. A recent report states that 177 Scarborough businesses are signed up to superfast broadband.

- Scarborough Jobmatch has been established as the Borough's job brokerage service. Launched in 2009 it has supported more than 4,000 unemployed local residents, 1,600 of whom have moved into employment in one of more than 400 local businesses helped with their recruitment needs.
- Eastfield has been subject to a Masterplanning process which has resulted in the formation of a multi-agency partnership in place to address regeneration activity. The drafting of the Eastfield action plan and high street feasibility study, the implementation of which is ongoing; and the establishment of a "shared services hub" in Eastfield serving the community.
- Very recently a preferred developer has been secured to progress the development of the Futurist site.

In addition to the above critical success factors, other notable investments have included:

- Establishing Groundwork North Yorkshire as a major strategic regeneration partner.
- Major private sector investment in the hotel sector including new hotels (Premier Inn and Marstons Inn), a new Travelodge, and in excess of £30m invested in hotel upgrades; Grand Hotel, Crown Spa, Wrea Head, Hackness Grange and the Clifton.
- Scarborough Town Centre retains its position as one of the top performing high streets in the region and one of the top seaside towns nationally.
- Over £2m has been invested in Whitby Business Park servicing 30 acres of land and leveraging in a £4m investment in the new Marstons Inn creating up to 50 new jobs.

- £2.7m has been secured to regenerate Scarborough Indoor Market in order to secure a 21st century future for this historic asset, develop the local independent retail offer within the town, act as a facilitator of new enterprise and importantly to act as the catalyst for regeneration of the wider retail and tourism offer within this part of the Borough.

Further growth potential up to and beyond 2020 prompts a need to both refresh and extend the strategy. In particular, through discussions with the York, North Yorkshire and East Riding LEP, the North Bank Partnership, and with the East Riding of Yorkshire Council, we are drafting a Yorkshire Coast Growth Plan that will provide a framework for the future drawdown of UK Government and European Regeneration funding into the area.

As part of this joint strategy process, the Borough Council is refreshing and refocusing its regeneration objectives through to 2030. This Employment and Skills Plan is being developed for the period 2015 to 2030 to support the strategy, again with a series of critical success factors.

5. ECONOMIC ASSESSMENT AND NEW OPPORTUNITIES

Scarborough Borough has moved from an economy based on tourism, fishing and agriculture for its employment base in the 1960s to the place it has reached now; a vibrant business location by the sea with a diversified economy comprising a solid manufacturing base, strong health and social care, and retail sectors, a burgeoning creative and digital sector and a tourism base which is competitive and prosperous.

However, the 2010 York and North Yorkshire Economic Assessment characterised the coast as having a ‘low growth and unchanged economy’, with a high reliance on the visitor economy and public sector for employment.

The following **key statistics** provide an assessment of the current economic position of the Borough.

Population Trends

Area	Population			Population Growth (%)		% aged 65+	
	2005	2012	2021 (projected)	2005-2012	2011-2021	2011	2021 (projected)
Scarborough	108,200	108,600	111,000	0.4	1.8	23.5	27.7
North Yorkshire	582,500	602,600	628,000	3.5	4.5	20.7	25.2
Total LEP area	1,101,100	1,138,500	1,199,600	3.4	5.8	20.3	24.4
England	50.47m	53.50m	57.69m	6.0	8.6	16.4	18.7

- 5,400 children aged 0-5 years live in Scarborough Borough, 17% of North Yorkshire total
- 21,000 children and young people aged 0-18 years live in Scarborough Borough, 17% of North Yorkshire total
- It is anticipate that there will be 1,200 fewer people aged 0-19 years in Scarborough Borough by 2037
- 14 of the 18 neighbourhoods in North Yorkshire are in the top 20% most deprived in the country and are in Scarborough Borough – 12 in Scarborough and 2 in Whitby
- Life expectancy is 11 years lower for men and 5-8 years lower for women in the most deprived areas of Scarborough Borough than in the least deprived areas
- 3,900 children live in households claiming out of work benefits in Scarborough Borough (19% of children aged 0-18 years, compared to 9.5% across North Yorkshire)
- 20% of young people in the Borough are classed as NEET (not in employment, education or training)
- Whilst projected population growth is relatively low through to 2025 a major new house building programme will significantly impact on those projections with growth anticipated to be nearer 20,000.

Business by size profile

Area	Micro (<10)		Small (10-49)		Medium (50-249)		Large (>250)		Total
	No.	%	No.	%	No.	%	No.	%	No.
Scarborough	3,340	87.5	425	11.1	45	1.2	5	0.1	3,815
Total LEP area	41,815	89.7	4,110	8.8	605	1.3	110	0.2	46,640
England	1.63m	88.7	170,430	9.2	30,140	1.6	7,680	0.4	1,842,680

Self Employment Levels (2013)

Area	Number self-employed	Rate (%)
Scarborough	7,400	11.8
North Yorkshire	46,600	12.7
Total LEP area	79,200	11.1
England	3,274,500	9.7

Scarborough and North Yorkshire has a small business economy with dynamic levels of self employment and entrepreneurship. Nevertheless the small number of larger companies are equally important to the economy providing large numbers of employment opportunities, particularly at Scarborough and Whitby business parks.

Business stock, birth, death & survival rates (2008-11)

	Active businesses	Birth rates (per 10,000 pop aged 16+)	Births (% of stock)	Deaths (% of stock)	Net % change: births-deaths	Survival Rate 1yr (2010)	Survival Rate 3yr (2008)
Scarborough	3,840	37.7	9.0	8.9	0.1	82.8	55.3
Total LEP area	44,780	43.8	9.2	8.9	0.4	88.7	61.6
England	2,040,980	54.0	11.4	9.9	1.5	86.8	57.9

Business start-up rates have historically been low but are improving. The impact of projects such as the Yorkshire Coast Business Gateway (YCBG) has yet to be evaluated, but as well as increasing the number of business starts YCBG has helped around 250 businesses to start trading 2011-2015 but also offers continuing support to enhance survival rates.

Number of businesses by sector

2012 IDBR enterprises	LEP Area	Scarborough
Agriculture, forestry & fishing	7,945	615
Production	2,700	210
Construction	5,535	470
Motor Trades	1,535	105
Wholesale	1,990	135
Retail	3,950	455
Transport & Storage	1,480	95
Accommodation & food	3,425	565
Information & communication	1,810	75
Finance & insurance	720	35
Property	1,595	120
Professional, scientific & technical	5,945	265
Business admin & support services	2,710	180
Public admin & defence	215	20
Education	640	40
Health	1,620	180
Arts, entertainment, recreation, other services	2,815	245
Total	46,630	3,810

Source: IDBR, 2012

The Borough has a diversified and resilient economy. The impact of recession has been less noticeable than in other areas with manufacturing, retail and the visitor economy holding their market share. In addition, the Borough has a large public sector including GCHQ Scarborough, a full accident and emergency hospital and employment at both Scarborough Borough and North Yorkshire County Councils. This has also enabled a more vigorous response to economic recession.

Economic Activity Rates 2004-05 & 2012-13

Area	Apr 2004-Mar 2005		Apr 2012-Mar 2013	
	No	Rate (%)	No	Rate (%)
Scarborough	46,100	70.2	44,400	71.2
LEP area	525,100	76.8	543,200	76.1
England	23,435,300	72.9	24,017,000	71.1

Economic activity rates are reasonably stable. Economic Activity Rates at June 2015 show that 53,600 are economically active within the Borough (76.6%), slightly below regional (76.9%) and national (77.5%) rates.

Economic Inactivity Rates show that 15,500 people are economically inactive locally (23.4%), higher than regional (23.1%) and national (22.5%) rates.

JSA Claimant Unemployment Rates 2005-13

Area	Unemployment (all working age)					Unemployment (aged 18-24)				
	2005	2008	2011	2012	2013	2005	2008	2011	2012	2013
Scarborough	2.0	2.2	3.6	4.0	3.6	3.8	4.1	6.2	7.6	5.6
North Yorkshire	1.1	1.2	2.3	2.4	1.9	2.5	2.6	4.7	4.9	3.5
LEP area	1.3	1.3	2.6	2.7	2.2	2.6	2.6	5.0	5.2	3.9
England	2.1	2.1	3.6	3.7	3.4	4.3	4.2	6.7	7.1	6.0

In general JSA claimants trebled during the recession. As previously mentioned, the Borough economy held up reasonably well. By September 2015 there were 942 people in Scarborough claiming JSA (1.5%), lower than both regional (2.2%) and national (1.6%) rates. This amounts to a considerable reduction from the peak of 3,411 claimants in February 2012. The number of claimants under the age of 25 now stands at 150, again much reduced from the 2012 peak. This has largely been reduced by the impact of the Council investing circa £0.7m in supporting apprenticeships in manufacturing, engineering and technical support.

Figures up to February 2015 show that close to 10,000 local people claim working-age benefits, with 5,250 on ESA/Incapacity Benefit, 1,800 Carers, 900 Disabled claimants and 700 lone parents.

Gross weekly pay (2012)

Area	Weekly pay – median (£)	Weekly pay – mean (£)
Scarborough	334	399
Yorkshire & Humber	375	442
England	412	499

Whilst the Borough suffers from generally lower wage rates, primarily as a result of a strong visitor economy, the differential has reduced over recent years.

SWOT Analysis (Strengths, Weaknesses, Opportunities, Threats)

Strengths	Weaknesses
<ul style="list-style-type: none"> • Strong SME base, many micro-businesses • Visitor economy & tourism – a strong and well known destination offer • High quality of life and low crime • A superb rural environment, with a wealth of national parks, AONB and fine coastline • Fairly low congestion and good access to ports • Business support and engagement • An outstanding public/private sector bond 	<ul style="list-style-type: none"> • Few large employers • Low GVA and productivity • Low level of educational attainment • Employability and higher level skills can be lacking • Low levels of export • Hard for SMEs to collaborate and influence decisions that affect them – e.g. on skills • Gaps in broadband coverage, for instance in more isolated business parks • Remoteness from jobs and opportunities in some areas • Insufficient and unaffordable housing, which can limit workforce availability • Pockets of hidden deprivation and coastal towns in need of regeneration • Airport access • Poor transport infrastructure
Opportunities	Threats
<ul style="list-style-type: none"> • Low carbon energy – especially offshore wind • Potash mine and investment at Whitby • Environmental and visitor economy, with modernisation and diversification of tourism • Opportunities for exploitation of new energy generating processes • Superfast Broadband – productivity, enterprise • Innovation, exports and supply chains • New funding opportunities • Business led growth and leadership • GCHQ expansion 	<ul style="list-style-type: none"> • Youth unemployment and deprivation hotspots • Constrained workforce, limited by house prices/availability and rising travel costs • Rising energy and resource costs • Ageing population and workforce • Skills issues e.g. higher level, engineering • Remote from cities and opportunities, exacerbated by broadband gaps • Could be left behind in a globalising world • Uncertain or constrained funding and reduced public sector resources and capacity • Climate change and coastal erosion • Complacency

Whilst the area has some very difficult social challenges, it is also entering an era of opportunity with some of the most significant growth potential in the north of England. The Council is excited about the Borough's economic future.

Over the next five years there is set to be unprecedented investment in Scarborough Borough, potentially in excess of £2billion, in the following key sectors:

- Potash Mining – The York Potash project is a proposal to develop a new high-tech potash mine in Scarborough Borough. It has the potential to make the area a world leader in high value potash production, creating up to 4,000 direct and indirect new jobs. Planning permission was secured this year and start on site is anticipated in mid 2016.
- Offshore Wind – More than £40bn is to be invested off the Yorkshire coastline at Dogger Bank to form the largest offshore wind farm in the world. Whitby is the nearest port to Dogger Bank. The Council is working with private sector partners to develop Yorkshire's Offshore Wind Service Centre in Whitby to ensure that growth opportunities are maximised and creating circa 300 direct new jobs by 2019 with the realistic potential of many hundreds more to follow along the Yorkshire Coast.
- Leisure – two major projects, Scarborough Water Park and the Sports Village, will lever in private sector investment of circa £25m over the next three years.
- Coventry University has recently moved into Scarborough and the new campus, located next to the Sports Village, will see an investment of £14m and will open in September 2016.
- £10m is also being invested in a new Scarborough University Technical College, also co-located with Coventry University Scarborough Campus. This investment will provide a skilled and motivated engineering workforce for the future.

In addition, the Borough Council is also committed to very significant demographic growth with planned housing investment at its highest levels since the Victorian era. Currently there are 3,000 new houses with planning permission across the Borough. The Council and development partners have started on site at Middle Deepdale with 1,350 new houses under construction, the biggest housing development in the Yorkshire region. Of even greater significance is the commitment to facilitate the building of 10,000 new houses across the Borough by 2030.

The totality of this investment is forecast to create up to 6,000 new full time jobs and in the region of 4,000 construction jobs. The prospect of these new sectors is a genuine growth opportunity and a once in a generation chance to transform the local economy.

This projected growth in construction employment opportunities is being supported by the establishment of the new Construction Skills Village in Scarborough (opened in summer 2015). The Site provides real time “on site” training for everyone from construction industry professionals who need to top up their certification, to apprentices, to those wishing to gain some hands on work experience. Sponsored by the Council, developers, industry partners, the CITB and regional training providers the village provides THE route to training and employment for the future construction workforce of the Borough.

In summary the performance against the critical success factors is very much on target for 2020. However, the potential for new investment and growth has instigated the need to revisit the Economic Development Strategy ‘Towards 2020’ and we are developing and extending the strategy to meet our 2030 targets.

Recognising the role of Scarborough, Bridlington and Whitby as “growth towns” within the York, North Yorkshire and East Riding LEP’s Strategic Economic Plan, Scarborough Borough Council and the East Riding of Yorkshire Council are working in partnership to develop a Yorkshire Coast Growth Plan which focusses on physical investment. This Employment and Skills Strategy will support that work.

Education and Business

In Scarborough, the Council has been working with partners in recent years to create a more demand led system, in which the needs of employers lie at the heart of employment and skills provision.

The Yorkshire Coast needs an educational solution that will provide technically qualified young people and support them either to study to degree level or to pursue an apprenticeship combining high quality technical training with direct experience in the workplace.

Many employers and schools have signed up to the Yorkshire Coast Employability Charter which builds on existing links between schools/colleges and employers to increase both the volume and quality of this activity to a level that has a significant impact on young people, on employers and on the coastal communities, and aims to;

‘Support every young person on the Yorkshire Coast to gain the knowledge, skills and personal qualities required to find employment and thrive in the workplace’

Working in parallel, employers have been proactively driving engagement as illustrated by Scarborough Engineering Week which has built from approximately 600 students attending in year one to this year’s event (Year 6) attracting over 3,500 students to the Spa to explore the opportunities on offer from a wide range of employers, mainly but not exclusively in the engineering, manufacturing and technology sector. This event is driven and funded by a group of local employers; Scarborough Business Ambassadors (with Borough Council and NYBEP support) and involves a wide range of partners.

6. REGIONAL ECONOMETRIC PLANNING

Econometric modelling is used by the UK Government to forecast economic growth patterns and to determine the public and private investments required to help enable that growth whether that be in relation to infrastructure, education, business support or housing.

At a regional and local level econometric modelling is utilised by LEPs and local authorities to determine similar economic planning and investment decisions.

An econometric model is a model based on historic trends and an estimation of a future picture where those trends or similar trends continue.

It is possible to predict future changes in employment, skills levels and economic output by different industrial sectors and different geographies. It should be noted that employment forecasts attempt to show projections of employment in a given area. This alone does not show the number of people in the given area that will work in those jobs, as this would require the inclusion of in and out commuting within the area so econometric models cannot be used to forecast housing need.

The accuracy of forecast data is also limited by fluctuations in the economy not widely expected so continual updates to econometric models are needed as the current picture of the economy changes.

They are however a useful tool in modelling scenarios of job creation or job losses. Such scenarios can be inputted into the models and their direct and indirect impacts on employment, skills levels and output can be forecast against a baseline.

As an example, if a large company were to close with a set number of job losses, the number of jobs could be inputted into the model and calculations based on average wages in that sector and past trends when levels of employment in that sector have previously declined can be made. This can show the direct lost economic value of those job losses and also the impact on employment and economic output in other sectors (such as possible supply chains) and other geographies.

Alternatively, if an economic development project is being considered for planning purposes the job creation can be inputted into an econometric model in a similar way to show indirect benefits and economic value of those jobs.

The most recent economic modelling data produced by the York, North Yorkshire and East Riding LEP shows the following growth potential for Scarborough Borough.

Sector	2014	2020	Change	2030	Change
1. Accommodation	5,770	6,320	550	6,560	790
2. Agriculture, Fishing & Farming	1,080	980	-100	880	-200
3. Construction	1,490	1,860	370	2,300	810
4. Extraction / Mining	50	40	-10	30	-20
5. Finance / Insurance	420	470	50	470	50
6. ICT	290	310	20	310	20
7. Manufacture	4,920	5,030	110	4,930	10
8. Professional Services	3,610	3,780	170	3,740	130
9. Public Services	11,250	11,540	290	12,550	1300
10. Transport	1,400	1,420	20	1,530	130
11. Utilities	110	110	0	120	10
12. Wholesale / Retail	5,370	5,840	470	6,170	800
TOTAL	35,760	37,770	1,940	39,590	3,830

As previously described, Scarborough Borough's economy has traditionally delivered slow growth levels. The above data suggests a continuation of that progress with circa 2,000 new jobs being created by 2020 and a further 2,000 by 2030.

That level of growth will not deliver the level of job creation required to fundamentally rebuild the Borough's economy and deliver the numbers of jobs required to tackle the welfare challenge. We need to create more employment opportunities for local people.

However, it also needs to be understood that the fundamental weakness of econometric modelling is that it does not take into account strategic investment whether that be through inward investment or significant local business expansion.

For example, over the next 15 years, the above data shows a decline of employment in mining of 20, an increase in manufacturing of only 10, and an increase in construction of 810. Interestingly public services, which includes education, is forecast to grow by 1,300.

The Council considers this data to be a very significant under estimate of the economic growth potential of the area. This is based on current work to support significant new investment in the Borough including;

- A new potash mine
- Major expansion at GCHQ Scarborough
- 10,000 new homes
- Major investment in the offshore wind sector including a first phase in a new offshore wind service sector in Whitby
- A new university; Coventry University Scarborough Campus
- The new Scarborough University Technical College
- Further planned investment in the FE sector
- A new Scarborough Skills Village

In relation to economic growth and the projected labour demands, it is also necessary to take into account **replacement demand**. The Borough has an ageing workforce with large numbers of employees expected to retire in the next few years.

The impact of this process is that it is estimated that 10,000 replacement jobs are required across Scarborough Borough by 2020 with 1,700 new jobs requiring filling in engineering alone.

This data shows the scale of the challenge facing Scarborough and our education partners. Thousands of new and replacement jobs will be delivered by the economy over the coming years and it is important that Scarborough plc ensures that local people have the right skills to secure those jobs and that young people are making informed decisions at school which also provide them with the skills to participate and thrive in the local labour market.

7. THE EDUCATION AND SKILLS CHALLENGE

As described in previous sections the Borough is facing a major education and skills challenge which has the potential to become a crisis if it is not addressed. The Borough has a low skills base underpinned by poor performance in the education sector. The forecast demands for employment by the new sectors combined with replacement demand issues will place tremendous pressures on the economy. There is already a **culture of poaching** across many sectors, both public and private, as employers seek skilled labour. Local companies report great difficulty in recruiting for key professional and technical staff. The lack of skilled labour also has a serious impact on productivity across the Borough and creates an underperforming economy.

The Borough Council is determined to address this issue head on and in 2011 developed a set of **skills issue objectives**, namely to;

- Radically increase the skills and aspirations of the workforce
- Improve the educational attainment and aspirations of young people
- Ensure that skills provision meets the needs of the labour market

In developing this strategy; Towards 2030 – An Era of Opportunity, the Council has further refined these objectives into a **Skills Vision**;

- To establish the Borough as the most highly skilled coastal community by 2030
- To establish the Borough as a national hotspot of HE and FE provision
- To establish the Borough as a national centre of excellence in the provision of engineering, construction and technical skills

In order to deliver this Skills Vision, the Council has played a key role in supporting new investments and delivering projects and initiatives which will begin to address the skills deficit and deliver a more highly skilled and more appropriately skilled workforce. This includes;

- **The establishment of Coventry University Scarborough Campus.**

Following the announcement by the University of Hull that it was to close the Scarborough Campus and focus investment in Hull, the Council established a strong strategic partnership with Coventry University and a number of local employers which has resulted in the Coventry University Scarborough Campus now being established to address the recognised Higher-level skills needs of the Yorkshire Coast and provide an educational power house to support development of the region. Coventry University has an expanding group structure with campuses already in Coventry, London, Istanbul and China. They have a strong pedigree and are recognised as a sector leader and innovator, having been recently named modern university of the year for the 3rd time in succession. Coventry is currently ranked number 15 in the 2015 Guardian league table of all UK universities ahead of some of the so called “Russell Group” of research intensives.

The University has a staff team in place in Scarborough and the first intake of Scarborough Campus students began their studies in September 2015, using Scarborough Spa as a temporary delivery venue. Coventry University are currently investing £14m to develop brand new University facilities for 2016 which will sit at the heart of Scarborough’s new £45m sports and education campus. A full academic offer comprising a wide range of professionally focused degrees in Business, Law, IT and Finance; Health and Education; and Science and Engineering will be offered from these new facilities. All degrees are explicitly designed to develop advanced subject knowledge in parallel with preparing students for professional careers. Professional qualifications can be gained alongside academic studies to further enhance employability. In addition

to full-time study, part-time, day release and Saturday study modes will be provided, together with degrees delivered in the work place and purely online. A block structured delivery approach will provide students with flexibility to alter the pace of their learning, enabling University study to be combined with work and other commitments. Intermediate awards at HNC and HND level will also be provided to improve accessibility and enable students to gradually build up their qualifications over a number of years. The initial building will enable growth to over 2,000 students with the ultimate aim being to deliver a full University in Scarborough and for the region.

- **The establishment of Scarborough University Technical College**

Scarborough UTC (University Technical College), which is due to open in September 2016, will function as a specialist advanced engineering, design and control school providing young people with a route into industry and supporting the needs of the manufacturing and engineering sector in the local area. The University Technical College will be a state-of-the-art education facility with the latest in leading edge technology and equipment.

Backed by the Council and local businesses including Unison, McCains and GCHQ, and supported by Hull University, the University Technical College will offer students high status academic qualifications, supported by partner-backed projects to enrich the relevant skills demanded by employers. The courses will focus on Science, Technology, Engineering and Maths, enabling these students with aspirations for advanced engineering, design and control careers to develop and progress in their chosen fields.

The Scarborough area is facing a growing skills gap and with the planned expansion of engineering type roles within the coastal community, the University Technical College will be a fundamental part of the area's economy, providing wider commercial benefits for the town, borough and Yorkshire region in terms of job prospects and growth.

Scarborough is a town that is going places, and will be the ultimate training ground for engineering and scientific skills. Not only will the University Technical College benefit local young people in terms of offering a choice of high quality, specialist education, it will also attract students from the wider regional area.

Scarborough UTC will provide students with project-based learning alongside their GCSEs, technical qualifications and A-Levels, equipping them with the right skills, and inspiring them to become the engineers of tomorrow.

The value that the University Technical College will bring to the Scarborough and Yorkshire Coast area will signal a new standard of excellence for the future of the engineering and manufacturing sectors, and will create its own pool of young business talent.

- **Scarborough Job Match**

Established by the Borough Council in 2009, the Council's job brokerage service has now worked with over 4,000 unemployed residents helping over 1,600 to find employment and working to provide recruitment services to over 400 companies. The project is viewed as an example of best practice and the Council is committed to continuing to provide the service over the coming years to support economic growth. Discussions are currently ongoing with the East Riding of Yorkshire Council and Ryedale District Council in relation to extending the Jobmatch service across their areas. In addition, through SJM, the Council has invested over £600,000 in supporting 250 new technical apprenticeships over the last 2 years.

- **Yorkshire Coast Business Gateway**

A sister project to Scarborough Jobmatch, this is a business support project for pre-start and new-start businesses. The project provides business coaches to young companies and has helped set up more than 200 new businesses, creating over 250 jobs during the last 2 years. The coaches have also supported 180 existing businesses with their growth plans.

- **Yorkshire Coast Employability Charter**

The Yorkshire Coast Employability Charter was developed out of the Skills Summit which the Council organised in 2011 and aims to bring employers and schools together to improve the employability skills and life chances of young people. We currently have over 70 employers participating plus all secondary schools and colleges. The aim is to increase employer participation to in excess of 100 and begin to pilot the project into primary schools over the next 12 months.

- **Scarborough Construction Skills Village**

This project has been developed to respond to the recruitment crisis in the construction industry which is only going to be exacerbated over the coming years. Middle Deepdale is the biggest housing development in Yorkshire and the developers; Keepmoat and Keble are already struggling to recruit. In order to respond to the skills shortages being encountered the Council pioneered this project with the developers and is working with a social enterprise called Northern Regeneration to deliver the project. The Council funded the capital costs of the Skills Village and is currently working with a number of colleges including Yorkshire Coast, Redcar and Cleveland and Leeds College of Building to deliver a three year plan involving promoting construction careers in schools and upskilling local people to enable them to establish careers in the industry. The project has a particular focus on apprenticeships and traineeships.

Although only established in March, to date the project outcomes include;

- ❖ 45 students are currently attending training on site. This accumulates into 6,480 hours of training
- ❖ 16 Level 2 bricklaying students
- ❖ 13 Level 2 joinery students
- ❖ 7 traineeships
- ❖ 9 Level 3 electricians (all of which have had work experience on site along with 1 site joiner)
- ❖ 2 people have secured employment
- ❖ 1 Community Interest Company established (Northern Regeneration CIC)
- ❖ 1 partnership event delivered
- ❖ 2 school visits now completed
- ❖ £29,398 of partner contributions in helping establish the Skills Village site

Moving forward in the coming years, the Council is committed to working with key educational partners including Scarborough UTC, Coventry University, Hull College Group, Grimsby Institute of Further and Higher Education and the Scarborough Sixth Form College, particularly through the forthcoming Area Review Process, which will commence in 2016, to deliver a better aligned educational offer in the Borough.

A new Post 16 Task Group has been established with a brief to prepare the Borough for the Area Review. The objective of this group is to;

- create a genuine step change in post 16 provision for young people in Scarborough
- deliver a sustainable, coherent and high quality learning and skills offer which meets the current and future needs of employers, young people and the community of Scarborough

The Council's aspiration is that through this Task Group, a model can be agreed that meets the needs of the 3 colleges in the Borough, that leads to greater partnership

working and collaboration, and that enables centres of excellence to be developed across the Borough. Most importantly, the outcome needs to lead to a first class education system which competes nationally and which provides young people in this Borough with the required attitudes, skills and competences to be successful in the world.

The Council is also committed through its membership of the **Scarborough Pledge Group** to provide support to enable better performance in our school education system. The Pledge has 3 work streams;

- Improving schools with a focus on the recruitment, retention and development of high quality teachers
- Early help which will target language development and parental engagement
- Raising aspirations which will focus on the Employability Charter, Engineering Week and careers provision in our secondary schools.

In order to support continuing economic growth in the Borough, a particular focus of the Scarborough Pledge needs to be on STEM related subjects.

Unfortunately, at the current time, the Scarborough Pledge only covers schools in Scarborough and Filey. The Council will be lobbying hard to ensure that a similar process is put into place to support schools in the Whitby area.

The **ambition** is that by 2030, the following will have been achieved;

1. Skills

- Scarborough's performance at % GCSE (A-C) will match that of North Yorkshire
- Performance at NVQ Level 2+ will match that of North Yorkshire
- Performance at NVQ Level 3+ will be up to the national average
- Performance at NVQ Level 4+ will match that of North Yorkshire
- All young people leaving full time education will have one of the following:
 - ❖ An apprenticeship

- ❖ A FE place
- ❖ A HE place
- ❖ A job with training
- ❖ A traineeship
- ❖ An internship
- ❖ A work experience placement

2. Employment

- Youth unemployment reduced to less than 1%
- Long term NEETs reduced to less than 5%
- JSA numbers to drop below 1,000 and be no higher than 1.5%
- ESA numbers to drop by 1,000 as more people move into work
- Key out of work benefit rate to drop from 11.7% of population to less than 10%
- 6,000 new jobs created
- 1,000 new businesses created

The **Action Plan** to help deliver this ambition is;

1. We will work with our Higher and Further Education partners to provide 1st class education opportunities for young people with a particular focus on the skills required which will support economic growth particularly in the professional, engineering, construction and technical sectors.
2. We will work with our primary and secondary schools to raise awareness of and aspiration for future careers in Scarborough, enabling ever increasing engagement with businesses to ease the transition to work.
 - Scarborough's Children's University will raise attainment, aspirations and broaden horizons for local children in primary schools, including an initial introduction to the world of work.

- The Yorkshire Coast Employability Charter will continue to bring more businesses and schools together with the ambition to support every young person on the coast to be better prepared to enter the workplace.
 - The Scarborough Pledge Initiative will provide ongoing support to our primary and secondary schools.
3. We will work with local businesses and business networks to promote and enable business involvement with schools and young people, through;
- Continued support for Scarborough Business Ambassadors in the delivery of Scarborough Engineering Week.
 - Extending the model of Scarborough Engineering Week to other sectors, including construction, visitor economy and health and social care.
 - Ensuring that the Yorkshire Coast Employability Charter can work with more businesses and engage with them in new and innovative ways to inspire young people.
4. We will continue to develop and expand the Scarborough Jobmatch service, so that it can;
- Support businesses to recruit locally
 - Help local people develop and exhibit the skills and qualities needed by employers
 - Promote apprenticeships to businesses, schools, parents and young people
 - Provide in work support for businesses and individuals helped through the service

- Enable access to job search, employability support and training in our disadvantaged communities and with a range of client groups in need of extensive support
 - Tackle under-employment and support people on low hours/low wages
 - Support the transition from welfare into work
 - Incentivise employers to recruit from target groups
 - Continue to offer complementary and additional support to Jobcentre Plus
5. We will work with partners and providers to promote collaboration around employment and skills issues to ensure that we can gain maximum return on limited resources.
 6. We will continue to support pre and new start businesses through the Yorkshire Coast Business Gateway.
 7. We will work with the York, North Yorkshire and East Riding LEP and any other funding partner that can further our ambitions for employment and skills in Scarborough with financial support.

8. SECTOR ACTION PLANS

SECTOR: POTASH

1. **Lead Organisation/Lead contact** – SBC/York Potash
2. **Partners**
SBC, SJM, FE, HE, Schools, Training Providers, YNYER LEP, Tees Valley LEP, other local authorities
3. **Project description**
To support York Potash with their ambitions to;
 - Grow a local workforce
 - Attract local people, raising awareness of the career opportunities, boosting demand for STEM qualifications and technical courses
 - Train local people, working with educational institutions and other stakeholders to ensure that the curriculum offered meets the needs of both YP and the wider business community
 - Provide employment routes into York Potash, targeting local young people and adults
 - Advocate the employment of local people in the construction phase, particularly the 20-30% of the workforce expected to fill relatively low skilled roles.

In addition SBC, with partners, will provide support for the supply chain of York Potash, with particular regard to SMEs in the YNYER LEP area where business activity meets the needs of York Potash. Furthermore SBC will ensure that Whitby Business Park is fit for purpose for accommodating supply chain businesses that need close proximity to the mine.

4. **Rationale for intervention**

The £1bn investment to create a potash mine close to Whitby is a truly transformational project. Once operational it will employ around 1,000 directly with up to 3,000 roles in the wider supply chain. During construction up to 2,000 people will be employed on the site.

Career opportunities will comprise of a mix of medium to high skilled occupations and will include a range of apprenticeship opportunities, including higher apprenticeships.

York Potash has expressed an intention to recruit local people wherever possible, recognising that many positions will be both highly skilled and specialised. Around 30% of the construction staff needed to build the mine could come from the local workforce, with York Potash suggesting that some of this construction workforce could well become skilled mine workers.

Once operational there are some significant barriers that need to be overcome if local employment is to be maximised in the short, medium and longer terms;

- Supply chain opportunities for local micro and small businesses need to be maximised to ensure that local businesses and their staff can benefit and grow.
- Educational institutions; young people and teachers need to be aware of the career opportunities and the skills required to take them up. Significant change to the academic and vocational education offered to local young people will be required and will need to be factored in very quickly

- Local employment routeways need to be developed that are bespoke to the needs of York Potash and reach a wide range of local people, including;
 - ❖ Young people looking for high quality apprenticeships
 - ❖ Graduates looking for highly skilled career opportunities
 - ❖ Young people in schools, enabling informed career choices
 - ❖ FE and HE students considering their future employment potential
 - ❖ Unemployed local people and those facing redundancy, with transferable skills and appetite for mine working
 - ❖ Under employed adults looking to secure a more sustainable and lucrative career
 - ❖ Local people already in employment with transferable skills looking for a more secure career path

Of concern locally is the scenario that York Potash job opportunities will result in a drift of skilled local people leaving existing engineering, construction and manufacturing businesses to join York Potash with subsequent recruitment difficulties and skills shortages experienced throughout the sector. Hence the need to boost demand throughout the sector, building on the success of Scarborough Engineering Week and the emergence of the Scarborough University Technical College thereby creating a pipeline of talented young people looking for careers in engineering, construction and manufacturing.

In 2012/13 York Potash had agreed to utilise Scarborough Jobmatch (SJM) as a local recruitment vehicle and since those early discussions SJM has delivered a successful and valued job brokerage and apprenticeship support service which further strengthens their case to be the conduit for local recruitment support. SJM has developed good and productive relationships with local training providers and stakeholders and is best placed to offer impartial and bespoke wraparound support for York Potash, in all areas of recruitment including;

- Job brokerage service supporting both YP and the supply chain with general recruitment, apprenticeships, traineeships and to include in-work support to ease the transition into work
- Professional recruitment service as and when required
- Facilitation of jobs fairs, career events and awareness raising sessions in schools and communities
- Pre-employment training, employability support, accredited training
- Recruitment and selection support – advertising and job hosting, sifting and matching and interview support
- Liaison with local colleges, schools and training providers to widen the pool of potential labour
- Utilise excellent partner relations to maintain and improve information flow on YP career opportunities and skills needs to
 - ❖ Jobcentre Plus
 - ❖ National Apprenticeship Service
 - ❖ York, North Yorkshire and East Riding LEP
 - ❖ National Careers Service
 - ❖ Coventry University Scarborough Campus
 - ❖ Humber LEP
 - ❖ Tees Valley LEP
 - ❖ SBC, NYCC and other local authorities

5. Funding Profile

Funding not yet identified but will be eligible streams through the ESIF Programme 2014-2020 which is currently being worked up. Support will include support for individuals and for SME businesses. ESIF for the YNYER LEP will look to reflect the priorities within their Strategic Economic Plan, Objective 3 'Inspired People'

- A productive workforce for growing businesses
- Inspired people making the right job choices
- Empowered communities delivering support and inclusion

Thus recognising the need to support businesses and individuals whilst raising awareness and aspirations within communities. SBC will also look at alternative funding sources where further penetration of the local labour market can be identified.

6. Beneficiaries

Beneficiary groups will include;

- Existing employees and the workforce
- Unemployed
- Under employed
- Schools and young people
- FE and HE learners
- YP supply chain businesses
- Graduates
- Ex Armed Forces
- Ex Offenders
- Community Groups
- Training Providers
- Care Leavers

7. Action Plan 2015-2020

Actions;

- Deliver a comprehensive supply chain and “meet the buyer” programme to connect local businesses into the Potash supply chain
- Deliver a comprehensive recruitment and skills programme through Scarborough Jobmatch to maximise employment opportunities for local people

Outputs;

- Create 50 new apprenticeships within 5years
- Train at least 300 local people in mining operations
- Support 15 local people into undergraduate programmes
- Train 300 local people in construction related skills
- Ensure over 50% of jobs at the mine head are secured by local people

SECTOR: OFFSHORE RENEWABLE ENERGY

1. **Lead Organisation/Lead contact** – SBC / Dalby Renewables and others yet to be identified
2. **Project Description**

National context

The renewable energy sector, consisting primarily of onshore wind and offshore wind and marine technologies, is predicted to grow significantly in the period between 2015 and 2030. In particular offshore wind is predicted to grow at the largest and most rapid rate over this period as build rate increases and deployment requirements see a large ramp up in demand for skilled professional and trained individuals.

On the macro scale ensuring the sector has access to sufficient skilled workforce will be vital to ensure the UK optimises deployment of this technology in line with national targets. On a more local scale the Borough must ensure that our region makes best use of the opportunity and maximises local content within this sector wherever possible.

Conservative industry predictions surmise that by 2023 an estimated 30,000 - 55,000 direct and 21,000 – 49,000 indirect jobs will be created within the UK wind and marine energy sectors.

The industry employs proportionately more highly skilled workers than the UK average with 47% of the workforce occupying managerial and professional roles compared with 40% on average for the UK.

Many of the skills required of the sector are generic to the wider engineering, manufacturing and construction sectors including skills in high levels science, technology, engineering and maths.

The key skills challenges for the energy sector are therefore the same including:

- Meeting the current and future demand for engineering and technician skills
- Insufficient management skills
- Competition for talent in the domestic and global market
- An ageing workforce
- Reliance on other sectors for skilled workforce

The renewable energy industry reports that the lack of skills is most acute in the engineering and technician roles and offshore specific disciplines such as environmental analysis, maritime lifting and slinging, working at height etc and boat and helicopter piloting and crew.

The industry has also had a high percentage of hard to fill vacancies in the professional and managerial roles and finds itself constantly competing for talent from within the energy industry.

Local context

Within the Borough of Scarborough the offshore wind / maritime renewables industry presents a significant opportunity for economic growth. The Borough boasts two small but well equipped and serviceable ports at Whitby and Scarborough which are the closest ports geographically to the major Round 3 offshore developments at Dogger Bank and Hornsea. The ports are ideally located to provide operations, maintenance and servicing facilities to the offshore sector.

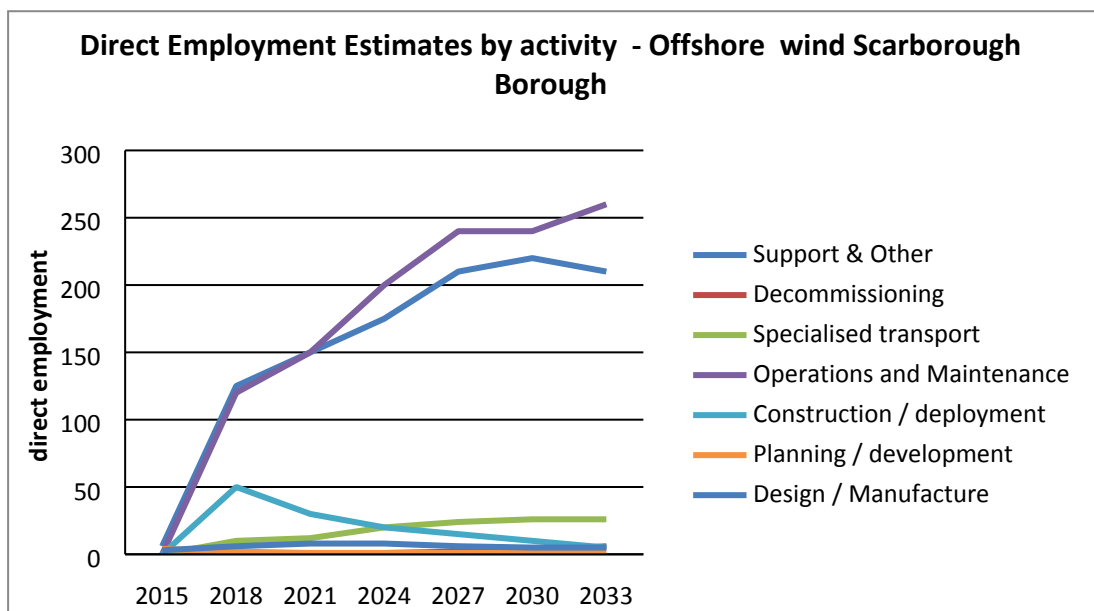
As a result industry investment is ramping up within the Borough with offshore companies investing in both ports currently and over the coming years to establish operational bases there, particularly in Whitby.

In line with the proposed offshore deployment and construction at the Round 3 sites it is envisaged that by 2016 there will be 100 new FTE personnel directly employed in the offshore wind industry in the Borough. This figure will climb to **300 personnel by 2018**; and by **2030 it is expected to exceed 500+ persons**.

Proportional growth within the supply chain is also expected ie in the provision of support services ranging from warehousing, technical, marine and engineering services, to equipment and office supplies, training and education provision etc. Numbers of indirect jobs are expected to match national estimates with approximately two indirect jobs created for every three direct jobs created. In the Borough of Scarborough this equates to approximately **200 indirect jobs by 2018** and up to **300 indirect jobs by 2030**.

Direct Job Creation

The following chart represents estimated new job creation within the Borough of Scarborough in each of the key employment activity areas associated with deployment and maintenance of Round 3 offshore wind.



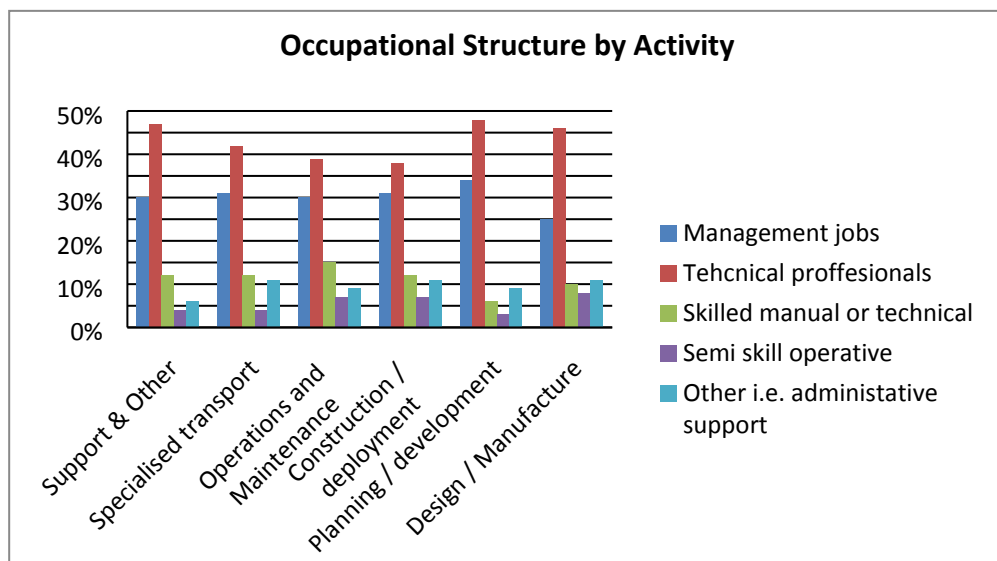
The graph shows the principal growth areas within the Borough being in the offshore support sector and operations and maintenance (O&M) activity. Specialised transport is another area of growth for the Borough though predicted numbers are much lower than for O&M and support.

Offshore support activity encompasses job roles such as project management, health and safety, recruitment, vessel inspection and certification, vessel chartering, contract management, personnel management, strategic and business management, accountancy and recruitment etc.

Operations and maintenance activity encompasses activity such as systems engineers, vessel management and maintenance teams, turbine technicians, marine engineers, electro mechanical engineers, harbour staff etc.

Specialised transport jobs relate to activity such as wind farm support vessel crew, boat pilots and helicopter pilots.

Graph 2 shows the occupational structure as % of each activity within the offshore sector and demonstrates the generally high levels of skill and qualification required to work within the sector.



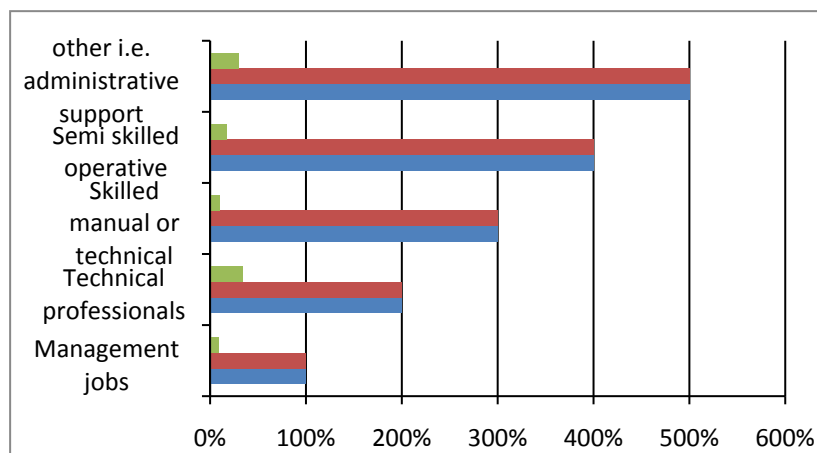
Graph 2 demonstrates the generally high levels of skill Management job roles typically require employees to be qualified to degree level or equivalent.

- Technical professional jobs would typically require employees to be qualified to degree level or equivalent.
- Skilled manual or technical jobs typically require employees to be qualified through an advanced apprenticeship or equivalent.
- Semi-skilled and other jobs i.e. administrative support typically require lower levels of qualification than those discussed above.

Indirect Job Creation

Indirect job creation is far less straight forward to estimate. It is understood however that the anticipated 300+ indirect jobs created in support of the offshore sector will be from a wide spectrum of service and supporting industries as found in any other economic mix and ranging from the supply of consumables such as food, stationery and IT equipment to the provision of services such as accommodation and hospitality, legal services and accounting etc.

Therefore, growth in this sector will reflect the national profile in terms of skills requirements. Graph 3 shows the occupational structure as % of each activity within the indirect jobs market.



Anticipated direct job positions and qualification requirements

Extrapolating the numbers of jobs anticipated versus the industry mix in terms of roles gives as an indication of the training and recruitment requirement of the industry within the Borough until 2030.

Table 1 demonstrates the numbers of those directly employed in the offshore wind sector in each skill set by year.

For example the table shows that in 2015 there are approximately 6 technical professionals working within the Borough in offshore wind, by 2018 this figure will increase to 136 and by 2030 this will be 219 persons.

DIRECT JOB ROLES	Management jobs	Technical professionals	Skilled manual or technical	Semi-skilled operative	Other i.e. administrative support
2015	4	6	1	1	1
2018	94	136	35	17	30
2021	106	153	39	19	33
2024	128	184	47	23	40
2027	150	216	56	27	47
2030	152	219	56	28	48
2033	155	222	57	28	49
	Degree level or equivalent		Advanced Apprenticeship	Up to level 3 or equivalent vocational/academic qualification	

Table 1. Number of direct job positions by activity type and year

Anticipated indirect job positions and qualification requirements

Table 2 demonstrates the numbers of those indirectly employed as a result of the establishment the offshore wind sector in each skill set by year.

For example the table shows that in 2015 there are approximately 3 technical professionals working within the Borough in support of offshore wind, by 2018 this figure will increase to 70 and by 2030 this will be 144 persons.

INDIRECT JOB ROLES	Management jobs	Technical professionals	Skilled manual or technical	Semi skilled operative	Other i.e. administrative support
2015	1	3	1	1	3
2018	19	70	21	35	62
2021	21	79	23	39	70
2024	25	95	28	48	84
2027	30	112	33	56	99
2030	30	113	33	57	100
2033	30	115	34	58	102

Table 2. Number of indirect job positions by activity type and year

Summary

As a result of growth of the offshore renewables sector within the Borough and on the basis of the analysis undertaken there will be:

By 2018

- 319 direct and indirect posts requiring degree level qualification
- 70 direct and indirect advanced apprenticeship or equivalent level posts
- 144 direct and indirect other posts requiring skills up to level 3.

By 2024

- 432 direct and indirect posts requiring degree level qualification
- 75 direct and indirect advanced apprenticeship or equivalent level posts
- 195 direct and indirect other posts requiring skills up to level 3.

By 2030

- 514 direct and indirect posts requiring degree level qualification
- 89 direct and indirect advanced apprenticeship or equivalent level posts
- 233 direct and indirect other posts requiring skills up to level 3.

4. Action Plan 2015 – 2020

Actions;

- Establish the Yorkshire Offshore Wind Service Centre in Whitby
- Secure further investment in the offshore sector in both Scarborough and Whitby ports
- Develop a comprehensive supply and meet the buyer programme to connect local businesses into the offshore wind supply chain
- Deliver a comprehensive recruitment & skills programme through Scarborough Jobmatch to maximise local employment opportunities

Outputs;

- Create circa 500 direct and indirect jobs
- Create 80 apprenticeship opportunities for local people

SECTOR: ENGINEERING AND MANUFACTURING

1. **Lead Organisation/Lead contact** – SBC / University Technical College / Coventry University Scarborough / private sector

2. **Project description**

In Scarborough Borough, engineering and manufacturing employ circa 5,000 people in over 250 companies, representing 12.4% of employees. Ryedale has 4,300 jobs (16% of employment) and the East Riding of Yorkshire, 16,400 jobs representing 14.6% of employment. Key sectors across the patch include food and drink, metals, electrical equipment, electronics, plastics, and transport.

Many leading national and international companies are based on the Yorkshire Coast including Plaxton Ltd (coach and bus manufacture), McCain Foods (frozen foods), UPM Raflatac Ltd (labels and laminates), Legrand Electric Ltd (cable management solutions), Unison (tube bending) and Whitby Seafoods. There are over 50 medium to large companies. Key companies in the East Riding and Ryedale include Kingspan, Severfield, Marshalls Aerospace, Forum Subsea Technologies and James Fisher Nuclear.

In order to develop this sector and support the generation of new employment opportunities, the Yorkshire Coast needs to develop a Sector Support Programme including;

- Investment in education to provide a future employer base through delivery of a curriculum targeting professional, engineering and technical skills
- Develop a comprehensive supply chain and meet the buyer programme to connect local businesses into the engineering and manufacturing sector
- Deliver a comprehensive recruitment & skills programme through Scarborough Jobmatch to maximise local employment opportunities

- Support sector growth and recruitment through working in partnership with the Ambassadors to deliver Engineering Week

3. Rationale for Intervention

The UK engineering sector is worth over £1 trillion in turnover to UK plc, representing 23.9% of the turnover of all UK enterprises. The sector employs 5.4m people across 542,440 engineering companies and the sector is forecast to create 2.74m job openings between now and 2020. Engineering is central to manufacturing growth and the UK ranks 9th in global output and is a recognised world leader in several sectors such as automotive, renewable energy, aerospace, agri-food and bioscience.

It is estimated that the UK needs 1.28 million new science, technology and engineering professionals by 2020. Approximately 40,000 more science, engineering and technology graduates are needed each year just to maintain the status quo.

The Yorkshire Coast needs a reliable and regular supply of engineers and technically qualified young people to support its economy.

There is recognition nationally that the workforce within the engineering and construction sectors is ageing. Statistically approximately 20% of the nation's workforce within these sectors is due to retire in the next 10 years.

Conversely the number of school leavers pursuing employment or education within these sectors has been rapidly diminishing for the past 30 years. The engineering and construction sectors are already reporting a significant shortfall in availability of personnel. Over the next ten years this shortfall will become increasingly critical and will seriously threaten the viability of UK engineering and construction sectors. In Scarborough alone a predicted 1,700 will leave the industry due to retirement by 2025.

4. Beneficiaries

- Existing workforce
- Local and regional businesses
- Young people
- Unemployed individuals
- Students
- Schools
- Graduates

5. Action Plan 2015-2020

Actions;

- Work in partnership with Scarborough UTC to connect young people into employment, apprenticeships or further learning
- Develop a pathway between the UTC and Coventry University Scarborough Campus for higher level learners
- Promote research and development and the exploitation of commercial opportunities through joint working between Scarborough Borough Council, Coventry University Scarborough Campus, the UTC and local employers
- Develop a comprehensive supply chain and meet the buyer programme to connect local businesses into the engineering and manufacturing sector
- Deliver a comprehensive recruitment & skills programme through Scarborough Jobmatch to maximise local employment opportunities
- Develop an Apprenticeship Support Programme
- Support the Ambassadors to deliver Engineering Week

Outputs;

- 200 UTC leavers per annum into engineering jobs, apprenticeships or further learning
- Support the creation of 2000 new jobs in the engineering sector
- Supply 50 new apprenticeships per annum in the engineering and manufacturing sector.

SECTOR: CONSTRUCTION

1. **Lead Organisation/Lead contact** – SBC/Northern Regeneration CiC

2. **Partners**

A range of partners will be utilised to support the development and implementation of the action plan. These include:

- Other Local Authority partners,
- Sector Skills Council: (CITB),
- Private Sector: (Kebbell Homes, Keepmoat, Willmott Dixon, Barratts, Persimmon, York Potash),
- FE Colleges: (Yorkshire Coast & Redcar and Cleveland Colleges, Leeds College of Building, Scarborough UTC)
- Training Providers: (Groundwork)

Other co-opted partners will be drawn upon to support development and delivery as the need arises.

3. **Project description**

In order to deliver the skills village approach and construction training programme, Scarborough Borough Council has gone into partnership with a social enterprise called Northern Regeneration.

The objective is that this partnership, with both strategic and operational support from other delivery partners, will “**Turn Opportunities into Reality**” through the delivery of outcomes and outputs identified within the action plan.

A broad range of activities and interventions will be used to address a major skills shortage in an industry in need of local labour to meet the economic challenges.

Through delivery of local projects we will aim to:

- Support **Social Regeneration**: by providing training and work placement opportunities for local people
- Improve **Economic Wellbeing**; by identifying and supporting local individuals secure employment.
- Support **Physical Regeneration**: by delivering quality soft and hard landscaping projects in the communities we serve across the York, North Yorkshire and East Riding LEP Area

The partnership will deliver a range of services under two strands within the action plan, those being:

- **Services to Business**
- **Services to Communities**

Delivery of Services

The Action plan will be delivered through a blend of delivery models, interventions and support packages dependent upon need.

To ensure efficient, effective and flexible services meet the needs of both businesses and communities the partners will draw upon the experience of individuals, partners, and sub-contractors to ensure the right level of skills, knowledge and experience is utilised appropriately and when the need arises.

This approach will ensure services are both flexible and respond to Growth and business demand in order to deliver the ambitious targets set within this and future plans.

4. **Rationale for intervention**

The Construction Industry Training Board research indicates that 224,000 new construction jobs nationally will be required by 2019. The estimate for Yorkshire and the Humber is 3,220. The York, North Yorkshire and East Riding LEP has estimated that 5,000 new construction jobs will be created by 2022 along with the need to replace 10,000 workers that are retiring.

However, the Council estimates that these local and regional figures are inaccurate and do not reflect the major investments planned over the next ten years. The combination of investment in 10,000 new homes and major industrial, mining, education and leisure mean that the likely investment in Scarborough, detailed above, is likely to result in further demands for skilled construction workers as around 4,000 construction jobs will be needed to fulfil the projects identified.

Scarborough is heading for a period of economic growth unparalleled since the town was originally opened up by the railways in the 19th century which connected Scarborough to the cities of West Yorkshire and beyond. An era of opportunity beckons with some of the most significant economic growth potential in the north of England.

In York, North Yorkshire and East Riding, we are also seeing significant planned investment which includes:

- £1.6 billion construction investment with £13.6 billion planned
- £803 million in commercial construction planned
- £1.1 billion in new housing planned including 1,350 homes in Scarborough valued at over £77 million

We also know there is:

- 5,440 construction companies and 33,200 construction jobs.
- 60,360 people were thinking about a career in construction in the last year

5. Funding profile

Funding profile	2015/16	2016/17	2017/18
ESIF	£30,000	£300,000	£300,000
Private Sector	£10,000	£60,000	£60,000
Match	£20,000	£60,000	£60,000
Total	£60,000	£420,000	£420,000

6. Beneficiaries

A range of beneficiaries will be engaged and supported through the action plan, those include:

- Local, regional and national businesses
- Unemployed Individuals
- NEETS
- Students
- Graduates
- Schools
- Individuals seeking to change careers
- Individuals seeking to set up their own enterprise

7. Action Plan for 2015-2020

Actions;

- Deliver coordinated investment in construction training initiatives through the Skills Village
- Increase capacity for construction training in the Borough for young people, the unemployed and the existing workforce
- Develop new partnership opportunities to enable quality provision

Outputs;

- 2015 – 100 beneficiaries
- 2016 – 200 beneficiaries
- 2017 – 300 beneficiaries
- 2018 – 400 beneficiaries
- 2019 – 450 beneficiaries
- 2020 – 500 beneficiaries

SECTOR: SOCIAL INCLUSION

1. **Lead Organisation/Lead contact** – SBC/Your Consortium / Coast and Vale Community Action (CAVCA) / SBC

2. **Partners**

CAVCA, SBC, Community Groups, NYCC, Parish Councils, Training Providers, Schools, Scarborough Jobmatch, FE and HE.

3. **Project description**

YNYER LEP Strategic Priority 3 ‘Inspired People’ includes reference to the ambition to;

‘Develop the capacity of the community and social enterprise sectors to meet local needs with activities that promote social inclusion and employability’

Indicative activities include;

- Basic skills support
- Flexible supported work schemes
- Targeted community learning
- Mentoring and in-work support for long term unemployed and those with complex barriers
- Careers advice and job search for unemployed graduates and professionals
- Support for transition from welfare to work
- Work experience for 25+
- Support for under employed and those on low hours
- Provide incentives to employers to hire people from target groups
- Job creation/ funded work experience
- Debt and money advice
- Implications of Universal Credit and other welfare changes

In addition to the main beneficiary groupings VCS organisations will also be supported with;

- Benchmarking of funders requirements, organisational assessment, action planning and general support
- Building capacity and skills of VCS to offer high quality work experience placements
- Brokerage services to match individuals with high quality volunteering opportunities
- Utilising Community Led Local Development (CLLD) to unlock a whole community approach to give localised support for groups, networks and businesses

For Scarborough Borough it will be key to integrate activities with;

- New Eastfield Action Plan 2012-2024
- Action Eastside Action Plan 2013-2016
- My Barrowcliff Action Plan 2011-2016
- Barrowcliff 'Big Local' project
- Emerging action plan for Castle ward/ work of Castle Community Network

4. **Rationale for intervention**

Scarborough Borough has the highest number of benefit claimants in the YNYER area with the exception of the two unitary authorities, York City Council and the East Riding of Yorkshire Council.

Figures for October 2015 show that 1,033 JSA claimants are resident in Scarborough at an average equal to the national average, but higher than all other districts in YNYER including York and East Riding.

In terms of Key Out of Work Benefits Scarborough has 7,220 claimants (11.4% of the workforce), more than double the rates of other North Yorkshire districts and York and 4% higher than East Riding. These benefits include JSA, ESA and IB and lone parents.

Scarborough has 17 Lower Super Output Areas (LSOAs) in the top 20% most deprived in the country, with 9 of those in the top 10% most deprived. Namely;

1. Woodland (067d)
2. Castle (006b)
3. Eastfield (012b)
4. North Bay (006d)
5. Eastfield (012a)
6. Castle (010a)
7. Castle (006a)
8. Eastfield (012c)
9. Whitby West Cliff (001c)
10. Falsgrave Park (009b)
11. Woodlands (007c)
12. Ramshill (010b)
13. Streonshalh (003b)
14. Central (008c)
15. Filey (014a)
16. Northstead (007b)
17. Ramshill (010d)

As a consequence of these levels of deprivation Scarborough is likely to qualify as a CLLD area to address;

“Concentrations of disadvantage, contributing directly to social inclusion and poverty at sub-regional level, can exist even in areas of wider economic prosperity across all categories of region”

Draft E U Operational Programme 2014-2020

5. Funding Profile

ESIF funding identified for “empowering communities delivering support and inclusion” £7.8m across YNYER 2014-2020, which includes £3.6m of match funding from Big Lottery.

CLLD £3m for Scarborough and Bridlington

6. Beneficiaries

Main beneficiaries will be individuals living in disadvantaged communities, including those claiming key out of work benefits, but with a focus on those with particular and acute barriers in terms of employability. Target groups will include;

- Those with physical/sensory disabilities
- Moderate/mild mental ill health sufferers
- Those with housing or homelessness issues
- Ex-offenders
- Older workers
- Care leavers
- Unpaid carers
- Lone parents
- Ex Armed Forces
- Young unemployed
- Returners to the labour market
- Migrant workers/ethnic minorities with language/cultural barriers
- Hidden unemployed (not claiming benefits)
- Hidden impairments

7. Project management structure

Project management structure will be determined by the phased approach to ESIF Inclusion and the appointment of Accountable Body which will oversee subsequent steering group formation and the recruitment of local partners to deliver activities.

In terms of CLLD a Local Action Group will be formed that will develop a Local Development Strategy. This group will likely be a joint East Riding and Scarborough group covering Bridlington and Scarborough. A Scarborough sub-group will then be formed that could be related to the emerging Coastal Community Team.

8. Action Plan 2015-2020

Actions;

- Establish local Action Groups
- Develop local Development Strategy
- Initiate projects during 2016 and deliver projects which address skills, employability, self-employment and enterprise in our most disadvantaged areas

Outputs;

- Outputs to be determined through the development of the local Development Strategy

9. KEY INDICATORS OF PROGRESS

SKILLS						
	Actual %	Targets %				
Qualification	2014/15	2017	2020	2023	2026	2029
GCSEs A-C grade inc English & Maths	56.7	58.7	60.7	62.7	64.7	65.6
NVQ2+	65.4	67	68.8	70	71.8	72.5
NVQ3+	48.9	51.5	53	54	55	55.8
NVQ 4+	25.3	26	28	30	32	35.2

EMPLOYMENT						
	Actual	Targets				
	2014/15	2017	2020	2023	2026	2029
Youth unemployment (JSA)	170	100	75	50	25	25
NEETs	10.1%	8%	6%	4%	2%	2%
JSA Numbers	1033	850	800	750	700	680
ESA Numbers	5,280	5,000	4,750	4,500	4,350	4,250
New Jobs Created	-	500	2,000	4,000	5,000	6,000
New Businesses created	-	200	400	600	800	1,000

WORK AND SKILLS						
	2015	2017	2020	2023	2026	2029
Scarborough Jobmatch supply people into work	150	550	1150	1750	2350	2950
Businesses signed up to the Yorkshire Coast Employability Charter	70	100	120	150	170	200
New business start-ups (Yorkshire Coast Business Gateway and new SIF Enterprise Support)	50	250	500	700	900	1000