Skills for Growth Action Plan
Professional and Business Services
2018 - 2020
Contents

4 Professional and Business Service Sector Overview
6 Skills Challenges
12 Strategic Action Plan
A flourishing professional and business services sector is crucial for the wider city region economy, acting as it does as an enabler for growth in all sectors.

In producing this detailed action plan, we have engaged widely with our stakeholders to understand the current and future skills environment.

Devolution offers the opportunity to develop a bespoke professional and business services skills offer to meet local need, and help deliver a flourishing future.

The challenges outlined in the report are wide ranging and this report sets out a robust set of priorities including supporting careers awareness and aspiration among school pupils, talent retention, improving local skills and qualifications, new jobs, more businesses, improving long-term business survival and increasing GVA.

By clarifying issues such as modular learning to enhance a more diverse skills base; and highlighting the importance of careers management on a personal level, we can improve our competitiveness as individuals, businesses and as a city region.

To successfully deliver this ambitious action plan we need the combined effort of our enterprising and supportive city region stakeholders, who have the key role in ensuring its success. We look forward to working with you for the benefit of our students, employees and employers.

Steve Rotheram
Liverpool City Region Metro Mayor

Cllr Ian Maher
Liverpool City Region Portfolio Lead, Skills and Apprenticeships
The Professional and Business Services (PBS) sector is a major component of the UK economy and a key growth industry for the Liverpool City Region. Broadly defined, the sector consists of financial, real estate, legal and insurance activities plus additional business support functions including employment agencies, administration, security and rental – see Figure 1.

Within the City Region, PBS supports an estimated 107,000 jobs across 12,000 companies and generates more than £8 billion per annum in Gross Value Added (GVA). The sector is the second largest employer in the City Region, after health, and generates over one quarter (27.3 percent) of economic output.

The sector has grown significantly over the last decade (NOMIS, BRES 2018). Between 2009 and 2017 there was a 21.1 percent increase in employment, with over 19,000 jobs created by the sector. There was also growth of 54.6 percent in the number of PBS enterprises between 2010 and 2018; representing an additional 3,700 firms in the City Region. Forecasts indicate that the sector will continue to make a key contribution to the City Region economy, with overall growth anticipated in both employment and in GVA. By 2030 the sector is expected to generate an additional £974 million in GVA and employment growth of some 4,000 jobs.

In the City Region the PBS sector has specialism in wealth and fund management and in business services for the maritime industry. Whilst small in employment terms, with around 1,000 employees located in the City Region, the location quotient shows a number of specialist functions that include wealth fund management and investment concentrated at a level 2 – 3 times that of the North West average. Key fund management businesses in the City Region include Rathbones, Barclays Wealth, MAM Funds, Investec and Shore Capital.

**Figure 1**

**Employment in PBS Sub Sectors, Liverpool City Region 2016**

<table>
<thead>
<tr>
<th>People</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>17,000</td>
<td>16</td>
</tr>
<tr>
<td>16,000</td>
<td>15</td>
</tr>
<tr>
<td>12,000</td>
<td>11</td>
</tr>
<tr>
<td>12,000</td>
<td>11</td>
</tr>
<tr>
<td>10,000</td>
<td>9</td>
</tr>
<tr>
<td>10,000</td>
<td>9</td>
</tr>
<tr>
<td>10,000</td>
<td>9</td>
</tr>
<tr>
<td>20,000</td>
<td>19</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>107,000</strong></td>
</tr>
</tbody>
</table>
Specialist functions in maritime industries provide insurance and investment services. Both financial and professional services in this sector have been boosted in the last five years with major investments in offshore energy production. Data indicates that employment in technical and advisory services, related to low carbon energy production increased by 13.8 percent over the period 2010 – 2016 and enterprises have increased by 59.3 percent over the period 2010 – 2017. The majority of these new firms are in technical and environment management consultancy.

While at a sector level rising employment is positive, there are significant differences within the PBS sector with shifts in the structure of employment driven by the automation of administrative processes and consolidation of professional service areas. These changes will come to affect the composition of the sector within the City Region and affect the skills and recruitment requirements of employers.

To realise the full growth potential of the PBS sector and its contribution to the Liverpool City Region economy, in the context of changing national relationships within Europe and global markets, requires action to enhance the competitiveness of business. Of central importance will be ensuring the supply of people and skills that have both the core technical competences needed by sector employers, that are able to respond positively to changing technology, markets and working conditions.

Feedback from employers within the City Region indicate that there is a sufficient supply of graduates at entry level; however there is pressure to attract experienced middle and senior managers able to contribute to business growth. The medium and long term challenge is how to shape recruitment in order to grow and retain future managers while also upskilling existing staff members to respond positively to changing technology, global markets and business practices.

In a context of significant change, business collaboration and joint planning at a sector level within the City Region becomes increasingly important. Whilst the impact of Brexit is not known, according to the LCR Employer Skills Survey 2017, 42 percent of firms have noticed an impact on their business from Brexit. Some 58 percent expect an impact in the future. While the majority (67 percent) of businesses do not expect Brexit to affect their recruitment activity in respect to foreign labour, there is push to internationalise activity and access new global markets. This will create additional need for language and client management skills to service new client groups.
Attracting Skilled Labour

The Professional and Business Services sector benefits from a high profile among young people, offering a route to professional and well paid careers. The level of awareness of traditional roles in banking, accountancy and law ensures that there are high numbers of applicants for higher education courses in these professions and for advertised vacancies.

The sector has a comparatively youthful age profile of staff in contrast to other primary industries present in the City Region (NOMIS). Around 61 percent of workers in the PBS are aged between 25 and 49 years old and just 28.6 percent are aged 50+. This compares favourably with the sectors such as manufacturing and energy where 37 percent and 35 percent respectively are aged 50+. The younger age profile reduces pressure for replacement demand, but raises the importance of retention of staff and activity that enables employees to progress their careers within the City Region.

The occupational profile within the PBS sector is dominated by higher skilled managerial, professional and technical jobs. As shown in Figure 2, higher skilled roles constitute 54 percent of all jobs within PBS. Administrative, sales and customer services are the second largest category of occupations at 28 percent. Trends indicate that AI will automate much of the administrative processing in the sector, for example in an analysis of working hours devoted to activity type in Germany found that processing and collecting data would suffer the largest net falls in hours of all activity types other than predictable physical tasks. This will impact on both the number of jobs in PBS and increasing the requirement for managerial and professional roles to manage processes, quality control and oversee customer relations and ensure that regulatory standards are adhered to.

Skills Challenges

Figure 2
**Occupational Profile – Professional and Business Services, LCR 2017**
Source: Annual Population Survey (workplace data), ONS 2017

<table>
<thead>
<tr>
<th>Occupational Group</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Managers, professionals and technical occupations</td>
<td>54</td>
</tr>
<tr>
<td>Skilled trades</td>
<td>6</td>
</tr>
<tr>
<td>Administrative, sales and customer service</td>
<td>28</td>
</tr>
<tr>
<td>Process, plant operatives and elementary occupations</td>
<td>13</td>
</tr>
</tbody>
</table>
Research by the Resolution Foundation\(^3\) shows a decline in the number of employees moving between UK regions since the financial crisis in 2009. Indications are that in sectors, such as PBS, where there has been a net fall in total employment levels nationally, job switching has fallen. The research\(^3\) notes: “the share of employees in finance and insurance moving region for work has fallen from a high of nearly 8 percent in 2001 to below 4 percent today.” This pattern may have significant impact on the ability of City Region employers to attract talent from other regions of the UK, where skilled workers have a lower propensity to move. It also underlines the importance of investment in existing workers; building career pathways within the region as an effective strategy to retain skills and senior managers of the future.

While job roles within the sector are seemingly well known, the impact of artificial intelligence and digital technology is fundamentally changing the nature of work. Administrative and decision making processes are increasingly automated and the interface between the customer and service provider is through on-line access and self-management of accounts.

New types of jobs in the sector will require a foundation in core professional competences, such as finance or law, but also in digital skills, including data management, cyber security and web-based communications. The impact of technology has driven a convergence in skill areas and a demand for talent able to think creatively to apply new techniques to improve market share or increase the profitability of firms. This provides a challenge for employers in the sector to both update common understanding of how the sector operates, and the range of careers available, and work with education and training providers to ensure the supply of the right combination of skills.

New research based on 2.7m job adverts in Australia identified the skills required by the job roles and found that many new job roles had significant overlap in the skills required across a range of jobs. The seven job clusters are the ‘Generators’, the ‘Artisans’, the ‘Carers’, the ‘Informers’, the ‘Technologists’, the ‘Designers’ and the ‘Coordinators’ each defined by a close association of the primary skills and attributes required of employees in that sector.\(^5\) Holding these skills would provide employees significant portability to enable them to move between individual jobs within the cluster - when a person trains or works in one job, they gain skills for around 13 other jobs because employers demand very similar skills in many jobs. Equally, depending on the job and cluster, those trained or employed in one job, would need only one additional skill to be a candidate for a further 44 different jobs. There are clear implications for the delivery of learning in this model – with more modular and flexible delivery being required throughout an individual’s working life.
The Carers, The Informers, and The Technologists are most likely to grow and persist into the future while The Generators and The Designers are likely to experience moderate growth and medium exposure to automation. However, The Artisans and The Coordinators are likely to experience lower growth and high exposure to automation. Across all sectors around one third (32 percent) of businesses in the Liverpool City Region report that they currently work with schools, colleges and universities. The primary form of involvement is offering work experience to pupils and students. While this is a substantial commitment by businesses, indications are that participation is constrained by a lack of information and co-ordination of business involvement in schools. To maximise the time investment by employers it is necessary to ensure involvement is impactful: informing the decision making of young people and contributing to building critical reasoning, problem solving and creativity – key skills vitally important to help businesses to innovate.

One route into PBS careers is through apprenticeships. The availability of frameworks from level 2 to level 7 offer a means for employers to diversify recruitment practices and rebalance training delivery, across classroom and workplace, to produce the most relevant skills. Local data indicates that the take up of apprenticeships in the PBS sector is lower than the City Region average with just 5 percent of employers using apprenticeships, significantly below the average of 7.6 percent.

Figure 3
Career cluster
Source: Foundation for Young Australians (2017) The New Work Mindset: seven job clusters to help young people navigate the new work order
Employer attitudes to apprenticeships varies by subsector. In some areas, such as Financial Advice services there is a sense of optimism that apprenticeships may provide a route into the profession for younger, more gender-balanced recruitment. A small number of employers feel that apprenticeships could be used more widely by firms in the sector but that more will need to be done to convince the large number of micro businesses in the subsector that this is viable. In other subsectors, there are relatively few problems in fulfilling their recruitment needs with an over-supply of graduates. In the medium/long-term, employers suggest that recruitment of apprentices (typically at 18 with good A Level grades) will outstrip the numbers being recruited at graduate level. This may take some time to occur as young people (and their parents) may not yet be ready to accept that higher and degree level apprenticeships offer the best career prospects for them. Other employers felt that recruitment of apprentices into non-professional career paths was constrained by the quality of candidates and that more needs to be done to ‘sell’ the opportunities to progress within the sector. Even if they start in non-professional roles, many have gone on to other things within these businesses.

The sector needs to continue to attract talented people into professional and business careers, both at an entry level and for mid-career advancement. Within the City Region employers have a ready supply of graduates from the universities located in and around the area. As shown in Figure 4, these institutions have 86,475 students, with over 21,000 studying at undergraduate and postgraduate level subjects, including finance, law and business administration, relevant to the PBS sector. The output of the higher education institutions in the City Region provides an important pipeline of skills and talent, but, professional training needs to keep pace with technology and market changes within the sector in order to ensure the employability of graduates.

Figure 4
Higher Education Students Studying Subjects Relevant to PBS 2016/17
Source: HESA (2018)

<table>
<thead>
<tr>
<th>HE provider</th>
<th>Computer Science</th>
<th>Law</th>
<th>Business Administration</th>
<th>Communications</th>
<th>Languages</th>
</tr>
</thead>
<tbody>
<tr>
<td>Liverpool Hope University</td>
<td>115</td>
<td>115</td>
<td>400</td>
<td>125</td>
<td>200</td>
</tr>
<tr>
<td>Liverpool John Moores University</td>
<td>1,070</td>
<td>950</td>
<td>2,915</td>
<td>590</td>
<td>405</td>
</tr>
<tr>
<td>The University of Liverpool</td>
<td>890</td>
<td>1,715</td>
<td>4,040</td>
<td>375</td>
<td>1,010</td>
</tr>
<tr>
<td>University of Chester</td>
<td>290</td>
<td>425</td>
<td>2,175</td>
<td>315</td>
<td>675</td>
</tr>
<tr>
<td>Edge Hill University</td>
<td>630</td>
<td>280</td>
<td>950</td>
<td>565</td>
<td>665</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>2,995</strong></td>
<td><strong>3,485</strong></td>
<td><strong>10,480</strong></td>
<td><strong>1,970</strong></td>
<td><strong>2,955</strong></td>
</tr>
</tbody>
</table>

Employer attitudes to Apprenticeships varies by subsector. In some areas, such as Financial Advice services there is a sense of optimism that Apprenticeships may provide a route into the profession for younger, more gender-balanced recruitment.
Upskilling and Retaining Employees

To ensure continued business performance it is vitally important that employers are able to retain key staff and improve the productivity of all staff through in-work training. The Liverpool City Region Employer Skills Survey 2017 shows that 64 percent of businesses in the sector had recruited in the previous 12 months, with primary reasons given as business growth (for 66 percent of respondents) and staff turnover (for 60 percent). Just under half of businesses with vacancies (47 percent) had found them hard to fill. Some 63 percent said that they had had low numbers of applicants with the required skills, a rate higher than the survey average of 54 percent. Also 24 percent said that applicants lacked the work ready skills including attitude and motivation. Securing technical competencies, such as accountancy skills, were also identified as a challenge for some businesses indicating competition for talent within the City Region.

A major challenge for PBS businesses in the City Region is retaining talented staff. Data on salaries indicates a significant differential in pay between the national average and the City Region. Annual gross pay figures 2016 for the financial, real estate and professional services sector (North West) show an average of £26,926, which was 27.8 percent lower than the national average of £34,417. This differential places additional pressure on the ability of firms to attract and retain talented staff to the region. While specialist roles in the City Region may carry high salary levels, differences in pay will continue to be an incentive for skilled workers to leave the City Region.

Investment by business in training and career development opportunities can, in some part, compensate for lower comparative salaries available within the City Region. Employers own analysis of this issue will help to identify where there are specific pinch-points in recruitment or retention of staff. However, evidence from the Liverpool City Region Employer Skills Survey 2017 shows that 41 percent of businesses in the PBS sector did not have an annual training budget, higher than the Liverpool City Region all sector average of 38 percent. This suggests a lack of forward planning among nearly half of PBS firms within the City Region.

The fast changing pace of skills demand is a key issue for the PBS sector. Employers need to inform and influence the design of the provision both to generate the rights skills and to ensure that the right skills are available at the right time. The skills system needs to be more dynamic to incorporate flexible and modularised forms of training that can be used to update staff skills around new processes and technology. PBS employers have a strong track record of this type of staff training geared to the introduction of new financial products or services. This form of highly effective short embedded learning offers a model to training providers as a way to align task-focused learning to the specific needs of employers.
Skills for Growth Action Plan for Professional and Business Services

An essential element of realising growth within the PBS sector is through the formation of new business activity. The cultivation of new enterprises and enterprise skills is a major opportunity for the City Region. The PBS baseline report highlights that in 2016 there were 73 business starts per 10,000 residents of working age. While this is below the North West and national averages (at 93 and 100 per 10,000 respectively), the gap has closed since 2011. This improving performance is supported by research that shows that Liverpool City Region has a higher proportion of fast growing firms than anywhere else in the UK.7

Identifying structural changes in the labour market to create new business opportunities is particularly important for the PBS sector. An area of significant change since 2010 has been the market response to changing employment practices, with rapid increases in zero hours contracts and agency staff. The impact of this change is partly reflected in PBS sector data for employment agencies, which has seen the highest growth in employment albeit that temporary staff are employed across all sectors. However, there has been significant growth in the number of employment agencies established to exploit changing practices. Between 2010 and 2018 the number of employment agencies in LCR grew by 223 percent – some 425 enterprises created. The majority of these are small, but demonstrate underlying responses to changing labour markets.

Analysis of forecast data indicates that the majority of growth is coming through rising GVA rather than employment. As shown in Figure 5 when forecasts are indexed at 2018, there is comparatively minimal growth through employment compared to higher productivity. This data indicates that to achieve forecasts businesses need to become more efficient through the introduction of technology and through raising the skills (and pay) of employees.

Figure 5
Forecast Liverpool City Region Employment and GVA growth 2018 – 2030, PBS Sector (Indexed 2018)
Highlighting the potential of the sector to young people

Across the sector as a whole there is no immediate need to improve the flow of young people interested in a professional career in PBS. There is a plentiful supply of graduates with relevant legal, accountancy and management qualifications being produced both at Liverpool City Region and national levels. Employers with a strong brand in their sector are able to fully satisfy their graduate entry requirements. However, recruitment into non-professional roles, e.g. administration and support roles, presents more of a challenge in securing candidates with the appropriate qualifications and ambition. These roles are typically open to young people leaving education at 18 with A levels (as opposed to being graduate roles) but do offer a potential route into associate professional and professional careers for those candidates who are willing to make the most of their opportunities. The entry route will often be through an apprenticeship with the employer. A number of employers felt that more needed to be done to highlight these potential career paths, especially to those who are not certain about Higher Education but do want to secure a professional qualification.
Science, Technology, Engineering, Maths (STEM) and digital skills are also likely to be in higher demand in future across all sectors, so while PBS can access these skills at the moment, complacency is not an option as fewer young people enter the labour market.

Blended learning to combine digital understanding with professional insight is seen as an essential skillset for the PBS sector in adopting the digital transformation. This is an important message and the sector will need to appeal to a wider range of skills now to secure a future pipeline.

The PBS sector is currently undertaking research on the nature and extent of education-PBS interactions so it would be premature to prescribe actions at this stage. However, it will be important for the PBS sector to work to a set of principles whatever individual actions are finally agreed:

• Map clearly the routes into PBS available to young people – what age and what qualifications are different subsectors seeking to recruit and how might these differ for a work-based versus graduate entry? Communication of the options open to young people depending on which route is chosen is something other sectors have developed – e.g. what steps are required to become a fully qualified solicitor or accountant and what is the respective timeline to achieve this?

• Develop high quality case studies of success stories, drawn from both genders and diverse groups across arrange of PBS sub-sectors. Young people and parents are keen to keep their options open and have long felt that work-based routes restrict future options. If this is no longer the case, then it is important to demonstrate how it no longer applies. Young people should also be used as ambassadors to go into schools and other learning environments.
Persuading up-and-coming professionals who have the skills and talent to become national leaders in their sector to move to Liverpool City Region presents a significant challenge.

• This should also seek to highlight the variety of non-traditional routes into associate and professional roles from support and administrative occupations. Again, case studies of young people who have followed this route will be an important marketing tool.

• Ensure that materials used within education include PBS branding so that employers can share them across the sector or sub-sector. The materials themselves need to be adaptable so that they can be used across different communication platforms – online, smart phones, within a classroom setting, etc.

• Share lessons from working with education providers so that effective practice can be developed and adopted quickly.

• Place a greater emphasis on materials and support that aims to impart career management skills rather than current labour market information so that it is possible to build greater resilience in the interaction with education organisations.

• Integrate actions so that young people and education establishments are encouraged to act more strategically – so attendance at sector careers events means that young people have a better chance of securing a work experience placement. Undertaking a work experience placement gets the young person an automatic interview for an apprenticeship opportunity, and so on.

• A number of PBS employers have suggested that mentoring could play a more significant role in securing a talent pipeline. Mentoring activities should be considered to:

  • Encourage young people from non-traditional backgrounds to enter the PBS sector businesses. Whatever the qualifications required by a professional, the soft interpersonal skills are vital and people from more disadvantaged backgrounds can struggle to develop these skills without support. The best route to achieving this is to use younger PBS staff to provide mentoring to candidates as this also works as continuing professional development for those taking their first steps into management roles.

  • Provide a platform to better engage with guidance and senior management team teachers. This is partly about improving the level of understanding of the PBS sector among teachers in Liverpool City Region and the opportunity for PBS sector businesses to strengthen some of their skills to improve management performance. However, it is mostly about ensuring that employers and educational staff can understand each other’s objectives and seek to build on common ground.
Attracting the best experience

A number of PBS sector firms in different sub-sectors highlighted that they now operate in a national market for their services and so they need to be nationally competitive for more experienced talent.

Persuading up-and-coming professionals who have the skills and talent to become national leaders in their sector to move to Liverpool City Region presents a significant challenge. Much of this talent pool is living and working in the south east and requires significant incentives to move to Liverpool City Region, which may often render them uncompetitive. Increasing the profile and attractiveness of Liverpool City Region to relocating families will require a concerted effort so that PBS and other sectors will need to create and build on marketing material on education and housing opportunities and the wider cultural attractions of the area, which can then support recruitment efforts.

Those that do make the move to the City Region are reported to enjoy much greater responsibility in their work than they might have experienced staying in their previous roles and many believe the concerns that this may be a ‘one-way move’ if they fail to settle in the area do not materialise. The sector may need to market such moves as case studies to others and look to use those who have already made the move to attend pre-recruitment events and answer questions and any concerns that potential candidates may have.
One PBS employer reports having more success in engaging with partners of those who have had to make the move to Liverpool City Region. Professionally qualified partners who may be on a career break after children may be looking for more flexible employment opportunities such as part or school hours, school year employment patterns.

Sector actions will include:

- Development of case study marketing materials based on the experience of those experienced professionals who have already made the move to Liverpool City Region, including how their job roles and responsibilities have expanded.
- Better engagement of the Liverpool City Region diaspora – not just natives but also University alumni to explore their interest in returning to the City Region and/or acting as soft place marketing.
- Ensure that those who have moved to the city region recently attend pre-recruitment events to help overcome the possible concerns potential candidates may have.
- Contributing to Liverpool City Region-wide place marketing materials that highlight the educational, housing, lifestyle and cultural offer.

The PBS Board are planning a series of events so that PBS sector members can reflect on how digital transformations may impact on their business and skills requirements.
Future skills

Digital transformations will be disruptive to both the PBS sector skills requirements and the provision of skills themselves. Change is going to be a requirement but predicting exactly how this is likely to occur and when is proving challenging. The PBS Board are planning a series of events so that PBS sector members can reflect on how digital transformations may impact on their business and skills requirements.

A number of PBS employers have already started to consider how best to respond to the digital challenge. While different subsectors have different perspectives, there is a consensus among employers that they require a blend of skills, understanding the detailed background, culture of users and regulation from the PBS sector while having the digital understanding and foresight to envisage where new technology and procedures can be adopted to improve access to market, maintain the highest security standards and explore how different service boundaries might be bridged to develop new services and added value. A number of different methods have been adopted to test whether PBS skilled employees should be given new digital skills or whether it is possible to build an appreciation of the PBS sector into those who are highly digitally skilled. This ‘test and learn’ approach will provide valuable insight into how best to implement skills development in the sector. The PBS Board should seek to capture the results of these pilots so that they may be shared more widely. This will be particularly important to help inform SMEs in the sector who will not have the resources to follow this route themselves but may wish to build on the findings.

A key part of these pilots will be working more closely with learning providers. Digital transformation is already impacting on the way in which learning is delivered and structured. More modular courses, with a greater focus on what to date have been described more often as competencies rather than skills: critical thinking and complex problem solving, effective communication, creativity and collaboration – using interpersonal skills to convey ideas within organisations. This needs to be integrated across all professional qualifications so that professionals become more adept at working alongside AI processes as part of a wider team approach.
It will be important that Liverpool City Region PBS sector businesses focus on working with learning providers to:

- Develop leadership and management skills modules that will encourage and exploit innovation, particularly in those subsectors that have traditionally not been known for embracing new ways of working.
- Identify the best route to building learners’ interpersonal skills and creativity.
- Consider what skills and experience are transferable from other occupations into the PBS sector in such a way that these make a contribution to increasing the diversity of skills, for example providing creative media or drama modules for IT and research teams.
- Find the most effective learning delivery methods so that a wide range of employees can access these development courses. This is likely to require mixed methods with a combination of traditional learning and online delivery to secure flexible learning that can fit around busy schedules.
- Identify what working practices and workplace cultures best support creativity and innovation. This may involve consideration of a range of issues from better understanding innovation processes, to job design and the use of workplace incentives as being essential actions to encourage competitiveness.

The challenge for all regions will be to keep their skills information and advisory services abreast of these changes. While the broad trends can be identified, it is more challenging to determine how this may play out in practice in terms of the (combination of) skills required and the different ways in which these can be acquired. Career management skills are part of the answer – so individuals are taught the skills necessary to navigate themselves through their own career and learning pathways. An important issue in PBS will be how individuals in smaller businesses can recognise and exploit potential opportunities as well as those who may benefit from human resources development systems and advice from their larger employer. There is a need for PBS board to help level the playing field between large employers and small employers so all sizes of company get the benefits of better trained people.
Endnotes

1. Data taken from Professional Liverpool PBS Baseline Report and Strategic Priorities (July 2018) report published by the LCR LEP. Additional data is sourced separately.


5. See Foundation for Young Australians (2017) The New Work Mindset: seven job clusters to help young people navigate the new work order for details on the detailed job roles.

6. Liverpool City Region Employer Skills Survey 2017

7. ERC (February 2016) - Spatial Incidence of High Growth Firms