



**LIVERPOOL
CITY REGION**

**LOCAL
SKILLS**

ACTION PLAN

2022-23

Liverpool City Region

Local Skills Action Plan 2022/23

Context and summary of position

The economic crisis provoked by the COVID-19 pandemic has had a detrimental effect on the people and businesses in the City Region: whilst recovery has been faster than many projected in early 2021, there have been sectors, businesses and groups of people who have found this challenging. This has exacerbated a number of the gaps that were previously in place, with women, black and ethnic minority people and those with a disability in particular requiring additional focus and support.

The economic crisis saw a significant increase in the number of people claiming unemployment benefits, and this has now reduced to 52,970 in December 2021, an increase of 32% compared to pre pandemic levels: this trend is encouraging. The number of people on furlough mitigated the expected increase in unemployment, although many have chosen not to return to their original job roles. Many businesses are finding it hard to survive this extended period, particularly in the Visitor and Culture Economy. There are other businesses, especially those in health, care, digital and logistics, who have seen strong demand for jobs and growth over recent months, and which expect to continue further.

Young people have been more affected than most in their job prospects, with them more likely to be working in affected sectors and employers than older workers. The additional support through schemes such as Kickstart has been optimised, although the full effects cannot be fully mitigated.

The number of vacancies advertised by employers has increased significantly during the year, and reached 20,000 per week by December 2021, falling back to around 18,000 per week in January 2022: this compares to pre pandemic levels of around 12,000 per week. Employers are finding it harder to recruit to experienced roles, and wage rates are increasing as a result. They are also having to put more time and effort into onboarding and inducting new staff, given the fierce competition for new staff with a range of innovative examples of practice in place.

There are a number of trends which can be captured from this current crisis which are likely to continue long after this: adopting a more hybrid approach to office/home based working, the expansion of the employer role and a social safety net and the change from efficiency to resilience as a focus are amongst them. Businesses will need to adapt to these trends, and the training support they require to capture these will need to change: businesses need to be clear about what these trends will be and to communicate them effectively.

The last 12 months have seen a focus from many employers on improving the employment terms and conditions of their staff as part of addressing shortages. The accreditation and celebration of employers against the Fair Employment Charter will identify those who are excelling at this.

The longstanding issue of qualification levels in the City Region being below national rates continue, and there is a significant risk of these being widened as a result of this crisis.

Whilst there has been positive progress of late (especially at Level 4+), there remain gaps in GCSE attainment and at all qualification levels in comparison to national rates. Qualifications are used by many employers to sift applications hence the reason it is important to focus upon them and help residents to attain them.

The needs of employers have both remained largely the same and changed significantly over the last 12 months. New qualifications have been introduced in our colleges which more closely meet the needs of businesses locally. Providers have demonstrated significant resilience and flexibility to meet employer and learner demands. Despite the best efforts of many though, there remain many people who are unable to access digital learning, due to lack of equipment, connectivity or a quiet place to study. Additional support, equipment and connectivity has been provided to bridge this gap but there remain many who are without digital access.

There has been a consistent desire to see more involvement and engagement of employers in specifying their current and future skills needs over many years. The City Region is well placed with this given the involvement of many employers on the Employment and Skills Board and the connection with the LEP's Sectoral Boards, Chambers of Commerce and other networks. Through the implementation of the Skills for Jobs White Paper and the Skills Bill, Government is testing out new approaches to doing so on a sectoral or thematic basis: these are expected to be rolled out in 2022/23 following a pathfinder phase.

There are opportunities coming up in 2022/23 which will contribute to levelling up and provide reasons for further optimism:

- the focus on retrofitting homes to comply with future climate obligations will create long term job opportunities in new roles;
- the move towards the use of hydrogen (available locally) as a fuel source will reduce emissions and create new opportunities, with hydrogen powered buses on the road in 2022 and delivery against Net Zero ambitions, including the further development of Glass Futures in St Helens and Ford's Halewood plant;
- the implementation of the Liverpool City Region freeport with an increase in freight and export with North and South America, as well as Ireland, through Liverpool as a result of Brexit will create new jobs; and
- the continued investment in bioscience research and manufacturing in the City Region will help to save lives whilst creating jobs and value.

To fully capture these opportunities will require many people to reskill and retrain, as well as other enhancing their skills through short courses. Colleges, training providers and universities will need to respond quickly to these needs to ensure that residents and employers are prepared for the opportunities and challenges ahead.

Government has responded and invested significantly in much provision which is designed to help people into work and to develop some skills. These schemes are helpful and are on top of both the mainstream offer available through Jobcentre Plus and colleges and the local offer, largely available through European Social Fund (to be replaced by Shared Prosperity Fund). Whilst the additional activity is welcome, the sheer number of schemes presents difficulties for many people and employers in understanding the landscape and making informed choices on what is best for them. This overall cohering of activity within the City

Region remains a challenge in an attempt to simplify matters and is under discussion with Government officials.

Areas of focus

Following review of the evidence and input from stakeholders, the following will be the action areas for focus in 2022/23:

- Enabling employers to fill the significant increase in vacancies and attracting suitably experienced talent, with the consequent impact on entry level opportunities;
- Continuing to seek reduction in unemployment and countering the concerning increase in economic inactivity;
- Tackling significant employment, unemployment and economic inactivity gaps remaining for women, those from an ethnic minority, those with a disability, young people and older people;
- Noting and attempting to simplify the increasingly complexity of support programmes available for people and businesses and the extended time taken to access support from national programmes;
- Promoting and opportunities for people to progress in work;
- Preparing for large scale opportunities for development in the City Region, including HyNet, Glass Futures, Ford's eDrive at Halewood, Retrofitting, Hydrogen power, Freeport and Life Sciences Research;
- Promote opportunities for future growth to young people and broader communities;
- Monitor the changing nature of work (especially post pandemic) and the need to prepare people for this, in term of content, requirements and potential location, communicating this effectively;
- Enable employers to support the increased levels of anxiety and poor mental health amongst many people following the pandemic, and work with employment support services for those out of work;
- Monitor the impact of long covid on people, who might already have underlying health conditions and not be able to regain previous levels of activity, and evolve services accordingly;
- Support employers in helping them with promoting good mental health for their staff;
- Communicate the need and opportunity to improve digital skills at all levels in organisations and amend attractiveness and suitability of training programmes to address this; and
- Develop more sustained funding approaches for programmes and activities to allow them to meet the needs of businesses and people.

Detailed actions are set out in Annex A to this Skills Action Plan: detailed sectoral skills needs are set out in Annex B and colleges, training providers and universities will be asked how they plan to respond to these. All existing funding streams will be reviewed to ensure that these priorities are baked in and delivered through these programmes.

Monitoring and review

The actions set out will be monitored quarterly and progress reported back to the Employment and Skills Board, including reporting on the measures of success.

Skills Action Plan 2022-23

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**LIVERPOOL
CITY REGION**
COMBINED AUTHORITY

METROMAYOR
LIVERPOOL CITY REGION



Liverpool City Region
Local Enterprise Partnership

Action Plan 2022/23

Action	Responsible	Timescale	Measure of success
1. Enable newly unemployed people to get back into work quickly through locally managed or cohered employment and skills programmes.			
1.1 Ensure that jobseekers can access support and programmes through Work Coaches' advice: this will include facilitating flexible access for young people through the local network of Youth Hubs.	Jobcentre Plus, Councils	Ongoing	Number of jobseekers accessing programmes
1.2 Provide initial additional support for jobseekers through the Job Entry Targeted Support: ensure that those with work-ready skills can move quickly back into employment and ensure appropriate referrals to provision intended to re-skill or upskill for available opportunities.	Ingeus, Jobcentre Plus	Ongoing	Number of people engaging on programme and those getting work
1.3 Expand the delivery of Sector- based Work Academies offering individuals opportunities to access known available employment vacancies via tailored training support, and with a differentiated delivery approach across sectors (e.g. health) and learner groups (e.g. victims of domestic abuse) with additional pastoral support as required.	Jobcentre Plus, Employers, Training providers	Ongoing	Number of programmes, people engaged and those getting work; Sectors/ employers accessing SWAPs.
1.4 Provide opportunities for individuals to set up their own businesses, including young people/ young adults	Jobcentre Plus, Entrepreneurship Hub	Ongoing	Number of new business starts
1.5 Support out of work graduates to find graduate level opportunities through jobs brokerage and work experience/work placements	University of Liverpool, Liverpool John Moores University, Jobcentre Plus	Ongoing	Number of graduates engaged and helped into work
1.6 Improve access to and take-up of Digital Skills Training by improving the attractiveness, suitability and marketing of training programmes- including alignment with DFE campaigns.	Combined Authority Training providers; Councils	Ongoing	Number of people accessing Digital Skills training funded by the CA
1.7 Ensure successful implementation of the AEB 2022-2027 commissioning round, ensuring balance and mix of provision delivers outcomes that address local skills priorities and statutory entitlements.	Combined Authority; Training Providers		Number of learners participating; qualifications delivered- including statutory entitlements.

Action	Responsible	Timescale	Measure of success
2. Prevent further disengagement of those furthest from the labour market, including the successful local implementation of Government programmes such as Restart and further delivery of the Ways to Work and Households into Work.			
2.1. Continued delivery of Ways to Work support to jobseekers who need more help, to include coordinated recruitment and redundancy support programmes.	Councils, Jobcentre Plus	Ongoing	Number of people engaged and helped into work
2.2. Provision of additional support to those furthest from the labour market in households through Households into Work and facilitated supported by an improved CRM system to support effective service delivery.	Combined Authority, Councils, Jobcentre Plus	Ongoing	Number of people engaged and helped into work
2.3 Engage with G4S to ensure that Restart is targeted provision and helps people into work	Jobcentre Plus, Councils, Combined Authority	Ongoing	Number of people engaged and helped into work
2.4 Provision of additional support to those at risk of disengagement from the labour market through New Horizons	Women's Organisation and consortium	Ongoing	Number of people engaged and helped into work
2.5 Implement the recommendation of the Positive Action in Employment Review	Combined Authority; Councils; LEP	Ongoing	Number of programmes delivered; Number of organisations/ businesses supported
2.6 Ensure that individuals are supported to acquire and apply appropriate employability skills sought by employers in addition to vocationally focused training needs, including addressing ESOL skills needs where demand occurs.	Jobcentre Plus; Training Providers	Ongoing	Number of people accessing employability and ESOL training
2.7 Deliver the Health Foundation funded Health and Employment Integration Programme	Combined Authority; University of Liverpool ; Liverpool John Moores University.	Ongoing (3 year funding)	Learning networks and information exchanges
2.8 Ensure that employment and skills programmes include wraparound signposting and information for those in and outside of work who need support with anxiety and mental health.	Jobcentre Plus; Training Providers; Councils; Employers/ Employer representative bodies		Reduction in programme no shows; attrition rates; Reduction in numbers absent from the workplace across the LCR/ not in work for reasons of mental health, anxiety
2.9 Deliver phase 2 of the NHS Careers Engagement Programme, building on and enhancing phase 1 delivery	LCRCA; HEE	May 22- Nov 23	Number of apprenticeship opportunities created; Number of SWAPs; Number of unemployed adults and young people

Action	Responsible	Timescale	Measure of success
			engaged in careers focused events
2.11 Ensure successful implementation and delivery of Multiply, ensuring that it add value to existing provision.	Combined Authority; Local Authorities		Number of adults engaged; Number of numeracy qualifications achieved
3. Provide clear and relevant opportunities for people to retrain and reskill into new or higher demand roles including in work progression.			
3.1 Working with employers on the ESB, Sector Boards and employer groups, produce and present consistent labour market information via new sector focused dashboards, including the development of the new LCR Insights vacancy tool	Combined Authority, LEP Sector Boards, Strategic Careers Hub	Ongoing	Publication of relevant information
3.2 Promote reskilling and retraining for people and employers through devolved Adult Education Budget funded provision, including access to entry level English, Maths and Digital Skills-including statutory entitlements	Combined Authority, AEB providers	Ongoing	Number of people accessing entry level training
3.3 Deliver targeted sectoral approaches to recruitment, reskilling and retraining based upon input from businesses on specific skills gaps and opportunities and through the design and delivery of Sector Specific Services in the priority sectors of Construction and Care	Combined Authority, Councils, Jobcentre Plus, LEP Sector Boards	Ongoing	Number of people engaged and helped to retrain; Number of targeted sector campaigns; Number of additional Skills Brokers
3.4 Provide access to bespoke skills brokerage and funding for training provision	Combined Authority	Ongoing	Number of businesses engaged and employees trained; grants awarded
3.5. Facilitate and promote the extension of free Level 3 courses for adults to address the skills gaps at all levels locally.	Combined Authority, Colleges	Ongoing	Number of relevant courses' starts
3.6. Identify learning from Digital Skills Bootcamp pilot and work with successful providers to ensure delivery meets specified needs of businesses ahead of future delivery	Combined Authority	Ongoing	Publication of learning from phase 1: number of people trained/ supported into work

Action	Responsible	Timescale	Measure of success
3.7 Continue to promote Traineeships and Apprenticeships for employers and learners, working with providers of training to ensure provision is in place	Combined Authority, ESFA, Colleges and Training Providers	Ongoing	Number of traineeship and apprenticeship starts
3.8 Deliver ESF funded Leadership and Management provision to improve quality and uptake of training locally	Liverpool John Moores University	Ongoing	Number of businesses engaged and employees trained
3.9. Ensure that a blended delivery approach to teaching and learning is maximised across the provider base in order attract a wider cohort of learners including those in and out of work	Combined authority; Providers	Ongoing	Learner characteristics participating on funded programmes e.g. employed learners
4. Ensure training and skills development meets the current and future needs of people and employers, using quantitative LMI and qualitative local evidence to underpin investment priorities;			
4.1 Develop, agree and implement focused business led sectoral skills action plans for 2022/23, including approaches to recruitment and retention that includes an increased focus on onboarding and mentoring.	LEP Sector Boards, Combined Authority	March 2022	Publication of sectoral skills plans
4.2 Increase the number of businesses who are involved in identifying and developing curricula and qualifications (in line with Skills for Jobs recommendations).	LEP Sector Boards, Combined Authority, Colleges, Training providers, Universities	Ongoing	Number of businesses involved; Test and Learn pilots; New learning aims developed
4.3 Review existing provision for technical skills training at Levels 4 and 5 and identify areas for development and improvement ensuring lessons learned from L4-L6 short course trial are incorporated	Colleges, Training providers, Universities	Spring 2022	Publication of report with areas for focus
4.4 Address gaps in gaps in LMI by commissioning additional work focused on specific sectors to better articulate job role level skills needs and demystify progression pathways	Combined Authority, LEP Sector Boards	Ongoing	Publication of range of additional sectoral material to include progression pathways

Action	Responsible	Timescale	Measure of success
4.5 Design and implement joined up Liverpool City Region wide approach to offer and access work placements (via different routes including an app) for school students to ensure equity of access to opportunities and mentors; to encourage more SMEs to take part	Combined Authority, Growth Platform, Employers, Schools	Autumn 2021	Publication of review of routes and implementation of joined up offer
4.6 Identify ways of better supporting tutors, advisers and learners to become more aware of local labour market employment opportunities and entry routes	Combined Authority	Sector Boards	Awareness of tutors, advisers and learners
4.7 Support existing and new providers in the development and delivery of new curriculum areas, delivery pedagogies and facilities- including AEB Test and Learn Pilots,	Combined Authority, Colleges and training providers	Ongoing	Availability of new courses based upon employer demand Learners engaged
4.8 Embed and extend T level delivery in the City Region including working with employers to offer industry placement opportunities	Colleges and training providers; Growth Platform	Ongoing	Number of T levels on offer
4.9 Work with colleges and training providers to ensure that there is a resilient and responsive training provision locally which meets the needs of residents and employers, including the delivery of the Provider Improvement Fund: this should include recruitment and retention of high- quality teachers and Governors	Combined Authority, Colleges, Training providers	Ongoing	Assessment of responsive and resilient provision locally
5. Additional focused and targeted support for young people to support transition into the workplace and access employment opportunities including access to high quality Careers Education, Information Advice and Guidance.; ensuring those with disabilities and/or learning difficulties are able to access such support; supporting Councils to fulfil their statutory duties.			
5.1. Deliver statutory duties to support young people and ensure effective local provision is in place to meet this need	Local Authorities, Combined Authority	Ongoing	Proportion of 16-18 year olds who are NEET
5.2 Review the service offer in each Youth Hub to ensure Young People can access additional appropriate support as needed-including access to the Metro Mayor's Young Person's guarantee.	DWP, Councils and Local Partners; Combined Authority	July 2022	Number of Youth Hubs Number of young people accessing additional support; Range of services available
5.3 Ensure that more young people are able to benefit from Supported Internships to support transition into employment, and in particular increasing the number of employers able to provide opportunities.	Councils plus Salvation Army	Ongoing	Number of Supported Internships and proportion securing work afterwards

Action	Responsible	Timescale	Measure of success
5.4 Deliver Careers and Enterprise Company nationally funded programmes locally, supporting young people to receive high quality Careers Education, Information, Advice and Guidance support -	Growth Platform- plus Strategic Careers Hub partners	Ongoing until Aug. 2022 with funding for subsequent years expected.	Number of Enterprise advisers; Number of schools engaged and participants on programme; Schools' progress against the 8 Gatsby Benchmarks
5.5. Pilot and test new and innovative approaches to work experience and work placements in the Health and Social Care sectors that supports pre/post-16 transition phases of education	LCR Careers Hub/ Growth Platform; CA; HEE; Employers; Universities	From Jan 22	Number of pupils engaged; Number of employers involved in the design and delivery
5.6. Successful implementation of the Young Person's Guarantee with an initial focus on those aged 18-21.	Combined Authority; Councils; DWP; Youth Focussed Organisations	From early 2022	Number of young people aged 18-21 supported.
5.7 Procure, redevelop, and launch the new BE MORE LCR Careers Portal to support young people and adults, and those who work with them, to access high quality CEIAG and employment support.	Combined Authority	January - September 2022 then ongoing	Number of users
5.8. Identify and deliver improved approaches to supporting care leavers into employment across the City Region	Councils; DWP; Combined Authority	From January 2022	Number of care leavers supported into further learning and/ or employment

Sectoral skills needs

1. Visitor Economy

- 1.1 The visitor economy is vital to the whole of the Liverpool City Region and acts as a major driver of economic growth and prosperity. It is worth more than £4.2bn worth of GVA a year to our economy providing 52,000 jobs. The serious, significant and immediate threat and challenge to the hospitality sector and other areas of the Visitor Economy brought about by the impact of the health pandemic on trading conditions has been significant and there is the risk that the sector has reduced by £1.5bn in recent months.
- 1.2 Employers in the sector have indicated that survival must be the *immediate* focus and supported by the required skills interventions to support this. The importance of future skills planning and addressing known skills shortages remains as this will help survival and longer term recovery; there must be a focus within the sector, and with support from partners, to ensure both the survival and recovery of the of businesses within and linked to the Visitor Economy connecting to, and benefitting from, both national and local packages of support.
- 1.3 Building resilience and market diversification will need massive investment in digital skills to help deliver the services that will build back consumer confidence resulting from Covid, the capacity to exploit new market opportunities (both product and communication) and generate operating efficiencies. The delivery of the priorities must be through of employer led programmes (particularly through key stakeholders such as the LHA). This relates to their ability (and willingness) to take responsibility of the delivery and conception of skills strategy programmes, the removal of red tape that can lead to missed opportunities when quick decision making is needed, as well as the ability to pump prime long lasting commercial relationships with the skills providers such as City & Guilds. This includes the pilot traineeship programmes, Visitor Economy Week, Skills Passport and the Global Hospitality Certification pilot with City and Guilds. The summary of requirements is set out below:
 - Generic Skills Training, focus on key service delivery items – Barista Service, Table Service, Bed making, Telephone answering, Basic Customer Services, Bar Training;
 - Support for those in employment in Industry to learn next stage progression – dealing with Staff, Mental Health, difficult Customers, etc;
 - Financial Training for Intermediate Staff – e.g. Wage control, cost percentages;
 - Role Development – Chef Skills, Social Media Skills, Financial Skills for Management, personal development of others;
 - Hospitality Career Marketing – giving the LCR students, parents, people on what a successful and rewarding industry this can be for employment; and
 - Ensuring Schools open their doors to hear and engage with Hospitality Businesses to share the joy of working in this great Industry.
- 1.4 Whilst the long term persistent and serious skill shortages and skills gaps in particular occupational areas will remain and need to addressed as part of recovery, there will

be more immediate needs to support people who lose their jobs or businesses: finding creative way of supporting them before then re-engaging them into the workforce will be essential if the sector is to bounce back quickly. Those people based and team based skills (customer service; presentation skills IT; business awareness; attention to detail; resilience; multi- tasking) will be attractive to other sectors and employers will need to compete hard to attract these again.

2. Professional and Business Services (including finance)

2.1 The Professional and Business Services sector adds more GVA to our local economy almost double the amount of the nearest other sector Growth Area. It supports an estimated 93,000 jobs across 12,000 companies and generates more than £4.2 billion per annum in economic activity.

2.2 The sector has specialism in wealth and fund management and in business services for the health and life science and maritime industries. The primary areas of business activity, within the sector, include accountancy; insurance; legal services; head office functions; and other professional occupations. The sector has strong skills supply, in particular from among graduates of the City Region's universities and increasing numbers entering apprenticeships straight from school.

2.3 A number of areas of the sector are facing challenges and business disruption brought about by the move to online digital services; enforced homeworking associated with the COVID-19 pandemic has resulted in different business practices being adopted. Whilst in some cases this has led to increases in efficiency and productivity, it has raised issues including making it harder for new recruits to be fully inducted into new organisations, supporting existing staff especially with well-being and mental health, being able to capture new business and clients and for recognising the need to upskill existing employees. The sector has indicated that key competencies as well as particular skills are in demand, in particular:

- Change management and cultural change skills to address challenges and business disruption brought about by the move to online digital services and other disruptive business practices- such as increased levels of remote working.
- Enhanced digital and data analytical skills- such as artificial Intelligence and digital processing, establishing how best to integrate new skills within traditional methods;
- Entrepreneurship, in particular, business innovation and development skills,
- Increasingly heavy emphasis on ways of working and competencies - critical thinking and complex problem solving, effective communication, creativity and collaboration;
- Improve competency in business and personal resilience; and
- Training digitally in professional disciplines

3. Advanced Manufacturing

- 3.1 Advanced manufacturing makes a vital contribution to the local and national economy, providing over 47,000 jobs and over £4.3bn of GVA to the LCR economy, The sector, broadly defined, covers a wide range of activity including chemicals and pharmaceuticals, automotive, metal products, electronics and manufactured fuels.
- 3.2 The sector is strong in the City Region, experiencing both employment growth and increased GVA. The sector has an ageing workforce, with ONS data for the City Region indicating that 37% of workers are aged 50+. Automation and the harnessing and application of digital technologies is increasing in prevalence and general demand for STEM skills remains strong due to replacement demand. The sector needs more candidates to progress into roles in the sector; research from local higher education institutions indicates that only 24% of STEM graduates actually take up STEM occupations six months later after graduation: this is despite large numbers of students undertaking courses in departments rated as world class in research areas.
- 3.3 Additional skills needs and issues include:
- Further development of leadership and management skills that also includes change management;
 - Digital Skills (addressing the concern around 'digital natives') and to work side-by-side interacting with technological business solutions such as increased use of Robotics and the impact of wider policies and customer demands on the manufacturing process e.g. Low Carbon and environmental factors influencing the demand for electric vehicles;
 - The need to support education and skills providers to better connect those who have studied STEM subjects to transition/ progress into STEM job roles and to retain those that do; and
 - Improved communication of the many varied career opportunities- including the terms and conditions on offer to attract more entrants.
- 3.4 Advanced Manufacturing is competing to attract STEM applicants with most other sectors and there needs to be renewed focus on targeted promotion of the sector as well as a focus on managing and retaining Millennials / Generation X.

4. Health and Care

- 4.1 Human Health and Social Work activities is the largest sector by employment representing 12.5% of total employment in England and 14% in the North West. It is an especially significant employment area within the Liverpool City Region economy where it represents almost 18% of total employment. Adding in Life Sciences means that over 125,200 people are working in these sectors, adding £4.4 billion of GVA to the local economy and accounting for 20% of all jobs across the City Region.
- 4.2 Nationally, Government (based on labour market and sector body evidence) has identified a number of skills shortage areas:
- Healthcare practice managers;
 - Residential, day and domiciliary care managers and proprietors;

- Dispensing opticians;
- Pharmaceutical technicians;
- Medical and dental technicians;
- Health associate professionals;
- Nursery nurses and assistants;
- Nursing auxiliaries and assistants;
- Dental nurses; and
- Senior care workers

4.3 This is mirrored locally with additional needs specified by employers as critical areas for attention and development:

- Nursing staff and Nursing Skills (NHS, but also residential care homes): growing the nursing cadet programme and apprenticeships as a talent pipeline ;
- Securing a more diverse workforce, especially tackling under- represented groups which can help address the ageing workforce;
- Healthcare assistants (NHS);
- Carers, Support Workers, Personal Assistants and Senior Care Workers and reablement carers to support patients to manage after a period of illness ;
- Care Certificate qualified employees that ensures standards and the skills and behaviours required for delivering excellent and safe care;
- English and maths/ functional skills- which prohibits progression and access to the professions (e.g. Nursing) for both existing staff and new recruits;
- Project management and operational management and leadership skills are as much in demand in the NHS as elsewhere; and
- ESOL for those with the critical vocational skills and job role competencies

4.4 Given the health challenges in the City Region, we need to develop a workforce that has more experience of dealing with the diseases that result from this deprivation, including diabetes, cardiovascular disease, certain cancers and mental health. There is also a lot of potential around upskilling the current workforce and local delivery of these skills for easy access- although English and maths is increasingly a barrier.

5. Life Sciences

5.1 Liverpool's Knowledge Quarter brings together the city's assets in life sciences, education and healthcare. With world leading specialisms in infectious diseases, personalised medicine, digital health, and sports science, it will be one of the largest academic and clinical campuses in the UK on completion of its new hospitals. The power and value of Science and Technology and its application across the health sector has become even more centre stage as a consequence of the Covid-19 health pandemic. Over the medium term, the processes used by our large biopharmaceutical organisations will change to the next generation of pharmaceuticals that is already been seen today. This will focus around the development of advanced therapeutics, nanoparticles, gene therapies and cell therapies which will bring a whole host of different skills sets that we need to be prepared for. The great news for the City Region is that we already have some great assets in this space through our research institutions, and the full benefits of these need to be more widely spread to for impact.

5.2 In keeping with the national trends, specialised skills required for particular occupations are deemed to be in short-supply by employers, whilst other skills are in demand from employers e.g. cyber security. The SIP Life Sciences 2030 Skills Strategy has highlighted a number of 'pinch points' where skills gaps (lack of specific skills across the workforce) and skills shortages (insufficient quantity of workers) exist in the UK Life Sciences industry sector. The nature of the life sciences sector means that a variety of roles and progression pathways exist up to level 7 and local skills demand mirrors the needs articulated in the national skills strategy, in particular.

- Digital, computational and statistical literacy;
- Leadership skills;
- Communication skills;
- Translation and commercialisation skills;
- Work experience and the ability to apply specialist knowledge in a workplace setting;
- Skills updates to reflect technological and regulatory change;
- Skills for cross-team and cross-disciplinary working;
- Identifying and promoting entry- level opportunities
- Succession planning for an ageing workforce;
- Promotion and facilitation of agile careers;
- Holistic sales and marketing skills;
- Data analysis and interpretation (within Laboratory Technician Roles); and
- Cyber security.

6. Construction

6.1 Construction is made up of a wide variety of trades, from traditional wet trades such as plastering and bricklaying, to new trades including off site manufacturing, modular or system buildings, green technologies, digital generated designs, and professional roles in architecture and many more. The sector has contributed over £25 billion (ONS) Gross Value Added (Balanced) to Liverpool City Region's renaissance in the last 20 years. The workforce of the Liverpool City Region is smaller than predicted future demand, and broadening diversity remains a priority: there is an ageing workforce at professional and trades level which risks widening the skills gaps in the years to come.

6.2 Construction has traditionally been, and remains, one of the most volatile sectors and skilled construction and building trades occupations has a high proportion of self-employed workers compared to employed workers. This is an important feature of the sector to note in the immediate post Brexit period as being sponsored by, or attached to, an employer provides relative advantages under the Government's new migration system.

6.3 Apprenticeship numbers have been broadly static over recent years, and there is more work that needs to be done with employers to stimulate the creation of quality and sustainable apprenticeships. This will be to developing a skilled and motivated workforce of the future.

6.4 Locally, and based on employer and sector bodies feedback, Skills Shortages/under supply of people has been highlighted in the specific occupational areas, as shown in the list below:

- Glaziers;
- Bricklayers (time-served);
- Painters and decorators;
- Civil Engineers;
- Surveyors;
- Wood Trades and interior fit-out;
- Construction Project Managers;
- Design managers, floor layers and electronics;
- Electricians; and
- Heritage Construction skills which can be linked in particular to place-based specific regeneration activities locally.

6.5 Anecdotal evidence suggests that construction activities relating to residential home property improvements has resulted in some rebalancing of employment activity away from commercial property strengthening demand for plasters and plumbers. Generally, most construction occupations earn less than median incomes relative to the rest of the economy.

7. Maritime and logistics

7.1 Maritime and Logistics is a key employment and wealth generating sector for Liverpool City Region. There are over 2,000 businesses operating in the sector, employing over 26,000 people in 2016, which is 4.2% of the region's workforce. Employment in the sector has grown significantly in Liverpool City Region, with 12,000 jobs created between 2010 and 2016, mainly in transport and warehousing. There has been significant growth of late linked to the growth in online purchasing associated with the current health crisis.

7.2 The sector is increasingly at the forefront of automation, innovation and the application and use of technology to support and improve the way customer needs are met. Whilst previous engagement with employers suggested that relatively fewer skills shortages existed, further discussions with employers and those who work with the sector is indicating that this is changing with disruptions brought about by the health pandemic, as well as Brexit. Businesses are having to respond rapidly to the economic shocks and changes in customer demand and behaviour and view the need to attract and retain a skilled and flexible workforce as a priority. Employment and Skills related priorities include:

- Engineering skills which now include increased used of robotics, automation and data management (cross-over areas of the advanced manufacturing sector);
- Low Carbon and decarbonisation skills (logistics);
- Digital skills (existing workforce) and the need to respond to new customer expectations and ways of working, especially in the areas of logistics to respond to the huge rise in e-commerce trade and the associated requirements;

- HGV and other distribution vehicle drivers (average age of HGV drivers is 55);
- Retraining in new customs documentation and other requirements necessitated by being outside of the EU (Rules of Origin, Regulatory Alignment and so on);
- An ageing workforce: succession planning management and leadership skills (noting the high proportion of employees aged over 50);
- Identification of entry level and progression opportunities to promote a more diverse workforce;
- Improved communication of the varied career opportunities to attract and retain new entrants, especially the maritime sector to address historical views of what the sector does and how it works;
- Work readiness and employability (attitudes); and
- More flexible and modular learning that includes analytical and communication skills.

8. Digital and Creative

8.1 Employing more than 21,150 people with over 3,980 businesses, the Digital and Creative Sector is critical to the economic performance of the City Region as both a sector and an enabler for all sectors. The Technology sector is the highest paying in the City Region with a median salary of £40,000. Some roles within this sector are undertaken through self-employment and combined with other roles. There is increasing demand for digital skills from basic through to advanced/niche as well as fusion skills (combination of digital and sector specific skills applied in other job roles, in other sectors). Local skills needs include:

- MS Office Suite, especially MS Excel;
- Web – website design, build, programming: building databases and systems including AI capabilities;
- User Experience - development, design and research;
- Search Engine Optimisation and Payment per Click – online promotion, optimisation planning and execution, analytics;
- Content creation – content planning, copywriting, photography / videography, storyboarding, scripting and editing, platform management;
- Social Media – paid and organic, campaign design, execution, development and evaluation;
- Graphic Design – Adobe skills, InDesign, Photoshop, Illustrator etc.; and
- Business to Business Skills: communication; management of and working with Clients, assertiveness; planning; and attention to detail.

8.2 In addition, large businesses name their main skills challenges as Cloud & DevOps, Content management and marketing technologies administration and management, Service delivery management – web technologies and support services, Software Engineering, Product Owners/Managers and Digital Transformation.

8.3 There is an increasing need for the developing of fusion digital skills, whereby enhanced digital skills are required to undertake the necessary functions of the role. This applies across a range of roles and underlines the need for all employees to increase their digital and coding skills.

9. Green Jobs

- 9.1 Liverpool City Region has a target date for reaching net carbon neutrality by 2040. In order to achieve this we need to both develop and expand the use of renewable energy sources, as well as use existing and new forms of energy more efficiently, whilst also reducing unwanted and undesirable pollutants that have negative health and environmental impacts. Businesses operating in the Low Carbon Economy are not only an important pillar of the Liverpool City Region Economy, but are at the forefront global shifts towards clean and efficient use of energy. Beyond the compelling environmental and health imperatives, there are significant economic advantages that Liverpool City Region is well-placed to benefit from.
- 9.2 The City Region is well placed to capture a range of opportunities which could made a significant impact in moving towards carbon neutrality. These include Mersey Tidal Power Project and a Hydrogen Economy Programme plus Refurbishing and Retrofitting Housing. Geographically and geologically the Liverpool City Region is well placed, with a range of low carbon and energy business capabilities; the low carbon sector employs 27,000 people, working for 1,400 companies, contributing £2 Billion to the LCR economy.
- 9.3 The diversity of business activity in the Low Carbon economy is mirrored by the wide-ranging jobs and the skills required by employers in the sector. While there are specialist skill sets in some areas of Low Carbon activity, a majority of skills are rooted in engineering, manufacturing and construction occupations.
- 9.4 The lack of specific pathways into Low Carbon economy careers requires employers to compete within the labour market for the best skills and talent. More work is required to understand and respond to the precise sector and job role skills requirements, and to address underlying weaknesses in the supply of labour and skills in the sector- currently and in the future. Further analysis work will help address the need to:
- Increase the number of young people entering and progressing in the sector;
 - Capitalise on changing trend towards Low Carbon energy efficiency;
 - Improve workforce skills in line with sector and job level needs; and
 - Raise awareness of Low Carbon economy drivers across the wider workforce (what it means for businesses and those in employment in these businesses).
- 9.5 Whilst greater precision and definition is required at the job role level, current skills priorities include:
- Science, research, engineering and technology professionals;
 - Science, engineering and technology associate professionals;
 - Skilled metalworkers;
 - Electrical and electronic trades;
 - Skilled construction and building trades;
 - Process, plant and machine operatives; and
 - Elementary trades and related occupations.

10. Employability Skills and building resilience in all sectors

- 10.1 In addition to the skills requirements that relate to individual sectors and job-roles, within these sectors, feedback from partners is suggesting that employers are indicating that employability skills remain a concern. There is, however, a need to understand and define the nature of the type of employability skills lacking and the balance of these gaps across particular age groups.
- 10.2 Reduced opportunities recently for some groups, young people aged 16 and 17 in particular, to have had the opportunity and support to develop and enhance these skills may inhibit their ability to meet employer's expectations; e.g. physical experience of working with other employees in the workplace.
- 10.3 The increasing need and challenge for employers to provide individuals in the workplace with more support around resilience, mental and health and wellbeing, and coaching and mentoring support is adding to the traditional employers' expectations of their workforce around reliability, timekeeping, trustworthiness; problem solving; working as a team; and workplace communications and manner.