



CORNWALL &  
ISLES OF SCILLY  
LOCAL ENTERPRISE PARTNERSHIP

# **CORNWALL AND THE ISLES OF SCILLY**

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## **Local Skills and Labour Market Strategy**

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A Skills Strategy and  
Action Plan 2022 - 2030

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Refresh November 2021

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## ACKNOWLEDGEMENTS

The Cornwall and Isles of Scilly Employment and Skills Board would like to thank the many individuals, employers and organisations that have contributed to the development of this Local Skills and Labour Market Strategy and its refresh.

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## Foreword

We are living through unprecedented times which have caused huge disruption to our local economy, communities, people and their families. We do not yet know what the long term impact will be, but what is evident from our work in developing and updating this Local Skills and Labour Market Strategy is that workforce skills will be vital not just for renewed economic growth and prosperity, but also to tackle our problems of social exclusion and disadvantage. Despite the challenges it has posed, the pandemic has also accelerated opportunities for change, through new working practices, good quality jobs, digitisation and a renewed emphasis on the green agenda and fair pay. Our Strategy reflects this and takes a long term perspective to help shape a region that is sustainable and resilient, and where people want to live, thrive, work, and invest.

The work of the Employment and Skills Board (SAP) in bringing together employers representing our key economic sectors with learning providers will be vital in shaping local provision, and ensuring that employers have the talent they need to build back better. This refresh of our Local Skills and Labour Market Strategy has been developed by the CloS LEP in collaboration with the Council's Economic Growth Service, local partners and stakeholders, and reflects our shared ambitions for the future of the CloS economy. It will be central to our work and will provide us and our partners with the information and intelligence needed to develop a long term, evidence-based response to local business needs. The report is intended to be a resource that can be built upon over time which will enable private and public sector partners to plan the direction of travel for successful recovery and long term growth.

In this refresh we have focused on the impacts of the Covid-19 pandemic. In the past year it has become clear that Covid-19 has not just been a health crisis, but an emergency which has had significant social and economic effects. Whilst the anticipated impact on unemployment has not been realised, severe recruitment difficulties have arisen and it is widely accepted that inequality has become more entrenched. As outlined in this report, some sectors have been hit much harder than others, impacting on key sectors of our economy. Section 2 which outlines our strengths and challenges has been substantially re-written to reflect this and we have re-prioritised certain actions as well as adding new ones to the Action Plan. The implications of the review will also be considered in the Council's Covid-19 Economic Recovery Plan.

Clearly, this is a time of profound change in the labour market and as the situation continues to evolve and new evidence emerges it will be essential that the Plan is kept 'live' through review, monitoring and evaluation processes. We have set out a series of measures that we will use to track progress against our ambitions and we will use an array of policy levers – funding, action plans, partnership and monitoring and evaluation to deliver on the Strategy.

### **FRANCES BRENNAN**

*Chair of the Employment and Skills Board (SAP)*

Cornwall and the Isles of Scilly LEP

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# 1. Role of the Employment and Skills Board (Skills Advisory Panel (SAP))

## EMPLOYMENT AND SKILLS BOARDS (SAPs): THE NATIONAL CONTEXT

Since 2018, Skills Advisory Panels (SAPs) have been bringing together employers, skills providers and key local stakeholders to better understand and resolve skills mismatches at a local level. SAPs are part of Mayoral Combined Authorities and Local Enterprise Partnerships and there are 36 in total across England. The Department for Education (DfE) has supported SAPs with grant funding primarily to produce high-quality analysis of local labour markets and publish Local Skills Reports, which set out the local skills strengths and needs and how the SAP proposes its area addresses its key priorities.

This second iteration of SAPs' Local Skills Reports comes at a time when DfE is Trailblazing new Local Skills Improvement Plans (LSIPs), in eight areas of the country. Developed by Employer Representative Bodies, LSIPs are part of a suite of reforms launched in DfE's "Skills for Jobs" White Paper that aim to put employers more firmly at the heart of the skills system. An evaluation of the eight Trailblazers will inform the national roll out of the programme. In the meantime, and before LSIPs are rolled out across the country, it is DfE's intention that Skills Advisory Panels and this Local Skills Report should continue to influence the behaviour of local partners and feed intelligence to central government, including to sectoral focussed skills teams and the national-level Skills and Productivity Board (SPB).

83% OF THE POPULATION LIVE IN RURAL AREAS (CORNWALL) AND 100% IN ISLES OF SCILLY

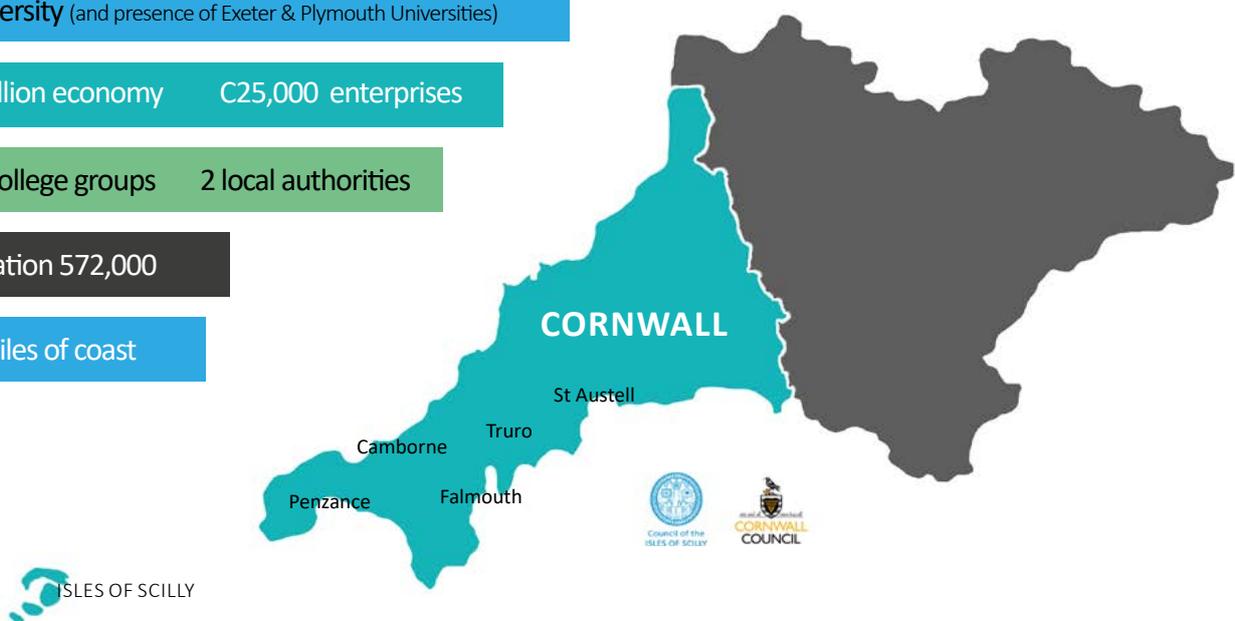
1 University (and presence of Exeter & Plymouth Universities)

£11 billion economy    C25,000 enterprises

2 FE College groups    2 local authorities

Population 572,000

675 miles of coast



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## THE LOCAL CONTEXT

The Employment and Skills Board (ESB) was established in 2011 and is a formally constituted sub-group of the Cornwall and Isles of Scilly (CioS) Local Enterprise Partnership (LEP) Board. Its remit covers the two council areas of Cornwall and the Isles of Scilly. It supports the delivery of the employment and skills aspects of the Cornwall Devolution Deal and the Local Industrial Strategy.

The Board is responsible for driving the Employment and Skills Strategy and for providing strategic leadership that aligns the supply and demand for employment and skills, resulting in transformational change for current and future generations. The ESB Terms of Reference have been amended to take on the roles and responsibilities of the Skills Advisory Panel (SAP).

The aim of the Board is to boost economic growth by creating a more appropriate, relevant and highly skilled local workforce, shaping and influencing skills training and support to meet the skills needs of employers across Cornwall and Isles of Scilly. This will be achieved by engaging private and public sector employers, education providers, training providers and the voluntary and community sector in the delivery of the new Local Skills and Labour Market Strategy and associated Action Plan.

### Key responsibilities include:

- Providing a strong leadership role on skills.
- Developing a clear understanding of the local labour market, current and future local skills needs and the supply of skills and employment support.
- Building on high quality analysis to develop a clear approach to addressing skills and employment challenges within the local area, including the likely skills priorities in the coming decade.
- Understanding the wider dependencies in the local area and working together with other parts of the LEP.
- Acting as co-ordinator of local skills providers.
- Working closely with careers advisory services.
- Raising the profile of apprenticeships with local employers and providers.
- Advising where skills and labour market resource should be directed to support local employers and residents.
- Sharing analysis and best practice, to enable us to learn from each other and tackle wider skills challenges.

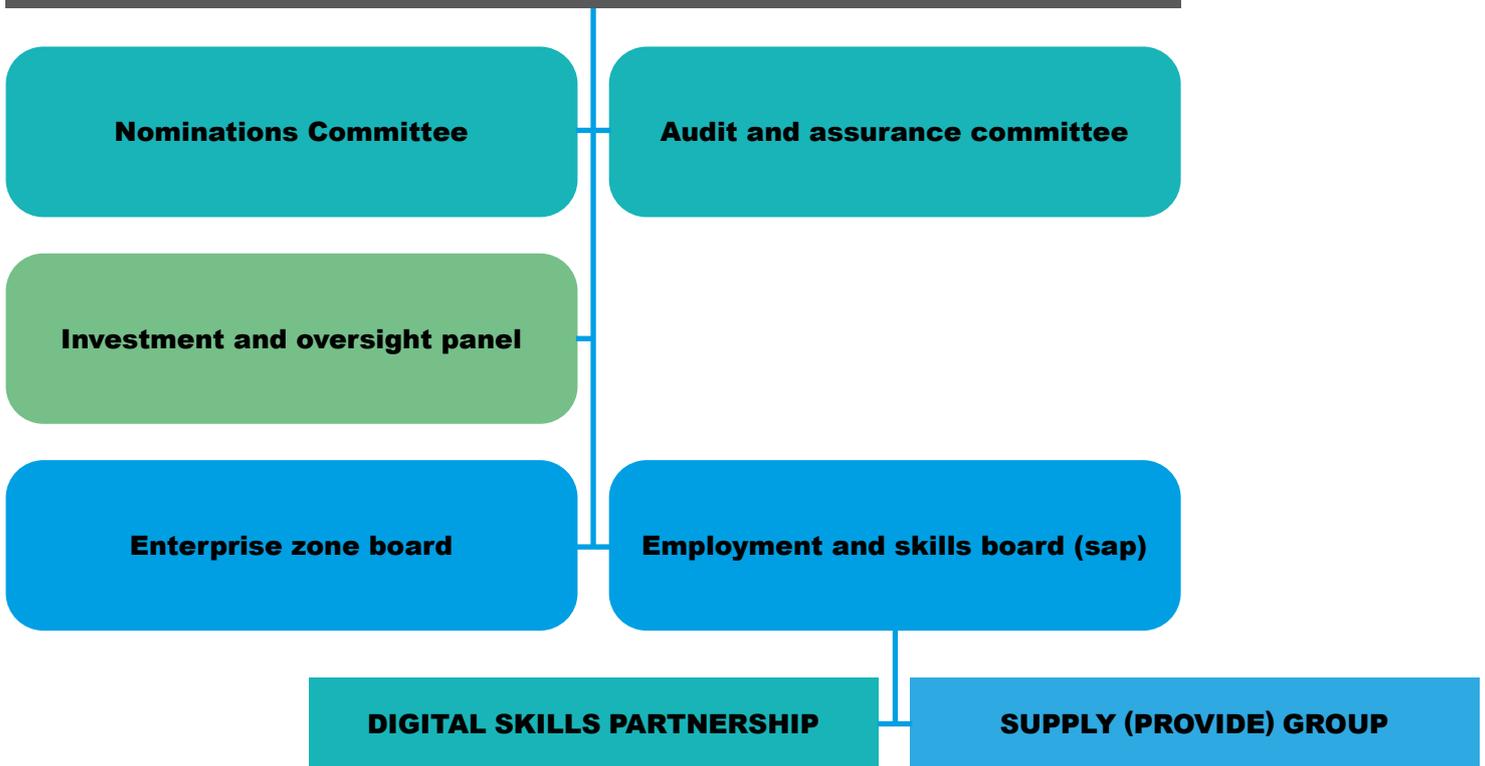
Strong governance arrangements are in place. The Board is chaired by a member of the LEP Board and the Vice Chair is also a LEP Board member. The membership of the Board is broadly based and represents:

- All types of skills providers – including representatives of secondary education, Further Education and Higher Education.
- Employers from large and small businesses representing our key sectors of:
  - » Data & Space
  - » Visitor Economy
  - » Agri-food
  - » Creative
  - » Health & Social Care
  - » Digital
  - » Engineering & Manufacturing
  - » Marine
  - » Clean Energy
  - » Construction
- The voluntary and community sector.
- Other key local stakeholders including the NHS, Job Centre Plus, employer representative groups, Cornwall Council Strategic Directors for Economic Growth and Development and Together for Families.

## BOARD MEETINGS

Board meetings take place bi-monthly and are supported by the LEP Executive Team. Agendas and minutes are public and can be found on the LEP Website. The LEP Board Structure is set out below:

## CIOS LEP BOARD



For more information about the work of the Employment and Skills Board or to become involved, please contact the Employment and Skills Board (ESB) - Cornwall and Isles of Scilly LEP.

## 2. Skills strengths and needs: A strong future for Cornwall and the Isles of Scilly

### Summary

- *Cornwall and the Isles of Scilly has a number of unique sectors with high growth potential which will contribute to the UK's innovation assets and benefit regional and national prosperity. These sectors include the marine sector with its offshore capabilities; geo-resources; and a growing space ecosystem.*
- *A sharp upturn in the local economy as lockdowns have eased has meant that recruitment difficulties are significant and will impact on businesses' ability to recover and grow. There is a clear mismatch between the skills and aptitudes employers seek and those which people looking for work possess. This is exacerbated by a housing crisis which means that prospective recruits are unable to re-locate.*
- *A downturn in apprenticeships starts reflects the impact of the Covid-19 pandemic.*
- *There has been a steep decline in the numbers of self-employed, the seed-bed of our business base.*
- *The structure of the economy and its high proportion of part time jobs means that 4 out of 10 of our jobs are low-paid.*

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## INTRODUCTION

Cornwall and the Isles of Scilly LEP is ambitious for its people. Our ambitions are to grow the economy, build on its assets and provide everyone with the opportunity to access good quality jobs, whilst setting a course for a decarbonised and sustainable future for business, for people and for our environment.

If these ambitions are to be realised then a step change in the skills system is needed not only to grow the economy, but also to meet the challenges and opportunities arising through the impact of the pandemic, automation, changing working practices and an ageing workforce. Whilst we cannot predict exactly how skills needs will change, we know that they will, and devolution will offer us the opportunity to shape a responsive employer-led skills system to develop a flexible, adaptable and skilled workforce fit for the future.

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## OUR OPPORTUNITIES: SKILLS STRENGTHS

### Distinctive sector strengths:

Although dominated by service sector businesses such as hospitality, health and retail, Cornwall and the Isles of Scilly is only a little below the national average in terms of the presence of high value added business. 18% of its jobs are in the most productive sectors and these have high growth potential. The Local Industrial Strategy has identified a number of priority sectors with distinctive opportunities for growth. These include:



The highly specialised CloS marine sector which has wide-ranging offshore capabilities in the offshore oil and gas, fixed and floating offshore wind (FLOW), wave and tidal, and defence sectors. CloS is leading one of only 2 national clusters of offshore renewable industries whose anticipated growth will benefit both regional and national prosperity. CloS LEP, with Marine Energy Wales (MEW), is leading a regional initiative to build-out FLOW in the Celtic Sea – including the world’s first 500MW FLOW farm – with a target of 1GW Celtic Sea installed capacity and subsidy-free commercial operations by 2030. Marine-I, an ERDF funded project is designed to help the marine technology sector in Cornwall and the Isles of Scilly grow through harnessing the full potential of research and innovation.



Cornwall has a wealth of over 20 mineral resources, including copper, a potentially significant supply of lithium and an established production sector in materials such as kaolin (china clay) of which CloS is one of the top 10 global producers. There is an opportunity to expand minerals production again to meet rapidly rising demand for the resources needed to decarbonise the economy and to expand digital technologies. With the move to global decarbonisation, and battery technology driving the clean energy revolution, demand for the raw materials required for low carbon technologies is increasing. Since the March 2021 Skills Report was published, the construction of the United Downs Geothermal Water Test Site in Cornwall has been completed.



CloS has a strong and growing space ecosystem and by 2030 ‘data and space’ in CloS could contribute an additional £1 billion of local economic value through increased productivity, jobs and turnover, creating twice the average GVA/capita of £45k+. Recent developments include work to deliver the UK’s first satellite launch Spaceport from Cornwall Airport Newquay in 2022. Over 350 job roles will be created in space and associated industries through Spaceport Cornwall. Building on this success, the South West’s first space engineering technician apprenticeship has been launched at the Truro and Penwith College’s Cornwall Space and Aerospace Technology Training (CSATT), which is also developing new short courses to boost Cornwall’s £1bn space and aerospace sector.



With the vast majority of our land farmed, the local Agri-food sector can lead on low-impact sustainable farming and fishing to provide a secure and sustainable supply of food produce.



Vital for employment, our aim is for our visitor economy to become a global leader for higher-value but lower-carbon experiences for visitors and residents. With restrictions on foreign travel, tourism numbers were expected to be 30,000 higher in 2021 than previous years.

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These sectors have the opportunity not only to re-set the Cornish economy but also to contribute to the national growth of these niche industries, and to deliver green jobs and clean energy. To enable residents to take advantage of growth, a focus on upskilling the population, and progression through learning and employment, will be key.

At the same time, our foundation sectors continue to underpin our economic prosperity ambitions and provide a wide range of entry level and progression opportunities for local residents.

### **Strong local partnerships:**

Partnerships between different parts of the skills system are vital for a joined up approach to learning supply. CloS has some excellent exemplars of employer engagement such as the Health and Social Care Academy and Marine Network Group. These are successfully linking employers, learners, schools and providers to provide employer-led training and effective progression pathways to enable CloS to address local skills needs. Our providers have many years' experience of collaborative working through the delivery of skills activities funded by our £131m ESF budget. Devolution will enable this approach to be developed and expanded.

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## **OUR CHALLENGES AND SKILLS WEAKNESSES**

Cornwall's beautiful but peripheral location and the remoteness of the Isles of Scilly pose particular challenges which are evident in terms of social deprivation, an absence of large employers, out of reach house prices and difficulties in travelling to learn and work, all of which impact on skills development.

Challenges identified in the March 2021 Local Skills and Labour Market Strategy remain, but have become more entrenched as a result of the impact of Covid-19. The review has highlighted the interconnectedness of skills and other issues such as housing and transport in tackling skills issues and the on-going need to ensure we align strategies and interventions through the Prosperous Cornwall approach.

In the following sections, the key challenges have been updated to reflect more recent developments and are outlined in relation to our identified priorities. For the purposes of this refresh, data in Annex A has been updated where possible. However, it should be noted that time-lags in the collection and publication of statistics mean that, as yet, the analysis provides limited evidence on the nature of recovery. For example, it is not known when and whether workers who became inactive during the pandemic will re-enter the labour force; there is limited data on the extent and impact of Covid-19 on inequalities and it is not clear whether current recruitment difficulties are a short-term

phenomenon or evidence of more substantive issues.

To supplement the new quantitative data, the LEP has engaged in a series of events under the theme 'The Future of Work' involving:

- a conference, survey and 5 sector workshops supplemented by in-depth interviews with employers. In all, around 100 employers were engaged in this research.
- Engagement with young people has also taken place with a dedicated focus group, preparatory meetings for and participation in the Annual Conversation.

At the outset it should be noted that the local economy is in a much stronger position than was forecast six months ago.

## **INSPIRE: DEVELOPING THE WORKFORCE OF TOMORROW**

### **Young people**

Before the pandemic, young people were more likely than average to be in lower paid, insecure work in the hospitality and retail sectors. As a consequence they were hard hit by the economic fall-out from Covid-19. Latest data shows that in the year to June 21 the employment rate of 16-24 year olds had fallen to 54% (although the data has wide error margins) compared with 67% two years earlier. In contrast the employment rate of other age groups has remained relatively steady. Positively youth unemployment has not risen in line with expectations at the height of the crisis. In fact, the youth claimant count has fallen fastest of all age groups and is now a little above the rate at March 2020.

Reflecting economic uncertainty, figures for the first three quarters of 2020/21 show that Apprenticeship rates have fallen by 18% compared with the same period a year earlier. The greatest decline has been in Intermediate apprenticeships (down 31%). As apprenticeships at all levels are more common pathways for boys and for people from lower socioeconomic backgrounds, the impact of the pandemic on the provision and employment of apprentices is likely to affect these groups more deeply than others.

Employers reported that they are simply not getting applicants for their apprenticeships (which might reflect that more young people have remained in education); others noted that a lack of literacy and numeracy is a barrier to uptake. Lack of housing has also impacted on recruitment to apprentices in hospitality.

In terms of progression and attainment, it is likely that

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school closures, unequal access to online learning, lack of work experience and difficulties assessing attainment in apprenticeships will have impacted particularly on disadvantaged students. As yet there is no data yet on the longer-term impact of the pandemic on attainment and young people's life chances.

Young people themselves (See Annex B) reported that few had had careers interviews and the general consensus was that the careers advice they had had at school was poor. This was particularly the case in relation to vocational options and apprenticeships. Use of social media would engage young people more readily in the options available and there is a need to expand on the opportunities for young people to meet employers and engage in work experience. Labour Market Information on CloS's priority and foundation sectors needs to be made available in an engaging way; at present the breadth of opportunities is not fully understood. Moreover, it is essential that courses and apprenticeships provide a clear line of sight to progression opportunities so that young people understand how they can progress and develop their skills through different routes.

## TRANSFORM: A PRODUCTIVE WORKFORCE

### Productivity

The sectors which dominate the labour market tend to be lower value added service industries and as a result, Cornwall and the Isles of Scilly face a productivity challenge. Productivity as measured by GVA per head is 32% below the national average. There has been no progress in closing the gap in the past decade and more recent progress has stalled.

### Recruitment difficulties

As the headlines testify, with economic recovery some employers and sectors are facing acute staff shortages nationwide. Locally, the workforce has shrunk. 239,600 people are in employment, 12,500 people down on the 2019 total two years earlier. At 73.6% the employment rate has fallen below the national rate of 74.7% for the first time in 3 years. Employers report that factors include a loss of migrant labour; early retirements; ill health; problems with retention; and a perception that employees and recruits are looking for a better work/life balance and occupations that fit better with family life.

According to our Employer Survey 21, 77% of employers who had recruited in the past year have had difficulty recruiting. Those most affected are employers in Hospitality, Adult Social Care, Agriculture, Manufacturing and Construction. While the current crisis is unprecedented and potentially short-term, recruitment difficulties – albeit not so acute - are expected to persist since employers in the above sectors were clear that in the face of an ageing workforce there is

a need for action to attract new recruits to their sectors. In Adult Social Care in particular there is limited scope to raise wages and the difficulties are especially severe.

The Table below shows the size of each sector and the number of vacancies in each. It must be noted that this is an incomplete picture since only those adverts specifying a sector are included in the table and it therefore underestimates for instance, the depth of difficulties facing our key Agri-tech sector:

Sector	Number of employees	% of employment	Working Futures Forecasts of employment change 2022-2027	Vacancies by sector Q2 2021**	% of total vacancies	Employer feedback on current shortages
<b>Agriculture, forestry and fishing</b>	13,000	5.6	-	21	0.3	Pickers, tractor drivers, landscape and arborist operatives
<b>Energy and water</b>	3,500	1.5	-	124	2.0	Mining engineers
<b>Manufacturing</b>	15,000	6.4	-2,000	663	10.0	Production operatives, engineers
<b>The 'green economy'</b>	Deep dive research commissioned and the Report will be updated when the findings are available.					
<b>Construction</b>	15,000	6.4	-	204	3.1	Labourers, CAD designers
<b>Distribution, hotels and restaurants</b>	72,000	25.2	4,000	1640	24.7	Chefs, front of house, cleaners
<b>Transport &amp; comms</b>	12,500	5.3	-	301	4.5	Drivers, warehouse operatives
<i>Of which Digital*</i>	5175	2.2	-	125	1.9	Software developers, Coders
	Deep dive research commissioned, and the Report will be updated when the findings are available.					
<b>Banking, finance and prof. services</b>	34,250	14.7	2,000	881	13.2	HR, Project management, accountancy skills, Administrators
<b>Public admin. education and health (inc. Adult Social Care)</b>	57,000	24.5	3,000	2698	40.6 (of which 29.3% from Health)	Lecturers, Care support workers, Care assistants, nurses
<b>Other services</b>	10,000	4.3	-	136	1.9	Security, Cleaners

\* using DCMS definition (Source BRES 2020)

\*\* Note: This is a partial picture, not all sectors are identified. The vacancies reported in Agriculture do not reflect the depth of difficulties reported.



*We are seeing significant skills gaps and lack of availability for recruitment in the following areas: Chefs - all levels; Front of House Hospitality Staff; Cleaning roles; Security; some Horticulture roles.”*

In response, a majority are looking to expand their recruitment channels and there is an opportunity to support employers to take on staff from under-represented groups in the labour market.

### Entrepreneurship

Cornwall and the isles of Scilly’s entrepreneurial culture is rightly seen as a strength. However, the impact of Covid-19 is that there has been a sharp fall in self-employment which is down 20 percentage points from June 2019 (-11,100 people). Despite this fall, 18% of those in work are self-employed and this remains the highest rate seen across all LEPs.

Self-employed statistics for the region show that self-employed incomes are much lower than the average suggesting that this level of income will have offered a smaller safety net in the pandemic, but it is also likely that some of the self-employed are represented in sectors most affected by shut-downs such as the creative arts. Given their significance in the economy as the seed-bed for new start up companies it is vital that this group has the support needed for economic recovery.

## INNOVATE: ACCELERATE THE GROWTH AND DIVERSIFICATION OF THE ECONOMY

### Partnerships

Employers recognised that they faced common issues and accepted that they need to work together on a sectoral basis to develop a collective voice to promote their sectors, to change their image and to develop and promote clear career pathways so that they not only attract people but retain them and develop staff loyalty.



*What the sector has lost is collaborative working. There needs to be collaboration we’re all on the same journey.”*

Whilst partnerships are rightly seen as a strength, the sheer number of partnerships, projects and programmes gives rise to the potential for confusion over roles and responsibilities, duplication of effort and a need for the LEP to continue to provide stronger leadership of the skills agenda. Work has already begun on tackling this issue through the Action Plan to ensure that all employers and stakeholders better understand the skills offer.

### Rising and changing skills needs

For many of CloS’s priority sectors, it could be argued that traditional sector boundaries are becoming increasingly blurred as the world moves towards a more circular economy. Increasingly, businesses span across a number of subsectors, for example, the marine sector spans engineering, construction, boat-building, energy and technology. Agritech spans farming, robotics, artificial intelligence and marketing. What is evident is that the growth of these highly productive sectors all require the attraction, development and retention of:

- Scientific, engineering and technology skills (STEM).
- Leadership and management skills.
- Transferable skills to enable employees to move between related sectors.
- Core employability skills such as communication, team working and customer service.
- New and more multi-disciplined skill sets in the workforce.

This suggests that a modular approach to upskilling and updating knowledge will be invaluable going forwards.

Skills in most demand across the economy are leadership and management, new technology and digital skills.

Forecasts for CloS show that between 2017 and 2027 there will be a sharp rise in the numbers needed with Level 4 qualifications and above and a steep fall in the numbers of employees needed with qualifications below Level 2. Local employers confirm these trends and say that the demand for workers with qualifications below Level 2 is declining as automation and technological developments change the skills required for work.

With an ageing workforce, it will be essential that older workers have more opportunities to upskill and retrain. It is also noted that progress towards higher skill levels may well be stalling since amongst young people, far fewer of those with A levels or equivalent (46%) are progressing to Further or Higher Education compared with 58% in England. To date, most employers have not made use of Higher Apprenticeships as an alternative recruitment pathway to meet these higher level qualification needs.

More positively, the pandemic has spurred innovation and it is likely that new flexible working patterns will become the norm in some sectors. But with lower than average wages

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in CloS, employers are finding that this new flexibility is exacerbating the ‘brain drain’ especially in the digital sector where people are able to work from home for better paying employers in London and the South East.

## THRIVE: OPPORTUNITY FOR ALL

### Skills mismatches

In quarter 2 2021 there were 10,699 job postings in Cornwall and the Isles of Scilly. This was up by 2,497 (30%) from 8,202 in Q1 2021, and up 168% on the 4,000 in Q2 2020.

Unemployment has fallen sharply from a peak of 21,680 in May 2020 to 12,625 people (Sept 21). The unemployment rate now stands at 3.8% which is below the national average of 5.3%. However, the number of unemployed people remains well above that experienced locally in recent years. In addition, 16,500 of the economically inactive are looking for work, suggesting that a total of 29,125 people are seeking employment – almost three times the number of vacancies. Given that 77% of employers are experiencing recruitment difficulties this suggests a serious mismatch between the skills available and those that employers seek. It is likely that those out of work in an unprecedented recruitment crisis are those furthest from the labour market who will need additional support to develop the skillsets employers require.

The main reasons for recruitment difficulties identified by employers are a lack of applicants, lack of skills and low numbers of applicants with the right attitude. Employers report that core employability skills/aptitude are lacking, exacerbated by a lack of literacy and numeracy. Skills in demand are the practical skills to do the job, as well as sales, digital skills and leadership and management. Digital skills are seen as essential key skill.

This situation is exacerbated by a housing crisis, meaning

health and social care provide entry level opportunities and it is vital that the skills system provides workers with progression opportunities, rather than trapping them in low pay. To this end, employers need to be supported to compete through higher skills and innovation rather than low prices and low skills. The benefits of home working cannot be offered in CloS’s key service sectors but employers recognised that pay rates would have to rise and conditions improve if they were to effectively compete and offer ‘good work’. At the same time, there is a pressing need for action to be undertaken to ensure that people looking to enter the labour market understand the breadth of opportunities available in the local economy.

### New projects and new funding

Since the original Local Skills and Labour Market Strategy was published in March 2021 a series of funding announcements have been made which will accelerate our skills related activities:

- £12m of new ESF projects that have just been issued Funding Agreements.
- £1m of Community Renewal Fund has been awarded.
- We have been awarded funding from DLUHC in their Partnerships for People and Places programme c £150k to £300k. A delivery plan is to be submitted in February 2022.
- Strategic Development Funding for Truro and Penwith College has been awarded, in partnership with Cornwall College to build and run a Green Jobs College Business Centre (£3.8m).



*It’s a perfect storm, the labour market has reduced, and demand has risen.“*

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that prospective recruits find it difficult to re-locate to take up employment opportunities.

### Pay and poverty

Although historically CloS has had full employment many of the jobs are not of good quality. An estimated 68,000 employees<sup>1</sup> earn less than the Real Living Wage, equivalent to 4 out of 10 (39%) of all employees, compared with 24% in Great Britain.

Many of the jobs in sectors such as hospitality, retail and

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<sup>1</sup>Note: Figures on pay for employees exclude the self-employed workforce.

## SUMMARY: STRENGTHS AND WEAKNESSES

STRENGTHS: OPPORTUNITIES TO BUILD ON	SCALE OF STRENGTH
UNIQUE, HIGH PRODUCTIVITY NICHE SECTORS.	
SOUTH WEST INSTITUTE OF TECHNOLOGY.	
CLOSE PARTNERSHIPS.	

WEAKNESSES: CHALLENGES TO ADDRESS		SCALE OF WEAKNESS
RECRUITMENT DIFFICULTIES AND SKILLS SHORTAGES.	Short term	
FEWER PEOPLE TRAINING.	Short term	
LOW WAGES AND LOW PRODUCTIVITY.	Long term	
COMMUNICATIONS.	Short term	
FALL IN YOUNG PEOPLE GOING TO HIGHER EDUCATION.	Long term	
DECLINE IN STEM TRAINING.	Long term	
LOW UPTAKE OF HIGHER LEVEL APPRENTICESHIPS.	Long term	
AGEING WORKFORCE.	Long term	

### 3. Skills Strategy

In Cornwall and the Isles of Scilly we are ambitious for systemic change and the opportunities that devolution will bring. Locally, skills needs and the cost of skills delivery are significantly affected by our rural, peripheral location, the predominance of micro and freelance businesses, high housing and living costs and absence of major employers. This means that national policies are not always suited to local issues.

Whilst we have achieved much through European spend, we need to be realistic about the challenges we face. The fact is that there has been little change in productivity in a decade; there is a mismatch between the skills employers need and want and what is delivered; and some parts of the county suffer continued deprivation and hardship. Change is required and that means a forensic focus on the outcomes we want to see embedded in delivery as well as new activity targeted at gaps in supply. At the same time, the pandemic has accelerated change and innovation and ushered in new ways of training delivery that will open up opportunities for our employers and workforce in the longer term.

The Strategy supports Cornwall Council's Covid-19 Economic Recovery Plan which sees the pandemic as a catalyst for change that will start the process of re-engineering our economy so that it efficiently confronts the triple-threat of the climate emergency, the ecological emergency and environmental adaptation. By accelerating Cornwall's ambitions to decarbonise our economy and restore nature we will help to seize the economic opportunities implicit within the recovery phase, whilst unlocking a fair transition that realises our commitment to inclusive growth.

Through a review of the evidence and feedback from stakeholders and partners, four strategic themes have been clearly identified to frame our response and align with the Covid-19 Recovery Plan. They are not set in watertight compartments – indeed some actions can contribute positively to all four – but they help give focus and clarity to the major issues CloS LEP wishes to achieve through its actions on skills:



Inspire: Developing the workforce of tomorrow.

We have bright, ambitious young people but too many are held back by a lack of aspiration, poor basic skills and a lack of awareness of the opportunities that the local economy offers. Vocational qualifications are not well-known nor given parity with academic routes. The ESB will continually review and work with the FE sector to ensure that there are clear vocational

pathways across our priority sectors and that new vocational qualifications are developed and promoted where there are gaps. There needs to be a concerted drive to improve GCSE attainment in core subjects; as well as driving Vocational curriculum pathways (supported by employers) with schools for 14-16 year olds. This will significantly improve the transition at 16-19. Fewer of our highly qualified young people are progressing to higher education than average and there is a need to better understand the progression pathways available from current provision. The uptake of STEM subjects is in decline. 16 to 19 year-olds have been nearly twice as likely to be furloughed as older workers. Partners are already seeing the number of people not in education, employment or training (NEETs) rise, and getting people back to work and creating new good quality jobs will be an important aspect of the economy's recovery. Careers education information, advice and guidance has never been more important but it needs to be more relevant, encompass the breadth of provision, to engage parents as key influencers and better reflect the changing local economy.



Transform:  
A productive workforce.

Cornwall and the Isles of Scilly is an economy in transition. It has incredible potential but also huge challenges to be addressed. It has one of the lowest levels of productivity in the country and has been particularly hard hit by the Covid-19 pandemic. Recruitment difficulties and skills gaps (including basic skills) are acute in some of our key sectors and combined with supply-side bottlenecks are limiting the potential expansion of local businesses. Staff shortages in Adult Social Care in turn impact on the ability of the Healthcare sector to work efficiently. Workforce training levels have been declining. But in an economy dominated by SMEs and micro businesses, many employers do not have the capacity, skills or HR capabilities to use the skills of the workforce effectively. Yet the LEP's growth ambitions require a world-class workforce and the combined efforts of employers, schools, colleges, university provision and other training providers working in partnership will be needed to better align delivery with employers' skills needs and improve the take up of Apprenticeships. The pandemic has put a premium on digital technology and there is a need to accelerate workforce digital skills development, combined with action to ensure that access is no longer a barrier to uptake. The sharp fall in the numbers of self-employed suggests a pressing need to provide support for the self-employed and encourage a new generation of entrepreneurs. Leadership and management skills are in high demand and should be a priority for development.



**Innovate:** Accelerate the growth & diversification of the economy.

Cornwall has unique opportunities to diversify its economy and expand its high skilled jobs through harnessing its natural resources and expanding its manufacturing, tech and creative sectors. Local sector bodies are best placed to identify the skills they need and the gaps in the market. There is a need to support their work, identify cross-cutting themes, broker partnerships and add value to sector specific initiatives. For those young people who leave for Higher Education there is a need to do more to keep in touch and better communicate the expanding opportunities that are coming on stream to reverse our brain drain. Aligning the provision of skills to labour market demand requires the development of labour market information to generate, analyse and disseminate reliable sectoral and occupational information with partners. There is a need for a long-term perspective to help anticipate the skills that will be needed in the future as CloS seeks to fuel innovation, productivity, technological change and competitiveness.



**Thrive:**  
Opportunity for all.

Deprivation means that skills are not the only barrier that some of our disadvantaged residents face. Issues of poverty, housing, health and wellbeing mean that a holistic approach is needed to support people furthest from the labour market towards employability or work. Close partnership working with the DWP, housing, health and welfare partners is needed to develop innovative solutions delivered via outreach to residents in some of the more rural and coastal settlements where transport adds an additional barrier. An immediate priority to tackle the mismatch between the skills and aptitudes that employers require and those possessed by people seeking work will be addressed through our Economic Recovery Plan. Devolution offers us the opportunity to move to a more collaborative and outcome based approach to delivery and to provide integrated solutions. The lack of basic skills from school leavers through to those in and out of work is closing down opportunities for local people, acting as a barrier to work and progression. The pandemic is expected to have a detrimental, albeit potentially short term, impact on living standards. With almost half the population 'just about managing' we need to use the opportunities to respond at speed to support those affected to develop the skills they need, accelerating our economic recovery and renewal. A complementary approach with businesses is required to encourage them to pay the Living Wage and to provide working conditions that contribute to employee health and well-being and improves retention and productivity by reducing absence levels.

Underpinning these strategic themes there is an urgent need to strengthen and rationalise partnership working and delivery to avoid duplication of effort. Skills overlaps with several strategies such as the Local Industrial Strategy, the Digital Skills Partnership Strategy, the Covid-19 response and the Devolution Deal and there needs to be clear lines of responsibility to ensure implementation.

It is essential that we maximise the impact of our skills programme and do not spread our resource too thinly. The 5 priorities for the next 10 years are:

Priorities and supporting rationale	LEP Theme	
<p><b>Cross-cutting skills priorities (far-reaching, cross-sector)</b></p>	<p><b>Our young people have high quality Careers Education, Information, Advice and Guidance (CEIAG) which informs and inspires them about our unique future opportunities and fosters CloS's spirit of entrepreneurship.</b></p> <p>Careers advice is considered to be out of step with the economy and does not reflect emerging opportunities. Entrepreneurship – a key feature of the Cornish and Isles of Scilly economy – needs to be included in delivery. Labour market information is shared but currency and accuracy are issues. We want to ensure that our young people are informed about the highly skilled careers available locally and the opportunities within our foundation sectors. There is a need to assess the quality of delivery and to consider outcomes rather than outputs. More engagement with parents is vital to address outdated perceptions.</p>	
	<p><b>Leadership and high level skills are developed to drive growth, innovation and productivity.</b></p> <p>The world of work is changing, and the capability and commitment of managers are the most important factors in determining the provision of workplace learning and the effective use and development of workforce skills. Improving the supply of skills is not the only lever for increasing productivity or encouraging the use of high performance business techniques. We need to encourage and promote best practice in management to our employers and the self-employed to develop and grow high value businesses and build the demand for learning. Our skills needs are rising and more jobs in the future will require higher level skills. The proportion of young people qualified to Level 3 progressing to HE is well below average and the uptake of STEM qualifications has stalled.</p>	
	<p><b>The skills, anti-poverty and health agendas work together to develop an inclusive 'whole person' approach to skills which enables people to retrain, progress into work or towards the labour market.</b></p> <p>The wellbeing and skills agendas need linking up. Limiting support to helping someone gain new skills does not make a difference if they cannot travel to learn or work, or if they have health and wellbeing issues. Currently different projects look at people with different lenses, there is no holistic approach to help deal with immediate problems e.g. food and housing. The pandemic provides an opportunity for systemic change and a new holistic approach to skills and collaborative working. An outcome approach needs to ensure that learning provides the basic and transferable core skills that support sustainable employment.</p>	
<p><b>Covid-19 recovery and renewal skills priorities.</b></p>	<p><b>There is a step change in access to digital infrastructure, digital usage and digital skills across the area, supporting sectors, businesses and people to make the transition to a digital world.</b></p> <p>The impact of Covid-19 has transformed the delivery of learning and shone a spotlight on digital skills and digital infrastructure. There is a need for a clear digital learning offer from basic digital literacy to advanced skills available to all ages. The speed of transition to new ways of working has been at pace and there are concerns that those who lack equipment, live in broadband blackspots and have inadequate skills will increasingly get left behind. At the same time we need to embrace the potential that Covid-19 has offered in terms of opportunities for homeworking and innovation in learning and delivery.</p>	
<p><b>Sector priorities.</b></p>	<p><b>Our learning provision meets the sector-specific requirements of employers through a more collaborative and employer-led approach which aligns learning and training with employer demand, providing learners with clear progression pathways to higher level creative and technical skills.</b></p> <p>The skills landscape needs simplifying for employers, stakeholders and individual learners. There is a need for better intelligence on employers' skills needs in our foundation and priority sectors to enable us to shape and develop learning provision and ensure that there are clear pathways for learners to follow. Learning needs to better embed the basic and soft skills employers want.</p>	

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The current review has highlighted the interconnectedness of skills and other issues such as housing and transport in supporting employers and the on-going need to ensure we align strategies and interventions through the Prosperous Cornwall approach.

Whilst the depth and severity of recruitment difficulties is new and more urgent, the issues raised are not. Sectors such as Hospitality, Construction, Manufacturing and Adult Social Care have long experienced recruitment difficulties and this was acknowledged in the development of our priorities in March 2021. The workforce is ageing and the need to ensure that young people and those seeking work understand the wealth of opportunities that the local labour market offers whilst developing the skills that employers need is a central thread of the current Strategy. Thus, the Strategy recognises the need to:

- address weaknesses in careers education and advice (Priority 1);
- ensure that training meets employer needs (Priority 2);
- develop leadership and management skills (Priority 3); and to
- support prospective labour market entrants access local opportunities (Priority 4).

The long-term ambitions embodied in the current Local Skills and Labour Market Strategy therefore continue to be relevant and well-aligned to needs.

In terms of the Action Plan, the review indicates the need to give a new impetus and to prioritise action to:

- effectively address the image and perception of our foundation and priority sectors by engaging employers, children, young people and their parents in the development of new careers resources and activities.
- develop a Good Work Accreditation Scheme – many employers are now paying the Real Living Wage and are interested in developing good working practices to attract and retain staff.

Building on progress since the Action Plan was published has also allowed us to introduce a number of new actions to reflect recent findings.

Employer engagement has been central to our work and a sub-group of the Employment and Skills Board has been formed comprising of Cornwall Chamber, Federation of Small Businesses, Growth and Skills Hub and the 2 colleges. The sub-group focuses on how we work with existing employer representative organisations and one outcome was the bid for and successful funding for the Cornwall College Business Centre. Additional actions in the Plan include supporting employers to form sector groups to provide on-going

intelligence and building on work already underway in relation to a series of 'deep dive' studies.

## 4. Skills Action Plan (2022-2025)

ACTIVITY	GROUPS TARGETED	RELEVANT PRIORITY	CONTRIBUTION TO GOVERNMENT PRIORITIES	DELIVERY PARTNERS	RESPONSIBILITIES OF THE EMPLOYMENT AND SKILLS BOARD (SAP)/LEP	OVERALL AND INTERIM TIMEFRAMES FOR DELIVERY	OUTCOMES
<b>Inspire – Building the workforce of the future</b>							
<b>1. Our young people have high quality Careers Education, Information, Advice and Guidance (CEIAG) which informs and inspires them about our unique future opportunities and fosters CloS's spirit of entrepreneurship.</b>							
Establish a Young Person's Task and Finish group to explore best practice and support the workplan of the Careers Hub	Young people			Economic Growth Service - People and Prosperity Team	Employment and Skills Board (SAP) as commissioner Monitoring progress	Year 1	All young people are aware of and know how to access CEIAG and associated support.
Develop a dedicated 'all age' portal/resources to enhance and expand tailored online and telephone advice on local careers, skills development, entrepreneurship, self-employment and the availability of wider support.	Young people, workforce			Economic Growth Service - People and Prosperity Team	Employment and Skills Board (SAP) as commissioner	Year 1	Increased awareness of local career opportunities. Reduction in skills shortages.
Develop an LMI data dashboard, together with innovative career resources for our foundation and priority sectors.	Young people, workforce	Cross sector	DfE Careers Strategy	Economic Growth Service - People and Prosperity Team	Employment and Skills Board (SAP) as commissioner of sector reports. Monitoring progress	Years 1-2	Increased awareness of local career opportunities. Reduction in skills shortages.
Improve the quality of CEIAG delivery through (a) the development and roll out of a competency framework for careers advisors in schools and colleges and (b) the further development of the parental toolkit.	Young people, secondary schools and colleges			Careers Hub	Employment and Skills Board (SAP) as convener and commissioner	Year 2 and 3	More consistent high quality CEIAG is delivered.

#### 4. SKILLS ACTION PLAN

ACTIVITY	GROUPS TARGETED	RELEVANT PRIORITY	CONTRIBUTION TO GOVERNMENT PRIORITIES	DELIVERY PARTNERS	RESPONSIBILITIES OF THE EMPLOYMENT AND SKILLS BOARD (SAP)/LEP	OVERALL AND INTERIM TIMEFRAMES FOR DELIVERY	OUTCOMES
<b>Transform: A productive workforce</b>							
<b>2. Our learning provision meets the sector-specific requirements of employers through a more collaborative and employer-led approach which aligns learning and training with employer demand, providing learners with clear progression pathways to higher level creative and technical skills.</b>							
Develop a series of sector skills bodies under the Employment and Skills Board (SAP) leadership by which employers in our priority sectors can clearly articulate their skills needs and share intelligence to inform commissioning and avoid duplication of effort.	Employment And Skills Board (SAP) and Sector bodies	Sector skills	Local Skills Improvement Plans	Sector bodies and Employment And Skills Board (SAP)	Employment and Skills Board (Employment And Skills Board (SAP)) in its leadership role	Year 2	The Employment And Skills Board (SAP) and its partners have a clear understanding of the skills needs in its priority sectors to help shape learning provision.
Establish a Task and Finish Group to develop a single web-based point of access for simplified training and support information for employers and the self-employed, drawing on good practice elsewhere in the UK. (Linked to portal above)	Employers and sector bodies	Cross sector		Economic Growth Service - People and Prosperity Team, providers	Employment and Skills Board (SAP) as commissioner	Years 1-2	Employers can easily access high quality support and information.
Continue to improve and grow apprenticeships by developing a CIOS-wide strategy for an apprenticeship levy transfer.	Key employers, the workforce, employers	Cross sector		Economic Growth Service - People and Prosperity Team, providers	Monitoring progress	Year 2	More apprenticeship funds are available for SMEs. Rising nos. of apprentices.

## 4. SKILLS ACTION PLAN

ACTIVITY	GROUPS TARGETED	RELEVANT PRIORITY	CONTRIBUTION TO GOVERNMENT PRIORITIES	DELIVERY PARTNERS	RESPONSIBILITIES OF THE EMPLOYMENT AND SKILLS BOARD (SAP)/LEP	OVERALL AND INTERIM TIMEFRAMES FOR DELIVERY	OUTCOMES
Incentivise employers to invest in, and utilise, the skills of their workforce by developing resources to train and inspire workforce development in SMEs.	Employers and sector bodies	Cross sector	Industrial Strategy	CioS LEP, Economic Growth Service - People and Prosperity Team, providers	Monitoring progress	Year 2	An increase in workforce training.
Adapt the Health and Social Care Academy model (or other good practice) to map learning provision and ensure that there are progression pathways/a clear line of sight to high skilled jobs including higher level apprenticeships/degree apprenticeships and opportunities for people to retrain in the following sectors: <ul style="list-style-type: none"> <li>» Green economy</li> <li>» Construction</li> <li>» Culture</li> <li>» Digital Skills</li> </ul>	FE/HE/ learning providers	Cross sector	Local Skills Improvement Plans	Economic Growth Service - People and Prosperity Team, providers	Employment and Skills Board (SAP) to commission	Years 1-2	All learners can easily progress from one learning opportunity to another in their chosen careers.
<b>3. There is a step change in access to digital infrastructure, digital usage and digital skills across the area, supporting sectors, businesses and people to make the transition to a digital world.</b>							
Support the Digital Skills Partnership to develop a strategic response to digital skills needs, inclusion and transformation.	Employers, young people, adults, communities	Cross sector	Lifetime skills guarantee	Digital Skills Partnership	Employment and Skills Board (SAP) monitoring	Year 1-3	Improved digital infrastructure and skills.

## 4. SKILLS ACTION PLAN

ACTIVITY	GROUPS TARGETED	RELEVANT PRIORITY	CONTRIBUTION TO GOVERNMENT PRIORITIES	DELIVERY PARTNERS	RESPONSIBILITIES OF EMPLOYMENT AND SKILLS BOARD (SAP)/LEP	OVERALL AND INTERIM TIMEFRAMES FOR DELIVERY	OUTCOMES
<b>Innovate: Accelerate the growth and diversification of the economy</b>							
<b>4. Develop the leadership and high level skills needed to drive growth, innovation and productivity.</b>							
Explore the options for developing leadership and management skills and the barriers to high performance working practices.	Employers/ sector bodies	Cross sector	Industrial Strategy	Economic Growth Service - People and Prosperity Team, providers, Growth and Skills Hub	Employment and Skills Board (SAP) to convene	Year 2	Productivity is increased.
Building on the Skills For Jobs White Paper, develop a higher level technical education/STEAM strategy to boost STEAM skills and reverse the decline in HE participation.	Young people/ sector bodies/ providers	Sector skills	Skills for Jobs White Paper/ T levels/Green jobs taskforce/Industrial Strategy	Economic Growth Service - People and Prosperity Team, providers HE and FE/ Sector bodies	Employment and Skills Board (SAP) to convene	Year 2	More people are attracted to STEM careers in CIOs.
Continue to commission a phased programme of research into the current and future skills needs of employers in our key sectors to support the development of Local Skills Improvement Plans and careers resources. (Digital and green sector deep dives underway 2021)	Sector bodies/ learning providers/ Careers Hub/ CEC	Sector skills	Skills for Jobs White Paper/ T levels/Green jobs taskforce/Industrial Strategy	Economic Growth Service - People and Prosperity Team Sector bodies/ Cornwall Council	Employment and Skills Board (SAP) to commission	Year 1	Improved intelligence on employers' current and future skills needs.

## 4. SKILLS ACTION PLAN

ACTIVITY	GROUPS TARGETED	RELEVANT PRIORITY	CONTRIBUTION TO GOVERNMENT PRIORITIES	DELIVERY PARTNERS	RESPONSIBILITIES OF EMPLOYMENT AND SKILLS BOARD (SAP)/LEP	OVERALL AND INTERIM TIMEFRAMES FOR DELIVERY	OUTCOMES
<b>Thrive: Opportunity for all</b>							
<b>5. The skills, anti-poverty and health agendas work together to develop an inclusive 'whole person' approach to skills which enables people to retrain, progress into work or towards the labour market.</b>							
Make effective use of Cornwall Council's procurement, capital investment and planning system to maximise the opportunities for young people and those furthest from the labour market to access work, apprenticeships and supported employment. Progress should be effectively monitored.	Disadvantaged communities/workforce	Cross sector		Cornwall Council Economic Growth, Commercial Services and Planning	Employment and Skills Board (SAP) to monitor	Years 1-3	More opportunities for young people and those furthest from the labour market to gain work experience and employment.
Design and deliver the Community Renewal Fund Programme for Cornwall whilst ensuring that remaining EU structural funding meets its targets and spend allocations. Our work on CFP should build on the lessons learnt from European and other funding	Disadvantaged communities/workforce	Cross sector		Cornwall Council Economic Growth, Supply side (PA1 group)	Employment and Skills Board (SAP) to convene	Year 1	CIoS is prepared for the Shared Prosperity Fund and devolution by developing an understanding of good practice.
Map basic skills provision in CIoS and identify effective practice and resources for roll out and campaign.	Young people and the workforce/learning providers	Cross sector		Economic Growth Service - People and Prosperity Team/ FE and learning providers	Employment and Skills Board (SAP) to monitor	Year 3	The number of people without basic skills falls.
Establish a Task and Finish Group to explore innovation in transport to support people to access learning and work in the remoter parts of Cornwall.	Rural communities, young people and the workforce	Cross sector		Economic Growth Service - People and Prosperity Team	Employment and Skills Board (SAP) to convene	Year 1	Transport solutions are identified.

## 4. SKILLS ACTION PLAN

ACTIVITY	GROUPS TARGETED	RELEVANT PRIORITY	CONTRIBUTION TO GOVERNMENT PRIORITIES	DELIVERY PARTNERS	RESPONSIBILITIES OF EMPLOYMENT AND SKILLS BOARD (SAP)/LEP	OVERALL AND INTERIM TIMEFRAMES FOR DELIVERY	OUTCOMES
Develop a Good Work Accreditation Scheme	Disadvantaged communities/ workforce	Cross sector		Economic Growth Service - People and Prosperity Team	Employment and Skills Board (SAP) in its leadership role	Year 1	More employers pay the real living wage.
Develop a pilot approach to support workplace progression and reduce in-work poverty in response to recommendations from our low pay research.	Foundation sectors	Cross sector	Plan for Jobs	Economic Growth Service/People and Prosperity Team	Employment and Skills Board (SAP) to commission	Year 3	Best practice lessons are learnt in tackling low pay.
Deliver the annual workplan associated with the Partnership Agreement between CC/LEP and DWP.	ESF delivery partners	Cross sector		Economic Growth Service - People and Prosperity Team/JCP	Employment and Skills Board (SAP) to convene	Years 1-3	Partners can readily share key data
Explore the use of Digital Badges to develop a local award which recognises core employability skills.	Young people/ the workforce/ employers	Cross sector		Economic Growth Service - People and Prosperity Team/TFF Service COMPASS Project	Employment and Skills Board (SAP) to convene	Year 3	Core employability skills are identified and badges developed to recognise competencies.

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## MEASURING SUCCESS

- The extent to which the baseline position against each of the key measures of success changes over the next three years will be influenced by a broad array of factors, including the nature and scale of recovery as well as political, economic and social issues. For instance, in times of recession, training levels decline as businesses struggle to recover market position. This means that the correlation between the priorities of the strategy and measurable change in Cornwall and the Isles of Scilly is not a direct one. The strategy and its accompanying action plan have a very important part to play, but they will not be the sole drivers.
- A clear mechanism to enable the objective assessment of delivery of the Action Plan is crucial for the success of the Skills Strategy and the Action Plan to be monitored through the relevant indicators from the Strategic Economic Plan, [Vision 2030](#). This information will be used for project management and to show that public money is being spent effectively but it will also help to identify good practice and to monitor progress towards meeting the vision for Cornwall and the Isles of Scilly LEP on an annual basis. The monitoring work will be supported by a communications and marketing strategy to disseminate information on progress and support activity with relevant campaigning and publicity.

LOCAL SKILLS AND LABOUR MARKET STRATEGY PRIORITY	VISION 2030 STRATEGIC PRIORITY	OUTCOMES	MEASURES
<b>INSPIRE: DEVELOPING THE WORKFORCE OF TOMORROW</b>  	Building great careers	By 2030 Cornwall and the Isles of Scilly will have a healthy, skilled and productive workforce with access to rewarding jobs, career progression and opportunities for all.	NVQ2+  Young people not in employment, education or training  Knowledge workers
<b>TRANSFORM: A PRODUCTIVE WORKFORCE</b>  	Productivity led growth	By 2030 overall productivity levels will be at least 80% of the English average.	GVA per hour worked  Median gross annual pay for full-time workers  Business formation rate  Business survival rate
<b>INNOVATE: ACCELERATE THE GROWTH &amp; DIVERSIFICATION OF THE ECONOMY</b>  	Innovation and Creativity	By 2030 Cornwall and the Isles of Scilly will be recognised for excellence in innovation and creativity and with networks of businesses with national and global profile.	Employees in knowledge-intensive services or high-tech manufacturing  R&D expenditure per person in work (employed and self-employed)  Employment in science, research, engineering and technology
<b>THRIVE: OPPORTUNITY FOR ALL</b>  	Inclusive growth	By 2030 Cornwall and the Isles of Scilly will be a place where every household both contributes to and benefits from our growing economy.	Unemployment rate  Workless households  In-work tax credits  20th percentile of annual full-time earnings
	Vibrant Communities	By 2030 Cornwall and the Isles of Scilly will be a place in which people from every community are able to contribute fully to economic life.	Life satisfaction score

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## 5. Assessment of progress

Building on the successful work of our Employment and Skills Board (SAP), the Board has already made strides in progressing the skills agenda and building consensus around the priorities for action.

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### OUR LOCAL LEADERSHIP ROLE

Recent years have seen a new and sharper focus on skills in Cornwall and the Isles of Scilly. Two years ago resources were allocated to support a new People and Prosperity Team. During 2020 there has been a refresh of the Employment and Skills Board designed to reshape the Board to take account of the needs of business as part of the post-pandemic economic recovery, to better reflect the LEP's emerging Local Industrial Strategy and to take on the new responsibilities of the Employment and Skills Board (SAP). In particular, the Board has recruited employers to represent its key sectors to put employers at the forefront of its skills agenda and to broaden its understanding of the needs of local businesses.

Through our work in developing the Skills Strategy it has been clear that there is a further opportunity to strengthen our leadership of the skills agenda and clarify the roles and responsibilities of our partners in taking the Strategy forward. Although the Board has been immeasurably strengthened by the recruitment of employers, the LEP still lacks effective mechanisms to enable employers to clearly articulate their skills needs and through this Strategy we will put in place an employer sub group and the development of employer sector groups to support our work.

There is an acknowledged need to ensure that the ESB monitors the progress of skills-related actions in these plans and puts mechanisms in place to ensure that there is no duplication of effort across the different skills actions. We will clearly communicate to all stakeholders our set of strategic priorities so that partners can align their individual actions with the common goal. The comprehensive engagement process undertaken in connection with this work has already built momentum and buy in.

A central theme to emerge from our consultations to inform the Skills Strategy was the need to improve communications and to do more to promote the work of the LEP. Significant progress has been made in this regard with the appointment of a Communications Officer and the refresh and re-design of our website. We see the new Employment And Skills Board (SAP), core team and Skills Strategy as a catalyst to step up our leadership role over the next decade and to implement the change needed to drive growth and innovation.

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### ENHANCING LOCAL KNOWLEDGE

In line with national guidance, CloS has developed a detailed

Labour Market Assessment (the CloS LMA) supported by a data annex of the latest available statistics (Annex A) which has been updated during November 2021. Further, an extensive programme of qualitative research has been undertaken to fully engage local employers and young people in this recent review (See Annex B). The primary function of the LMA, Annex A and Annex B is to provide the ongoing evidence and intelligence base of current and future skills needs, to inform the development of the Local Skills and Labour Market Strategy (LSR), the Economic Recovery Plan and other skills-related strategies and action plans (as well as assisting in the implementation of the LSR itself). Of necessity, the LMA is a high level document and the Strategy acknowledges our need to build on this resource in relation to sector skills needs in particular. The process of developing the LMA and Local Skills and Labour Market Strategy has highlighted the lack of up to date information on employers' skills needs in our key sectors and we have started commissioning a phased programme of research to explore in more depth the skills needs of the Green Economy and Digital Sector; these reports will be forerunners for other sector studies. Our employer engagement process for the review has also set in train the development of new sector employer groups to generate on-going intelligence.

With the recruitment of a professional part-time economist /labour market practitioner CloS is developing considerable internal capacity for the updating and improvement of the LMA and evidence base. In light of Covid-19, and related to the need to raise professional internal labour market analysis capacity, we have also undertaken highly detailed geographic economic and labour market modelling of the impact and recovery of / from the pandemic on the CloS economy and labour market (and associated implications for skills). This ground-breaking work also enables us to develop future skills scenarios for the CloS economy.

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### IMPACT ON LOCAL SKILLS PROVISION.

The alignment of local skills provision with labour market need is a central thread of the Skills Strategy underpinning the actions identified. We need better information about learning provision to be able to identify how effectively it meets employers' needs, where the gaps are and to eliminate duplication. Learners and employers need a clear line of sight to progression pathways accompanied by high quality flexible learning and this will be the core of our work. This strand will be complemented by work to better understand employer needs as outlined above. We also seek an explicit shift away from a low skills equilibrium and a strategic approach to tackling weak demand and poor use of skills.

In Cornwall and the Isles of Scilly years of EU structural funds mean that we have a wealth of effective additional support and training in place for employers and learners alike. But

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the skills system is complex and we acknowledge a need to simplify the information available to improve awareness and uptake of the support available. This work will be particularly important as we seek to support our businesses to recover from the Covid-19 pandemic.

In 2015 the Council signed its Devolution Deal. The deal contained a number of activities around the delivery of employment and skills in the region:

1. Working through the Cornwall and Isles of Scilly Local Enterprise Partnership's Employment and Skills Board local partners will align and pool strategy and resources to re-shape training and learning provision across Cornwall and the Isles of Scilly.
2. Government will work with local partners to jointly identify and develop new apprenticeship opportunities.
3. Cornwall Council and the CloS LEP will work with Government to improve careers advice for younger people.
4. Cornwall Council and CloS LEP will work with Government to help people into employment, in particular those furthest away from the labour market through closer/greater alignment of activity for those hardest to help.

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## COVID-19 RECOVERY AND RENEWAL PLANS

The economic recovery of Cornwall is likely to be characterised by four phases – Respond, Reopen, Recover, Renew. These phases will not be distinct and certain services, infrastructure and business sectors will be at different stages at different points.

To guide any work designed to facilitate and accelerate the recovery of the economy of Cornwall, we have agreed a set of key principles that will underpin and inform our approach to recovery. The following ones are relevant to employment and skills:

- That our economic recovery efforts strive to reduce our need to travel by embracing working from home where appropriate and by using local services wherever possible. Comprehensive coverage of fibre broadband and/or universal 4G/5G mobile coverage to premises will therefore be required.
- That our towns should be encouraged to become community hubs where more people live, work and shop locally and are places that people want to visit.
- That our rural communities are supported to thrive

through better digital access, innovative hyper-local services and facilities and by improving walking and cycling accessibility to key public transport routes.

- That we identify and prioritise activity that helps those furthest from the labour market to find or return to employment.

We believe that in the short term, aligning and re-focussing existing and planned Cornwall Council service provision with future capital, revenue and skills expenditure at project /beneficiary/business/place and town level will to help facilitate immediate benefit. The suggested "actions" identified below are not exhaustive but will help to communicate what Cornwall and the Isles of Scilly LEP and its partners are currently doing to support the economic recovery of Cornwall and the Isles of Scilly.

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## SKILLS ACTION PLAN

**The Employment and Skills Board (SAP) has recently been refreshed to embrace a more employer-led approach to skills. The Skills Strategy and Action Plan is timely therefore, and reflects our ambitions to harness the talent of local businesses, education and the Local Authorities to build back better, to drive growth, realise the potential of devolution and play a key role in the levelling up agenda.**

The original engagement process for the development of the Skills Strategy and Action Plan was wide-ranging involving c50 stakeholders representing employers, schools, careers services, Job Centre Plus, FE and HE, independent providers and the third sector. The latest review focused on employer engagement and involved around 100 employers. Relationships matter, and the workshops and review process have generated a momentum and an interest in closer collaborative working. It is clear that there are many exemplars of good practice locally, but historically, skills policy has somewhat lacked co-ordination and drive. Funding streams and silo working have got in the way of taking a 'whole person' approach to those facing labour market disadvantage. A key theme to emerge from the consultations has been that there is a need for better internal and external-facing communications by the LEP, this has been tackled as a priority. There is a role for the LEP to provide clear leadership of the skills agenda accompanied by clear lines of responsibility and to engage in wider partnership working in the greater South West in areas of common interest. Partners want to learn the lessons from decades of European Funding to shift focus from simplistic outputs that have characterised EU programmes, to an outcomes framework that measures what matters. Critically, the Employment And Skills Board (SAP) and its partners need to (a) better understand both what the learning offer is and where the gaps are and (b)

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develop a more effective mechanism to enable employers to clearly articulate the current and future skills needs. The lack of consistent intelligence on sector skills needs has emerged as a key gap and highlighted a need to develop our evidence base further in relation to sector skills needs; a process that is now underway. As the impact of the pandemic continues to be felt there may also be a need for deep dive research into social inclusion/mobility. At this stage, the emphasis of the Action Plan has been on getting the foundations right for the future to align demand and supply – putting the infrastructure in place to enable the Employment And Skills Board (SAP) to provide proactive and collaborative leadership and make an evidence-based case for investment in skills and low carbon growth.

These foundations, combined with strengths in partnership working, will enable the Employment and Skills Board to deliver and crucially, monitor, the Strategy through its leadership, convening or commissioning roles.

At this stage, the emphasis of the Action Plan has been on getting the foundations right for the future to align demand and supply – putting the infrastructure in place to enable the SAP to provide proactive and collaborative leadership and make an evidence-based case for investment in skills and low carbon growth.

These foundations, combined with strengths in partnership working, will enable the Employment and Skills Board to deliver and crucially, monitor, the Strategy through its leadership, convening or commissioning roles.

## 6. Case studies

The Covid-19 crisis has brought into sharp focus the need for a strong local response that quickly and agilely can address the specific issues experienced by local people and businesses. During the Covid-19 lockdown, CloS partners demonstrated their ability to work collaboratively, at speed and scale to respond to the enormous challenges posed by the pandemic to our local economy. Our more than 20 years of experience of successfully implementing EU, national and local economic regeneration funding has given us firm foundations on which to build. The Covid-19 crisis has brought into sharp focus the need for a strong local response that quickly and agilely can address the specific issues experienced by local people and businesses. During the Covid-19 lockdown, CloS partners demonstrated their ability to work collaboratively, at speed and scale to respond to the enormous challenges posed by the pandemic to our local economy. Our more than 20 years of experience of successfully implementing EU, national and local economic regeneration funding has given us firm foundations on which to build.

The case studies below are just some of the exemplars of good practice to take forward.

### INSPIRE

#### Game Changer – Transforming the lives of young people.

Game Changer helps young people across Cornwall and Isles of Scilly aged 15-24, who are currently not in education, employment or training/ may be at risk of not succeeding in education or training, to thrive.

It supports them to overcome challenges, understand their strengths, develop skills and experiences and build networks, resulting in more than 60% of them moving into work or long-term learning on exit.

The programme helps participants gain the confidence needed to succeed. The programme connects them from the beginning with the local employers and links them to key economic growth sectors in the region. It raises aspirations, opens pathways and enables employers to recruit their staff of the future.



Source: <https://www.flickr.com/photos/growthprogramme/50698536291/>

#### JOANNA (From Cardiff to Cornwall)

Joanna was looking to return to Cornwall but was not sure of the job prospects available. After struggling with applications and barriers to gaining employment increased, she was referred to Game Changer through a friend. Her navigator looked at getting her confidence up so she felt positive when applying for jobs with career progression.

*“My experience with Game Changer has been hugely positive and had a great impact on me both in terms of my employment but also as a person. Working with them helped me feel proactive and gave me some much-needed clarity where before there was only post-graduation panic and uncertainty. I feel far more able to give myself credit for my abilities and tackle social situations with more confidence as a result of the holistic approach taken by Game Changer.”*

Young people are offered opportunities across different sectors through placements, work tours, group experiences and mentoring. There are chances to learn skills from interview techniques to creating a CV, accredited skills for careers, confidence building through cooking and drawing to peer led campaigns that help others and more.

#### Working with partners to offer even more.

Led by Real Ideas, the programme works with a range of partners, including Cornwall Marine Network, Creative Kernow, Eden Project, Pentreath, White Gold Cornwall, Cornwall Adult Education and local businesses to provide participants with opportunities to achieve a brighter future. Partners offer expert support for young people and every young person has a navigator to walk alongside them and build their resilience provide personalised support for their situations.

Sector partners provide links to employers and career pathways providing expertise, brokering opportunities with employers and supporting young people to find their career pathways. Young people support each other, build networks and skills; many choose to give back, create campaigns that support others and employers and influence the design and content of the programme in ongoing ways.

Game Changer has helped over 1,100 young people since starting in 2017. Over 63% of young people leaving the programme being in employment, education, apprenticeships or training. Those who don't find that next step leave with increased confidence, fewer barriers, a wider network and recognised skills. Real Ideas is looking forward to welcoming more young people onto the programme.

Game Changer is funded by the European Social Fund and The National Lottery Community Fund.

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## TRANSFORM



### Cornwall and Isles of Scilly Health and Care Academy.

The Academy was established in July 2019 is a partnership between the organisations in the Cornwall and Isles of Scilly Health and Care Partnership, local colleges and universities and social care.

It was developed in response to local workforce and skills shortages and an understanding that reliance on current training pathways would not generate the workforce needed for the future. A new approach was needed to look at ways of attracting, and training local people for careers in health and care. The Academy was therefore established to work across the partnership, to gain system insights and explore and develop accessible training pathways. It is not designed as a provider in its own right.

Its aims are:

- To inspire, encourage and enable local people to take up careers in health and social care.
- To develop options for entry in to health and care careers including enabling people to train as locally as possible.
- To enable those working in health and care to develop and progress in interesting, rewarding and exciting careers.
- Choose to work in Cornwall and the Isles of Scilly
  - Choose to work in Health and Care

In essence it is:

- A **Partnership** between health, social care, education providers.
- A **Collaborative Network** creating links with services and providers to develop health & social care workforce, volunteering etc.
- A **System Wide workforce** view and understanding of shortage areas and developments required, enabling a system **Overview** of the future workforce.
- Works across **All Parts** of the system – Health, Social Care, Care Providers, Volunteers Charities, Schools & Academic Partners.
- **Virtual** – because it not a college or a building.
- A **Focal point** bringing parts of the system together. Enable interfaces **Share the great** and foster innovation.
- Inclusive – **for all - Focus on local people, an enabler**

*for those from areas of deprivation or disadvantaged groups to gain entry to a health and social care career.*

- Takes different approaches – **Experiment & Innovate.**

Examples of some of the projects and activities:

- Development of a health and care careers and work experience strategy has been fundamental to building relationships. It was developed by bringing together all parts of the system including NHS and social care, careers and subject teachers, Cornwall 11-25 yrs pathways team, careers hub, students, colleges, DWP and care providers. The strategy sets the approach to promote health and care careers and provision of work experience opportunities, making the most of resources available within the system. Sustainability and Transformation partners have been signed up as 'Cornerstone' employers.
- Identified use of apprenticeship levy and established system reporting enabling an overview of usage/resource and understanding of how it is being used to support workforce development and progression and focus to address areas of shortage. Apprenticeships increased from 315 (Oct 19) to 530 (Oct 20).
- Destination data – collating information from sixth forms and colleges for students that have progressed in to health and care courses or employment. This gives insights in to student choices in CIOS and indicators of future workforce numbers.
- New training opportunities -Think Ahead fast track post graduate programme leading to registration as Social worker in mental health.
- Development of CIOS wide Communities of Practice

For more information see: [cft.cornwallhccademy@nhs.net](mailto:cft.cornwallhccademy@nhs.net) or #CIOSHCAcademy

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## INNOVATE



Cornwall Marine Network was established in 2002 by local marine businesses to give identity to, and improve the economic prosperity of, businesses in Cornwall's world-class marine sector. It is the largest marine cluster member network of employers in the UK.

As a private not-for-profit company, CMN is owned by more than 400 local marine businesses in Cornwall and the Isles of Scilly. Members benefit from expert specialist support to help them grow, by improving digital marketing, skills, bringing innovation to market and improving productivity in the workplace.

CMN identifies the barriers to growth faced by local marine sector businesses, 99.5% of who are micros or SMEs, and

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uses this knowledge to bid for and win public sector project funds which pay CMN to deliver services and grants which benefit their members and help them grow.

Since 2005, CMN has successfully won and deployed £45 million of funding, all of which have created 4,015 new jobs and added around £450 Million of value to Cornwall's economy. Crucially, the use of EU structural funds has given CMN the flexibility, capacity and capability to create a package of co-designed and co-developed support with employers to deliver the training and skills they need, delivered in ways they can engage with. Business engagement and employer ownership have been central to CMNs success, which has allowed it to develop focused sector-led projects, such as, Propel and Marine-I (ERDF). These have driven progress in business support through fostering increased levels of innovation, research and growth, whilst Developing Skills for Business and Employer Led Skills (ESF) have driven the skills agenda by enriching workforce skills, addressing skills shortages and ensuring delivery is truly employer-led.

- <https://cornwallmarine.net/>

Josh Hoole, People Hub Manager, said:

*The People Hub is an essential service for the people of Cornwall and the Isles of Scilly, we have been signposting businesses through the Growth and Skills Hubs and it's time we have something specifically for individuals as there is a lot of support out there that can be accessed and change lives for the better. The People Hub team is here to listen to each individual help them access the right support for their needs whether it is getting the right training to move up to a new career or help to reengage with work."*

- [www.ciosgrowthhub.com/peoplehub](http://www.ciosgrowthhub.com/peoplehub)

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## THRIVE

### **The People Hub.**

Funded through ESF, the People Hub provides practical support and information to people who are currently unemployed or inactive to help resolve the key issues that may be preventing them from moving on in life. It is a one stop shop of triage and referral that aims to engage 1605 eligible individuals, providing support with the development of bespoke individual Personal Action Plans (PAPs). It delivers a number of programmes:

### **The Community Connectors and Change Programme.**

Delivered by Konnect Cornwall who identify and support participants directly and through personal contact via a team of Community Connectors.

### **The People Hub Chatbot.**

Delivered by Hi9 who have created a chatbot and voice user interface through smart speakers & phones to provide a new way for anyone in Cornwall who is unemployed or inactive to access vital information.

### **The SmartMatching Portal.**

Delivered by SmartMatching, the portal enables access to a wide range of more flexible working opportunities, including mobile or field working, remote working, hub working, as well as more traditional 'building' based work. They bring links with companies from across the UK to provide diverse opportunities for work.

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## 7. Looking Forward

The last 2 years have been marked by unprecedented uncertainty as the health crisis has given rise to an economic and social crisis. It is widely believed that the pandemic has deepened inequalities, but as yet there is little evidence to assess its impact on our deprived communities. We do know, however, that the labour market has shrunk, with unemployment still well above pre-pandemic levels and a rise in the numbers of people who have withdrawn from the labour market. At the same time, there are unprecedented levels of skills shortages and recruitment difficulties, compounded by supply shortages as employers seek to build back and recover from lockdowns. In Cornwall and the Isles of Scilly the self-employed have been hard hit and will need support to re-start and build the resilience needed against future shocks.

Recognising the importance of working with employers and their representative bodies is vital to our work and the coming years will see partnerships strengthen, building on research into the skills needs of our key sectors which is underway, seed-funding for the creation of sector skills boards, and on-going work with our employer representative sub-group.

But there are opportunities. The pandemic has driven transformational change and innovation which may well provide long term opportunities for Cornwall and the Isles of Scilly and its green recovery. Remote working and online learning delivery are opening up the potential to address some of the transport barriers that have prevented people accessing jobs and learning in the more rural parts of Cornwall and the Isles of Scilly. Competition for staff is shining a spotlight on local pay and conditions and ushering in change. Moreover, Cornwall has unique natural resources which bring huge potential for innovation and the chance to diversify the economy by generating green jobs and growing its high tech sectors.

The proposed introduction of the Shared Prosperity Fund, the prospect of devolution and the ending of EU structural funds is also a catalyst for change. Our Economic Recovery Plan underlines our commitment to confront the triple-threat of the climate emergency, ecological emergency and environmental adaptation, through investments to secure our path to net zero and nature restoration; whilst unlocking a fair transition that realises our commitment to inclusive growth.

The Skills Strategy has sought to mainly focus on the longer term issues which need addressing over the next decade to realise CloS's unique future potential, whilst acknowledging the immediate consequences of the pandemic. A number of key themes have emerged which will require a partnership approach to secure change.

### RISING AND CHANGING SKILLS NEEDS

Our economy is set to change significantly between now and 2030. Technology is driving change in the skills needed across the economy. According to estimates by the McKinsey Global Institute, 39% of the activities that people are paid to do in the UK today could be automated by 2030. This will transform the volume and types of skills needed in the future workplace. With 80% of the 2030 workforce already in the workforce today, it cannot be left to labour market entrants to upskill the workforce. Reskilling the existing workforce will be the major challenge which will be made more challenging by the immediate consequences of the Covid-19 pandemic. The National Council for Education<sup>2</sup> lists the skills needed for recovery as adaptability, creativity, data literacy, leadership and emotional intelligence.

The need for digital skills has been underlined by the Covid-19 pandemic which has brought about a sea-change in ways of working. Home working and on-line learning have increased dramatically and there has been a surge in the need for digital skills both for home and for work. Yet the take-up of ICT training has fallen considerably and there is a clear role for the Digital Skills Partnership to develop a strategic approach to enable people to transition to a digital world.

Another well-established trend is an increasing polarisation of the workforce, with an increase in higher-skilled and lower-skilled jobs at the expense of middle-skilled jobs. The need to replace workers who retire or leave their jobs nevertheless means that there will still be a demand for mid-level and technician skills. The new Lifetime Skills Guarantee and the announcement of new technical sub-degree qualifications in the Skills for Jobs White Paper provides a real opportunity to reverse the decline in adult learning and provide new pathways to the skills employers need. The ambitions of the White Paper align with our work to put employers in the driving seat. As a result of recovery, many employers are struggling to recruit, particularly those in sectors which have been hard-hit, such as Hospitality and Adult Social Care. Employability skills will be essential to enable those seeking work move into jobs, but a lack of basic skills will make it more difficult for them to access learning programmes and apprenticeships or to progress in work. The evidence suggests a need for schools, colleges and providers to have a sustained focus on basic and core employability skills if people are not to be left behind during recovery.

### PRODUCTIVITY AND LOW PAY

A key message is that raising the demand for skills as well as addressing weaknesses of skills supply will be central to addressing the LEP's underperformance on productivity and pay. Skills and productivity and hence economic wealth go hand in hand. However, in line with the national picture, local productivity growth has stalled since the financial

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<sup>2</sup> <https://www.thebritishacademy.ac.uk/documents/3238/COVID-decade-understanding-long-term-societal-impacts-COVID-19.pdf>

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crash of 2008. Recent local research into the causes of low pay and potential approaches to mitigation recommended using the Business Growth Programme/grant aid to work with and support business to help them to see the benefits of workforce development and link that with funding to incentivise applicants to employ staff at the living wage rate or above by allocating more grant per new job paying that rate. Higher grants could have additional social value requirements. The LEP's employment base also has a number of structural demand-side weaknesses. For example, it has few high skilled jobs and a predominance of low paid low skilled jobs. Addressing this issue means raising the demand for skills by shifting the local business base to one that is founded on higher value market strategies as proposed in the LEP's Local Industrial Strategy.

But many employers do not have the skills to adopt high performance working practices as is evidenced by the finding that more than 1 in 3 employers in the LEP area say that they have workers whose skills/ qualifications are in advance of those needed for the job. If the LEP is to innovate and compete effectively then high level management skills are imperative for business performance, but 1 in 10 managers are considered to not be proficient at their jobs and employers report a lack of management and leadership skills. The role of the Growth and Skills Hubs will be vital in supporting managers to make better use of the skills of their workforce and to develop the leadership skills needed to organise their businesses in a different way. Research commissioned into low pay also showed that leadership and management practices represent one of the greatest opportunities to drive firm-level productivity growth in any sector in the UK. Programmes designed to improve management and leadership and digital skills could not only have real business benefits, but ultimately impact on productivity and the ability to pay employees a living wage. In turn, good work will enable people to thrive, help meet the needs of the labour market in the form of skills and ultimately support the growth of the economy.

## A LOW CARBON FUTURE

The LEP is ambitious for a low carbon and inclusive recovery. The Committee on Climate Change reported that for the UK to reach 'carbon net zero' by 2050, there will have to be a quadrupling of low-carbon electricity, major-scale carbon capture and storage, and a fifth of agricultural land must shift to alternative use. In January 2019 Cornwall Council declared a climate emergency, recognising the need for urgent action to address the climate crisis and restore nature. Its ambitions align with the Great South West drive to be the first carbon neutral region in England. The G7 Summit led to a commitment by Government to support us to be net zero by 2030.

CloS has some unique and unrivalled energy resources and a track record of driving and delivering low-carbon innovation and natural solutions. To capitalise on these assets it needs the Scientific, Technical, Engineering and Maths (STEM) skills to support its transition. Too few of our young people and their parents are aware of the opportunities that the green agenda will bring. To this end, the Strategy prioritises action to develop understanding about future growth opportunities and the skills that will be needed, with a view to retaining and attracting talent. Working with employers we will map the learning offer to ensure that the pathways are in place to enable young people pursue new 'green' careers; and that workers can retrain to fill the opportunities that arise. Flexible and modular 'click and build' learning will be needed to facilitate workers to retrain.

## SOCIAL INCLUSION

The impact of Covid-19 has seen the number of households claiming benefits soar to unprecedented levels. This increase has been far greater in Cornwall and the Isles of Scilly than in the South West or Great Britain, underlining the area's greater vulnerability to the impact of the pandemic on working life. Even before the pandemic hit, 4 out of 10 local jobs paid below the Real Living Wage and it is becoming clear that action will be needed if those facing poverty face further disadvantage during recovery.

We need a skills system that works for all, but our experience suggests that skills issues cannot be tackled in isolation from other barriers to learning and work such as personal well-being and financial distress. As we implement the Skills Strategy we need to explore new ways of working to develop a 'whole person' approach to skills. Recent low pay research also identified the need for personalised pathways which include one-to-one adviser contact, employability-related advice, and wider provision such as training, health, housing or financial support. Our strengths in partnership working and experience of EU funded inclusion programmes will give us a sound foundation on which to build.

## CONCLUSIONS

Against a backdrop of rapid change in the world of work and the need to boost productivity, action to address skills is crucial. However, as the evidence shows adult education is in decline; it fails to benefit those who need it most; and there is a mismatch between the skills employers want and those that are supplied. As more onus is put on individuals to take responsibility to develop their skills and to finance themselves above Level 3 there is an acknowledged need for individuals and employers to be supported to navigate the system and embrace the culture change needed for lifelong learning. The Covid-19 pandemic gives the challenge a new urgency.

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The Employment and Skills Board (SAP) is well positioned to lead the skills agenda building on strong local partnerships and a clear evidence-based strategic approach. The publication of the Local Skills Report marks a starting point in its work to strengthen the links between employers and learning providers and sharpen its policy responses to build back better.

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## GLOSSARY

<b>CEC</b>	Careers and Enterprise Company
<b>CEIAG</b>	Careers Education Information Advice and Guidance
<b>CIOS</b>	Cornwall and Isles of Scilly
<b>CLLD</b>	Community Led Local Development
<b>DWP</b>	Department for Work and Pensions
<b>ERDF</b>	European Regional Development Fund
<b>ESB</b>	Employment and Skills Board
<b>ESF</b>	European Social Fund
<b>ESIF</b>	European Structural and Investment Funds
<b>GVA</b>	Gross Value Added
<b>HESA</b>	Higher Education Statistics Agency
<b>JC+</b>	Job Centre Plus
<b>LEP</b>	Local Enterprise Partnership
<b>NEET</b>	Not in Education, Employment or Training
<b>NVQ</b>	National Vocational Qualification
<b>SAP</b>	Skills Advisory Panel
<b>STEM</b>	Science, Technology, Engineering and Maths
<b>STEAM</b>	Science, Technology, Engineering, Arts and Maths
<b>VCSE</b>	Voluntary, Community and Social Enterprise