

## CESP Actions

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The CESP 2011-2014 Action Plan is a dynamic document that will be amended on an on-going basis so that actions are developed that respond to changing organisational, social and economic circumstances. The influencing, lobbying, advocacy and partnership development role of the City Employment and Skills Steering Group is considered to be central to the success of the plan. Many actions that impact on employment and skills within Brighton & Hove are beyond the scope of the CESSG itself, but the group can and should have an important role in influencing such actions so that they maximise the employment and skills benefits to the city.

The emerging economic development environment marks a change in the approach to business support and to skills. There is a greater focus on self-reliance and a more targeted approach to publicly-funded interventions. Equally, the Government has signalled a move towards greater decentralisation and local determinism by establishing Local Enterprise Partnerships to drive forward private sector led growth and a better balanced, sustainable economy. Brighton & Hove needs to ensure that it is both aligned to and can influence the Coast to Capital Local Enterprise Partnership proposal, namely internationalisation and entrepreneurship.

Analysis that has been undertaken to inform this plan has highlighted that Brighton & Hove continues to have significant challenges in ensuring that local people benefit from the city's future economic prosperity. Worklessness and benefit dependency and low skills remain a significant problem for many people in the city, particularly those with lower level skills and the city needs to create a stronger relationship between job creation and worklessness reduction. Perhaps one of the most pressing issues for the city is improving employability amongst young people. Despite the high qualification levels of its adult residents, school achievement is low by national standards. This makes it difficult for young people to find good jobs either locally or elsewhere and risks contributing to the city's dual labour market. If the city is to develop a strong model of sustainable economic development for the future, it has to improve skills and work prospects for its younger residents.

The need to influence and deliver change is reflected in the three strategic priorities set out in the City Employment and Skills Plan (2011-2014):

- Priority 1: Promote the City's Employment and Skills Needs to Internal and External Partners and Agencies
- Priority 2: Support the Creation of At Least 6,000 Jobs
- Priority 3: Ensure that Local Residents are Equipped to Compete in the City's Labour Market.

The actions will be considered and reviewed in relation to their impacts on equality groups within the city to ensure that resources are more clearly targeted at those who most need it and who can most benefit from it.

## **Priority 1: Promote the City's Employment and Skills Needs to Internal and External Partners and Agencies**

*1a: Internally*

*1b: Externally*

This priority reflects the need to ensure that the city's residents are equipped with the skills and knowledge to access the city's jobs.

### **Where we are now**

- The City Employment and Skills Steering Group (CESSG) has been a successful forum for sharing intelligence about employment and skills activities in the city. It has facilitated partnerships that have led to collaborative projects and has managed to engage senior figures from the key organisations involved in employment and skills activities from across the city. It has a representative on the Local Strategic Partnership and some of its representatives also sit on other partnerships within the city.
- However, attendance at meetings is not always consistent and there is a sense that the group needs to sharpen its focus on employment and skills related issues. Furthermore, both the financial and the organisational context is now fundamentally different. Key representatives, such as SEEDA will be disbanded by 2012, Business Link will become primarily an on-line service and all public sector organisations will have to operate within a much tighter funding environment.
- At national level, the Government has announced radical plans to reform the welfare system, aimed at strengthening incentives to work and setting tougher conditions on claimants to look for and accept offers of work. The Government has stated a commitment to local determinism, including removing many ring-fenced grants and encouraging a flexible model for delivering public services through the voluntary and private sectors. However, its welfare to work programmes will be based on outcome -related funding, which means that contracts will be awarded to organisations that are able to deliver services on this basis. It will, therefore, be important to ensure that employment and skills services are responsive to local conditions.
- Brighton & Hove will have to develop new partnerships. It is part of the new Coast to Capital Local Enterprise Partnership that includes West Sussex, Gatwick Diamond and Croydon, whilst the employment and skills links with Lewes remain strong. Although funding will be tight, there may be opportunities to bid into the Regional Growth Fund and to contribute to policy at national and sub-national level as it emerges.

- Locally, colleges and learning providers are expected to have an enhanced role in determining local provision by responding more closely to learner demand, whilst changes to Higher Education funding may add to the demand for both more commercially-driven activity and high quality guidance and advice to support students to make the right choices.
- Brighton & Hove City Council is under-going its own transformation, with four new Strategic Directors, supported by a team of commissioners taking forward a model 'intelligent commissioning', based on taking collaborative approaches to delivering services based on an comprehensive assessments of need.

#### **Where we will be in 2014**

- Brighton & Hove will have developed strong working relationships with its neighbouring authorities and be working effectively to ensure that businesses are retained within the functional economic area, with information and intelligence about floor-space and skills needs being exchanged freely between the authorities.
- Brighton & Hove will be well-represented on the Coast to Capital Local Enterprise Partnership, which will have a sound understanding of and be responsive to the employment and skills needs of the city. The Brighton & Hove CESSG will work closely with neighbouring employment and skills issues where there are strong overlaps.
- The CESSG will be recognised within and beyond the city as the main consultative group on employment and skills related activity within the city. Large welfare to work contractors operating within the city will consult on the design of locally tailored services and the CESSG, as a group, will be a conduit through which there are regular contributions to national Government policy consultations.
- The CESSG will have developed clear working relationships with related city partnerships, including the Learning Partnership, the Sustainable Communities Partnership and the Economic Partnership, establishing where it can add value to associated priorities and how other partnerships can contribute the priorities set out within the CESP. Sub-priority 'leads' will be recognised as the spokespeople for the CESSG on their themes and other group members will provide support where this is required.
- The CESSG will be recognised as a key conduit through which information about funding opportunities are communicated to partners and where policy developments are analysed and interpreted for people within the group. This funding watch and intelligence facility will be successful in securing additional discretionary funds into the city to support activities that address employment and skills gaps and will assist the City Council to commission inter-agency services that incorporate components that help to address the priorities within the CESP.

## How we will get there

Action	Timescale	Success Criteria
1a) Ensure that the city's employment and skills priorities are reflected in aligned strategies and plans, including those developed by the Coast to Capital Local Enterprise Partnership	2011-2014 – on going	CESSG priorities reflected in aligned strategies and plans
1b) Ensure CESSG representation on appropriate working groups, including Coast to Capital working groups	2011-2014	CESSG representation on aligned working groups, with agreed reporting protocols established
1c) Develop formalised links with sister partnerships, including the Learning Partnership, the Economic Partnership and the Sustainable Communities Partnerships within Brighton & Hove to articulate the remit of the CESSG and identify areas of mutual interest	2011	Clear understanding of CESSG remit across the city and joint projects developed
1d) Adopt a scrutiny and advisory role to help national contractors to deliver locally responsive services	2011 and on-going	CESSG recognised by large contractors as the main city advisory body on employment and skills issues
1e) Review and challenge business plans of local learning providers	2011 Annual	Review process established with college and learning providers
1f) Clarify the role, function and quality of information of the all –age career service	2011 on-going	Arrangements for formal engagement established.
1g) Review and monitor activities to ensure that they are inclusive and address outstanding equality issues.	2011 and on-going	Activities are designed monitored for their impact on equality groups
1h) Lobby to ensure that local procurement decisions take full account of social and environmental value, as well as financial value, such as use of local volunteers	2011 and on going	Local procurement policies reflect environmental and social contributions
1i) Monitor and respond to the education and skills impacts of contextual changes, such as welfare reforms and raising of the education participation age.	2011 and on going	CESSG actions adapted based on up to date intelligence.
1j) Influence approaches to the development of sites and premises so that they support job creation in the city	2011 and on going	The city has a health supply of employment floors pace to meet the needs of growing businesses

## **Priority 2: Support the Creation of At Least 6,000 New Quality Jobs by 2014**

This priority is based on a clear analysis an estimate of the number of new jobs that the city may need to maintain its existing employment rate, and a recognition that public sector agencies can help to set the conditions for private sector job creation.

*2a: Internationalisation*

*2b: Entrepreneurship, including socially and environmentally-focused businesses*

### **Where we are now**

- The number of people in work has failed to keep pace with the growth in the working age population. In 2009 there were more people in work but the city had a lower employment rate than in 2004. The city has been relatively successful in creating private sector jobs, but many of these have been in part-time and flexible forms of employment. Brighton & Hove's relatively weak GVA per head growth since 1998 reflects this and also reflects the city's strong reliance on public services and other low value added sectors of the economy.
- The city could lose 3,400 public and private sector jobs as a result of the Government's deficit reduction programme and projected increases in the working age population mean that a further 2,700 people will need to find work if the city is to maintain its 71.6% 16-64 years employment rate. This is not unachievable given recent performance, but over the short term, the private sector will need to provide far more jobs the target set out in the Coast to Capital Local Enterprise Partnership proposal. There are widely different estimates about prospects for net job growth at national level. The Office for Budget Responsibility estimates suggests that the 6,000 job target for Brighton & Hove is quite possible, but CIPD estimates of 100,000 net job gains nationally, would leave the city with a severe job deficit. However, even if these jobs are created, this may not be sufficient. They need to be quality jobs that allow people to progress and to earn incomes that will enable them to live successfully and sustainably within the city.
- The City Council's Business Retention and Inward Investment Strategy suggests that growth should focus on food and drink manufacturing, retail, digital media, the creative industries, financial services and advanced manufacturing. It also suggests that health technologies and the environmental industries may also provide opportunities in the future. Although new jobs are important, most job vacancies are likely to occur as a result of a need to fill existing jobs in high employment sectors.
- It is unclear where the city's new jobs will come from, but it seems appropriate to capitalise on its strengths. Its international brand, well-educated, outward-looking and culturally aware population makes it well placed to develop its internationally trading businesses. Its 'green credentials' and support for social progress suggest that it should be able to encourage the growth of employment in

environmentally and socially focused businesses; its two universities and 33,000 students, make it well-placed to encourage higher level business growth through knowledge transfer partnerships; and whilst its high levels of entrepreneurship can create job placement challenges, there is a need to identify and support growth oriented businesses by supporting more business networks and peer-to-peer support activities.

- Studies have consistently identified employment premises and employment land supply as threats to business and employment growth in the city. If these cannot be resolved internally within Brighton & Hove, the city will need to work closely with neighbouring authorities to ensure that its growth businesses are retained within the functional economic area.

### **Where we will be in 2014**

- In 2014, the city will have maintained its current employment rate of 71.6% by moving an additional 6,000 people into quality jobs.
- It will have established strong, partnership agreements with neighbouring authorities in the Local Enterprise Partnership area, and Lewes, that enable businesses across the area to access the talent and premises they need
- It will “have a responsive supply chain of land”; provide “certainty for business and development”<sup>1</sup> in its use of planning powers; and uses “its land assets to leverage private funding to support growth”
- The city will be fulfilling its latent potential to be recognised as a location that actively promotes employment in ethical businesses, through progressive procurement and developing high profile, co-ordinated approaches that both tackle climate change and create jobs for disadvantaged local people
- Its key business sectors, identified in the BRIL, will be visible, well-networked, committed to remaining within the city and have a confident outlook about their future employment and growth prospects
- The expertise in the two universities in the city will be recognised and accessed by city businesses, helping them to identify new overseas markets; access quality staff and engage in mutually beneficial knowledge exchange activities
- The city will have a clear idea of what it means by a ‘quality job’ that will enable local people to live successfully within the city, including establishing a Living Wage that is supported by employers either within the city or in the wider LEP area.

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<sup>1</sup> Source: Local Growth: Realising Every Places’ Potential HM Government, Department for Business, Innovation and Skills (2010)

## How we will there

Action	Timescale	Success Criteria
<b>INTERNATIONALISATION</b>		
2a) Develop a profile of the city's exporting businesses	2011	CESSG has a directory of exporting or potentially exporting business to whom it can target support
2b) Utilise international links in universities to promote export opportunities in city businesses	2011 and on-going	International and cultural expertise within universities is used to promote and support the city's export activity
2c) Establish and maintain strong links with UKTI and identify a panel Export Mentors	2012	The city has an identified group of export experts and there are strong links between the CESSG and UKTI
2d) Work with LEP partners to identify new business support projects to increase internationalisation	2011 and on-going	At least one pan-LEP export project developed
<b>ENTREPRENEURSHIP (INCLUDING SOCIAL AND ENVIRONMENTALLY FOCUSED BUSINESS)</b>		
2e) Improve signposting so that city businesses can access support in new arrangements (e.: National Mentoring Scheme; Business Coaching for Growth; National Call Centre; businesslink.gov etc.	2012	High take up of the new business support service by city businesses
2f) Develop a co-ordinated 'rapid response' service for inward investment enquiries	2012	Clear, well-received inward investment rapid response service established
2g) Work with partners in the Coast to Capital LEP to identify and address business support service gaps and provide interventions to support the city's growing businesses	2011 and on-going	Gaps in national provision identified and addressed with locally bespoke services
2h & 3j) Support initiatives that promote entrepreneurship and business skills in schools, colleges and universities, such as through the Young Enterprise programme.	2011 and on-going	Entrepreneurship is a key part of learning in schools and colleges across the city
2i) Support projects that develop employee skills within the community, including employee volunteering/mentoring.	2011 and on-going	Employer volunteering schemes established
2j) Support the development of a strong social enterprise sector and other peer to peer business networks	2011 and on going	Social enterprises and businesses effectively engaged in peer to peer support activity

### **Priority 3: Ensure that Local Residents are Equipped to Compete in the City's Labour Market**

This priority reflects the need to ensure that the city's residents are equipped with the skills and knowledge to access the city's jobs.

3a                      *People on Out of Work Benefits*  
3b:                     *Young People*

#### **Where we are now**

- Brighton & Hove had some success in reducing the number of out of work benefit claimants between 2001 and 2008. However, since the 2008/09 recession, worklessness has increased by 3,400 and is now higher than at any time since November 2009. Furthermore reductions in worklessness were modest compared with the rise in employment in the city – between 2001 and 2008 for every five additional jobs in the city, there was a reduction of just one person claiming out of work benefits. Job growth has had only a modest impact on workless people within Brighton & Hove.
- Incapacity benefit/Employment and Support Allowance claimants account for more than half of all out-of-work benefit claimants and people with mental and behavioural disorders make up the largest proportion of this group. The links between worklessness and poor health (particularly mental health) may be at least as strong as the links between worklessness and low skills and it is difficult to see how long-term worklessness can be reduced without providing on-going support to people with mental health problems.
- There has been a consistent fall in the number of lone parents claiming out of work benefits (partly due to changes in eligibility), but IB/ESA claimants have remained fairly constant and the number of Job Seekers Allowance claimants has increased significantly since the 2008/09 recession. There is no publicly available benefit claimant data for minority ethnic groups, but the differences in employment rates between white and non-white are not statistically significant. Males are more likely to be claiming out of work benefits than females and males without work are more likely than females without work to want a job. Older people on Incapacity Benefit are likely to be the furthest away from the labour market.
- The Government sees the benefit system as a barrier to people entering the labour market and its proposals to reform the welfare system aim to address this by providing better incentives to work and enabling people in work to retain a portion of their benefits until their incomes rise above a certain level.
- Employment support amongst disadvantaged groups requires sustained, personalised support delivered at local level through outreach, information, advice and guidance and on-going encouragement and support. The new welfare to work programme will be funded on an outcomes model and is likely to be delivered through large organisations with the resources to operate under such arrangements. It will



be important to ensure that smaller organisations that understand and are trusted by their constituent communities continue to have a major role in supporting people back into work and that larger contracted organisations deliver services that are relevant to local needs.

- The most significant rise in worklessness since the 2008/09 recession has been amongst people under the age of 25 years. Furthermore, there is an enormous gap in the education attainment amongst the city's young people and the qualification levels of the city's adult population. A little under half (43%) of the city's 16-64 year old population holds a degree or equivalent qualification, but only 44% of 15 year olds in the city's schools achieve five A\*-C grades (including English and Maths). Whilst NEET rates are not especially high, failure to make significant improvements in achievement rates amongst the city's young people may result its local residents of tomorrow being unable to access decent jobs that will enable them to successfully live in the city.

#### **Where we will be in 2014**

- It is difficult to know whether it is realistic for the number of out of work benefit claimants to fall between 2011 and 2014, given labour market conditions. However, the relationship between job growth and reductions in workless should improve, so that the ratio of job growth to worklessness reduction is the same as the national average.
- Worklessness will not be reduced in significant numbers without supporting people with mental health problems back into employment, as this group accounts for more than half the working age welfare benefit claimants. The city will have a co-ordinated approach to developing the skills and providing work placements to people with mental health disorders.
- Information, advice and guidance, through an all age careers service will be recognised as the main point of contact for people who want advice and there will be clear referral arrangements between outreach workers and job placement workers.
- Public sector procurement policies will include expectations that contractors can demonstrate added local value either through local recruitment, support for education-business partnership activities, employee volunteering/mentoring support programmes and/or apprenticeships.. Links between voluntary and community sector organisations and businesses will be strengthened through employee mentoring/volunteering programme; and volunteers developing skills that can lead them to employment within the city's businesses.
- Educational achievement within the city's schools will be in the top quartile nationally at GCSE and at level 3; and all young people will be involved with a range of meaningful education-business partnership activities; There will be 500 more apprenticeships for young people by 2012 and worklessness amongst young people will fall faster than average rate

## How we will get there

Action	Timescale	Success Criteria
<b>PEOPLE ON OUT OF WORK BENEFITS</b>		
3a) Develop and extend work experience placements and volunteering opportunities for people outside the labour market	2011	Increase in number of businesses providing work experience and volunteering opportunities from a baseline
3b) Work closely with learning and job placement providers, including colleges and training providers, to ensure that provision reflects local need	2011 and on-going	Strong relationships with providers established and services that are delivered are seen to be responsive to local needs
3c) Support/develop employability projects that support people, including those with mental health needs back into work	2012	Evidence of improvements in the employment prospects of workless adults with mental health needs
3d) Work with planning and procurement departments to influence the design and implement local employment/training agreements	2011 and on-going	Local training/employment clauses are contained in procurement policies and planning agreements, where this is practicable.
3e) Support the development of and promote access to the all age careers service	2011	There is high take up of the service and it is well-received by service users and stakeholders
<b>YOUNG PEOPLE</b>		
3f) Work with schools, colleges and other learning/training providers to identify ways in which the business community can best help to raise achievement in schools, including extending mentoring, work experience and programmes	2011 and on-going	School achievement (GCSE A*-C inc English and Maths) to be in the top quartile
3g) Extend the existing city apprenticeship programme	2011 and on-going	The City Employment Initiatives programme achieves 500 additional apprenticeships across the city and a city wide mentoring scheme is established and well-recognised
3h) Develop an ' <i>Invest in Young People</i> ' initiative, on the lines of Be Local, Buy Local campaign to encourage business engagement	2012	Business commitment to providing support for young people is embedded
3i) Ensure there are clear learning pathways that engage young people (aged 14-19_) and respond to employer need, including progression from FE to HE	2011 and on-going	Achievement at 19 to be in the top quartile progression from Further Education to Higher Education and the city to be in the top
3j & 2h) Support initiatives that promote entrepreneurship and business skills in schools, colleges and universities, such as through the Young Enterprise programme.	2011 and on-going	Entrepreneurship is a key part of learning in schools and colleges across the city
3k) Ensure that vocational learning provision is ready to meet the demand from the changes in the participation age from 2013	2011 and on-going	Reduction in NEETs and increase in post16 learners achieving at least a Level 3 qualification