

Brighton & Hove City Council

Brighton & Hove City Employment and Skills Plan 2016-2020

- Increasing apprenticeships by at least **1,000** new starts in **1,000** days
- Supporting **2,000** long term unemployed residents move into sustainable employment
- Securing **3,000** opportunities to help residents develop their skills, experience and career through the Employer Pledge



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1. Executive Summary

The City Employment and Skills Plan 2016-2020 (CESP) has been developed at a time of real shifts in policy and funding at national, Greater Brighton City Region (GBCR) and Brighton & Hove City levels. These shifts in direction and investment into employment and skills alongside the regeneration and development taking place in the City represent a great opportunity to focus efforts on supporting our residents and business more effectively making the most of the funding, resources and assets the City has available.

The City has benefited from economic growth with a strong financial services sector, vibrant visitor economy, emerging dominance in the creative and digital sectors and a centre for learning and innovation. However, there is evidence that this growth has not benefited everybody. Youth unemployment, although reducing, is still high and we have deeply entrenched unemployment for some residents and increasing polarisation between wealth and poverty.

Taking into account both the opportunity and challenge we have identified three priorities for the CESP 2016-2020 to address:

- **Priority 1 – No one left behind** – Residents and workers suffering disadvantage in the labour market either through unemployment, low pay or lack of aspiration are supported effectively to make the most of the economic opportunity that the City and its wider partnerships can offer.
- **Priority 2 – Supporting learn to earn transitions** – Young people and those making career transitions at any age are supported on their journey from learning to earning and can take advantage of the career, lifestyle and further education opportunities that the City has to offer.
- **Priority 3 – Enabling businesses and workers to benefit from growth** – The key employment sectors of the City that are driving growth such as Creative, Digital & Information Technology (CDIT), and those which are critical to sustaining a healthy and vibrant City such as Financial Services, Public Sector and Tourism, are accessing employees with the right technical skills, aptitude and readiness for work. These employers are given support to help their workforce grow and prosper.

The plan has been developed to address these priorities following consultation with nearly 200 stakeholders at two major consultation events (plus an online survey completed by approximately 170 respondents), an extensive review of practice and models of employment and skills initiatives across the UK, an assessment of the labour market and the co-design of solutions with key services, public agencies, providers and business representatives. It has been closely aligned with the recommendations from the Employer Skills Task Force (ESTF) (March 2016) and the work of the Fairness Commission (reported in June 2016).

The plan consists of four objectives, each supported by three tangible actions which will help us put in place the systems, funding and structures to make our employment, skills and business support infrastructure work much better to serve the needs of individuals and businesses.

These include:

- **Objective 1** – Working better with employers to secure jobs and develop careers for our residents
- **Objective 2** – Making skills infrastructure and funding work better for sectors key to our resilience and growth
- **Objective 3** – Making our services, providers and funding work better to help those furthest from the labour market
- **Objective 4** – Supporting business growth and sustainability

To oversee the implementation and operation of the plan the City Management Board will direct the work of the Learning, Skills & Employment Partnership as well as report on progress and impact on a regular basis.

By 2020 we expect that the CESP will have delivered the following:

- at least 1,000 new apprenticeships will have started helping people move into sustainable careers for the future
- 2,000 long term unemployed residents will have moved into sustainable employment
- 3,000 opportunities will have been provided from the business community through the pledge such as jobs, work experience, apprenticeships, helping schools and providers better prepare people for work.

2. Introduction

This publication sets out the ambition and actions for the Brighton & Hove City Employment and Skills Plan 2016 to 2020.

An extensive review and consultation process has taken place between November 2015 and January 2016, creating the evidence base which underpins this plan as a series of appendices. These include:

- **The Brighton and Hove Story** - An assessment of the Brighton & Hove labour market and issues relevant to the City's relationships to the Greater Brighton City Region and Coast to Capital area
- **Consultation report** - Setting out the views and perspectives of stakeholders and key groups in the City about employment and skills needs, drawn from one to one interviews, two consultation events and online survey amounting to over 170 consultees
- **Review of apprenticeships and devolution** – A paper setting out approaches to supporting apprenticeships from the experience of City Deal areas and in the context of Greater Brighton Devolution
- **Review of employer engagement approaches** – A desk review of different models to support apprenticeship recruitment such as Apprenticeship Training Agencies and employer brokerages across a range of areas
- **Employer brokerage options assessment** – An assessment of different models for developing and funding an Employer Brokerage service for Brighton & Hove.

The following document sets out; the context for the CESP 2016-2020; summarises the key facts around the labour market and challenges for the future; establishes the ambition for the City in 2020; and detailing the activities, accountability, outcomes and indicators required for implementation and measuring progress.

We would like to extend our thanks to Brighton & Hove City Council staff for helping us to access data, insights and facilitate meetings and events as well as to all those stakeholders that have taken part to develop the CESP 2016-2020.

3. Setting the context

3.1 Approach to developing the CESP 2016-2020

The development of the new CESP comes at an important time, as employment and skills support in England is under-going major change. This will have a significant impact on the delivery of the plan over the next four years.

There is the potential for local partners to design and control appropriate interventions that fit local labour market needs and support economic growth through Greater Brighton City Region Devolution.

However, Apprenticeship reform, the Employer Levy¹ and changes to investment from the Department for Work and Pensions (DWP) and the Skills Funding Agency (SFA) (which combined represent the greatest public sector investment in employment and skills) are being reshaped over the next 12 months and likely to be commissioned at a national level. This could limit the extent to which local control around commissioning, investment and performance management will be devolved to local areas.

In developing the CESP, our focus has been on assessing the ‘readiness’ of Brighton & Hove to respond to these changes by:

- Taking advantage of the opportunities these present to support those people furthest from the labour market to access employment and those caught in the low skills low pay cycle
- Achieving the ambition to reduce youth unemployment to zero by 2020
- Making the most of local economic growth and regeneration.

This assessment has concentrated on three key questions:

- What should the leadership and governance of the employment and skills agenda be in a City which has some distinctive labour market issues and is part of a Greater Brighton City Region with ambitions for growth?
- How can the local employment and skills system better respond to the needs of employers, and in turn, ensure that residents and workers are better equipped to secure sustainable employment and develop their career?
- Where should the investment of time and resources be concentrated in the plan so that the right balance is struck between addressing economic exclusion and supporting economic growth?

¹ Information about the Levy and reforms can be accessed here https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/484209/BIS-15-651-english-apprenticeships-our-2020-vision-executive-summary.pdf

And on three lines of enquiry:

- What are the needs of those residents and workers who are disadvantaged in the labour market so that **'No one is left behind'** from a growing economy?
- How can school/college into work transitions be better supported so that young people are making good decisions about their future career and that the **learn to earn** journey is better coordinated, helping youth unemployment continue to reduce and supporting those in low paid employment develop their skills and income potential?
- How can we better understand the needs of employers and adapt our skills and training provision so it enables us to ensure that local people are **benefiting from growth** and supports the needs of businesses to help them sustain and grow?

3.2 Considerations for developing the new plan

CESP 2011-2014

The previous CESP ran from 2011 to 2014 and focused on three priorities:

- 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 new jobs by 2014
- Priority 3: Ensure that local residents are equipped to compete for jobs in the City's labour market

These priorities are still relevant in the context of a new plan, although we have cautioned against setting targets over which the council and its partners have little control or influence. Focusing efforts and investment on interventions that can be controlled will lead to improved local accountability and greater impact on both the individual and the economy.

Governance

The plan is currently overseen by the Learning, Skills and Employment Partnership (LSEP) which brings schools and Post 16 learning and education partners together with agencies such as Department of Work & Pensions (DWP), the Brighton & Hove Economic Partnership (BHEP) and businesses in the City. However, this group is very large and the CESP is one of many items which falls under its control.

We suggest that as this new plan is focused heavily on creating change across the whole employment and skills system, it needs to sit far more strategically across partners and we have suggested a structure for making this happen in Section 5.

Devolution

Since the previous CESP, the geography for policy and investment around economic growth and regeneration has changed.

As part of Greater Brighton City Region, Brighton & Hove now sits with Lewes, Mid Sussex and Adur & Worthing as a group of authorities with a set of agreed devolved powers and levers. This partnership also sits within the wider Coast to Capital Local Enterprise Partnership (C2C LEP) area.

Whilst these relationships are very important for driving economic growth, the particular characteristics of the Brighton & Hove economy makes it distinctive from its neighbours, who have different approaches to supporting the employment and skills system locally. This presents some challenges in terms of the geographical scale interventions will need to operate at. For example, some interventions may need to be at the Greater Brighton City Region level and others at a City and neighbourhood level.

Employer Skills Task Force (ESTF)

The Employers Skills Task Force was a time-limited group, established in 2015 to bring employers together to consider how employers can contribute to increasing the number of apprenticeships and develop a series of recommendations to improve the relationship between business and schools. Alongside eight recommendations, which have included a priority to develop a brokerage model, an Employer Pledge has been agreed alongside a commitment to achieve at least 1,000 new apprenticeship starts in 1,000 days. These recommendations and targets have formed one of the interventions for the new CESP.

Brighton & Hove Fairness Commission

The Fairness Commission (FC) was established in 2015 to conduct an investigation into fairness within the City and reported its findings in June 2016².

Employment and skills is a key area for investigation to which the evidence underpinning the plan has already been presented and is summarised in Section 4. One of the three priorities for the new CESP is to ensure that residents and workers disadvantaged in the labour market are given the opportunity to access sustainable employment.

The recommendations made by the Fairness Commission for the CESP are detailed in Annex 1. These will be considered by the Working Groups which have been tasked with developing the deliverables under the Strategic Map for the CESP (see Section 5).

Other factors

Alongside a changing national funding regime for employment and skills there are a number of other factors that will have an influence on the new CESP over the next 18 months including:

- The need to reflect the limitations on public sector investment in employment and skills alongside continued cuts in public sector expenditure, which may have an impact on future services delivered by different agencies, including the council
- Changes to provision that may arise following the Strategic Area Review of Post 16 education – at the time of writing, the summary report of the Strategic Area Review had not been published and is due to be published in the next few weeks. However City College

² <https://www.brighton-hove.gov.uk/content/council-and-democracy/fairness-commission>

Brighton & Hove and Northbrook College have announced their proposed merger and start formal consultation in Autumn 2016³.

- Devolution of Adult Skills budgets and additional calls under the Building Better Opportunities Fund co-financed between Big Lottery Fund and European Social Fund
- Proposed changes to the Council's Youth Service and the development of a new delivery model
- Changes to the delivery of DWP services moving to a model of outreach and in community support through co-location
- The commissioning of the new Work and Health programme from Autumn 2016/17.

In the following section we summarise the key findings of our labour market assessment which provides the evidence underpinning the new CESP.

³ http://www.theargus.co.uk/news/14379072.City_College_Brighton_and_Hove_to_merge_with_Northbrook_College/

4. What is the Brighton & Hove story?

4.1 Introduction

A review of the labour market was conducted during December 2015 and January 2016 using national and local data sources. We looked back at progress since the previous plan and in some cases to see what longer term changes (over ten years) had taken place in the City's economy. We set out below some of the key facts and figures about the City which the new CESP will need to help address. A full assessment is contained in the Brighton & Hove Story and all references to data sources are contained within that document, unless otherwise specified.

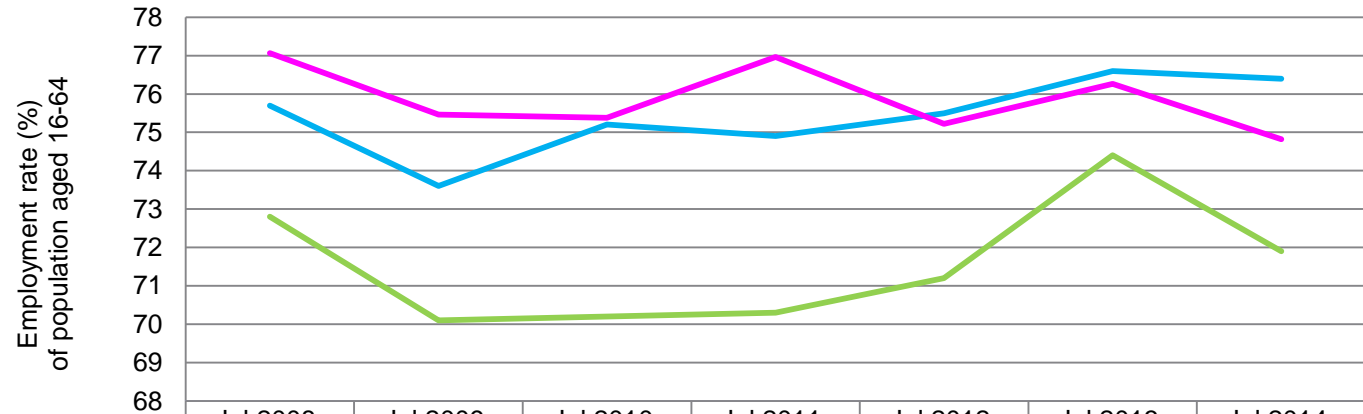
4.2 The City's workforce

Little change in employment rates

Over the past five years there has been little overall change in the City's employment rate which is consistently less than the economic areas of Greater Brighton City Region and Coast to Capital. Despite a slight increase in 2014, overall employment is rising nationally and unemployment reducing. There has also been little change in ethnic minority employment with the rate being well below that of the English average.

There has been a modest rise in self-employment over the past five years reaching the levels achieved back in 2005, although there are gender differences as female self-employment lags 10% behind that of males in 2015. Findings from our consultation suggested that perceptions exist around the lack of affordability and sustainability of self-employment for longer term wellbeing. However, self-employment can be used as a way of helping people get back into work, who would find traditional working patterns challenging either due to health or family circumstances.

Employment Rate Aged 16-64 - Brighton and Hove



	Jul 2008- Jun 2009	Jul 2009- Jun 2010	Jul 2010- Jun 2011	Jul 2011- Jun 2012	Jul 2012- Jun 2013	Jul 2013- Jun 2014	Jul 2014- Jun 2015
— Employment rate - aged 16-64 - Brighton and Hove	72.8	70.1	70.2	70.3	71.2	74.4	71.9
— Employment rate - aged 16-64 - Coast to Capital	75.7	73.6	75.2	74.9	75.5	76.6	76.4
— Employment rate - aged 16-64 - Greater Brighton	77.06	75.46	75.38	76.96	75.22	76.26	74.82

Source: Nomis Annual Population Survey

Pay and qualifications

Pay has risen modestly and there are differences between weekly wages for those that live in the City - higher by c£32 per week compared to those that work in the City. Women's weekly wages are 23% less - around £111 less per week than those of men.

In addition, issues around pay are important in that the cost of living in Brighton & Hove is increasing mainly through house prices and it is estimated around 600 families are going to be affected by the reduction in the welfare benefit cap from £26,000 to £20,000.

The City has some areas which are income-deprived. Twenty five of the Lower Super Output Areas⁴ spread across Brighton & Hove are in the top 15% most income-deprived in England. This masks a wider issue around affordability in the City. The Brighton & Hove Living Wage campaign has had some success in raising the profile of increasing pay beyond minimum wage, but this may get confused with the National Living Wage introduced in April 2016.

As a University City, Brighton & Hove has a higher proportion of residents with a Level 4 qualification and above. Many consultees reported the issue of graduates taking lower/entry level jobs and remaining in the City after their degree, effectively blocking opportunities for unemployed or more disadvantaged from accessing these jobs. This was corroborated by findings from the UKCES⁵ Employers Survey which identified nearly half (47%) of local businesses employ at least one graduate. Of these, 56% say that none of these jobs actually require a degree.

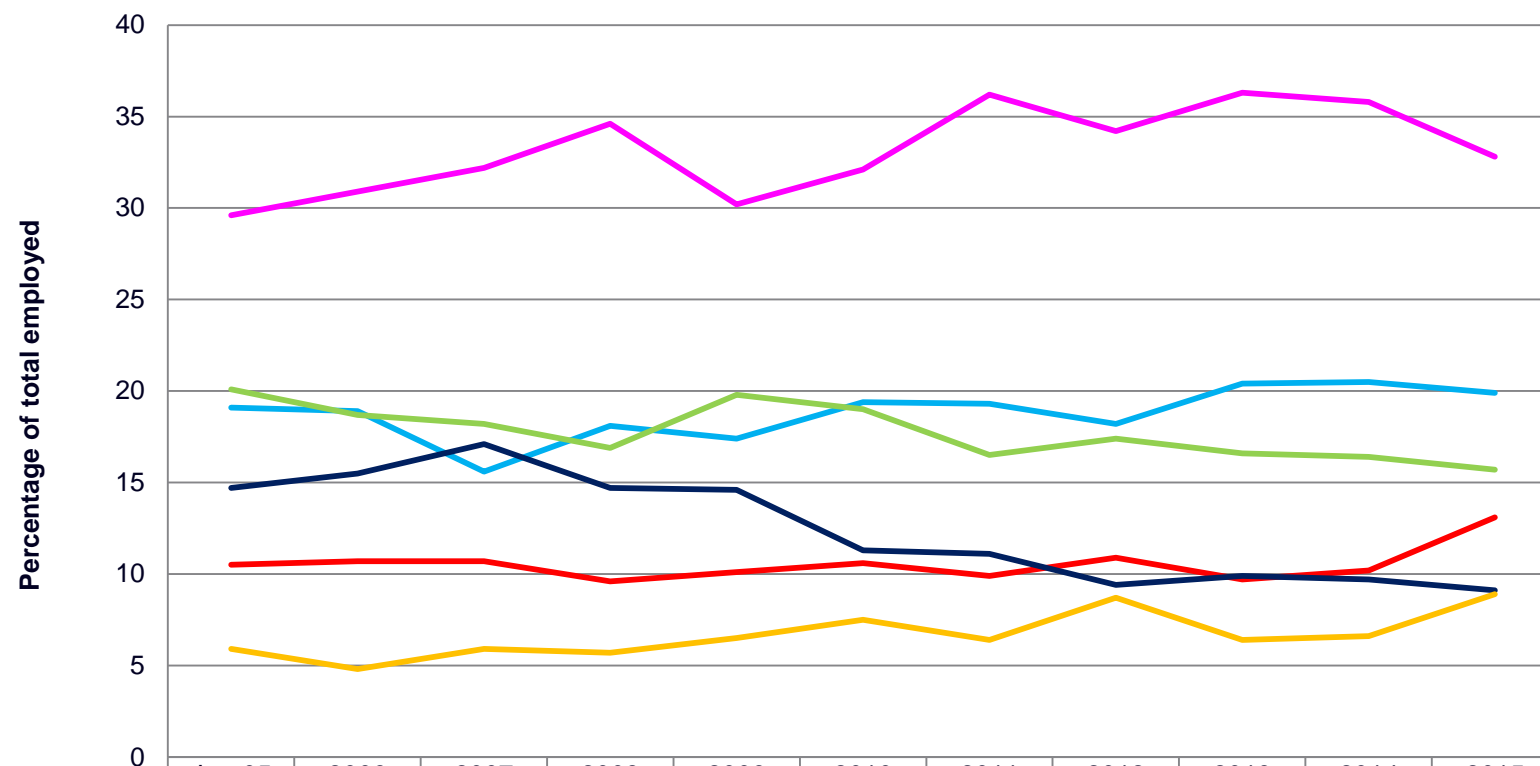
Employment sectors and occupations

Employment is dominated by public administration, health and education, some 33% of the total workforce (46,000 workers). It is closely followed by the banking and finance sector representing one fifth of the workforce (over 28,000). The following chart looks at sectoral change over time and despite some fluctuations over the course of ten years, there has been little overall change from 2005, other than for distribution, hotel and restaurants and manufacturing (decreasing), transport and communications and other services (increasing). The public sector has remained the dominant employment sector in the City since 2005 and despite potential cuts in public sector services it is likely to remain so over the lifetime of the new plan and beyond.

⁴ Lower Super Output Areas (SOAs) are geographical areas used to collect and show data at small area level. For example they are used to show how small areas compare with each other using the Indices of Multiple Deprivation (IMD) which measure deprivation across England.

⁵ UKCES is the UK Commission for Employment and Skills

Changes in employment by sector



	Jun-05	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Public admin, education and health	29.6	30.9	32.2	34.6	30.2	32.1	36.2	34.2	36.3	35.8	32.8
Banking, finance and insurance	19.1	18.9	15.6	18.1	17.4	19.4	19.3	18.2	20.4	20.5	19.9
Distribution, hotels, and restaurants	20.1	18.7	18.2	16.9	19.8	19	16.5	17.4	16.6	16.4	15.7
Transport and communications	10.5	10.7	10.7	9.6	10.1	10.6	9.9	10.9	9.7	10.2	13.1
Other industries	14.7	15.5	17.1	14.7	14.6	11.3	11.1	9.4	9.9	9.7	9.1
Other services	5.9	4.8	5.9	5.7	6.5	7.5	6.4	8.7	6.4	6.6	8.9

Source: Nomis Annual Population Survey 2005 to 2015

4.3 Unemployment in the City

Job Seekers Allowance (JSA) Claimants are reducing

As with other areas of the country and in line with national figures, unemployment in the City is reducing both for adults and young people, some 2,870 residents⁶ are claiming JSA, more than 50% less than in 2010. However, the rate of reduction in older JSA adults has been less pronounced suggesting some challenges for the older unemployed, most of which are male (over two thirds). There are around 240 JSA claimants who have been unemployed for over two years and 40 over five years. 600 JSA claimants are between 18 and 24.

Employment Support Allowance (ESA)

There are over 12,250 people claiming ESA a benefit which supports people that have a disability in the City, with 2,450 classified as the Work Related Activity Group (WRAG). Just under 2,000 are being assessed as to whether they fit in the WRAG group (where they are expected to undertake work related activity and could move into employment) or support group (where their condition means they are assessed as unlikely to be able to work or undertake work related activity). Although the numbers are low compared to other areas, this group of residents will be targeted as part of the new Work and Health Programme, alongside those that have been unemployed for over two years.

These groups will be some distance from the labour market and require more intensive occupational therapy and support. They are also likely to be presenting themselves to other services in the City such as Adult Social Care, Troubled Families and Housing.

Black and minority ethnic groups

The employment rate for ethnic minorities is far lower than the national average. Data provided for the Brighton & Hove Fairness Commission session on the 20th January 2016 identified ‘that there are low levels of economic activity within specific groups such as the Arab population (47%, totalling 794 individuals) and Chinese population (39%, totalling 1,061 individuals). The 2011 Census shows that 20% of Brighton & Hove residents (53,351 people) are from a Black and Minority Ethnic groups (BME) background.’

Disabled people

According to the Disability in Brighton report, produced by the Public Health Intelligence Team (October 2015), 16% of Brighton & Hove residents have their day-to-day activities limited because of a health problem or disability which has lasted, or is expected to last, at least 12 months. In 2013/14, 1,138 adults with a learning disability were registered with local GP surgeries (0.5% of the total adult population). Anecdotal evidence from DWP suggests that over 50% of people claiming ESA report a mental health condition.

Understanding the barriers to employment for Black and minority ethnic groups and those with physical disabilities and/ or mental health conditions is being explored in more detail through two research studies (commissioned at the time of writing this report). The two pieces of research have a

⁶ Based on NOMIS JSA September 2015 data

particular focus on accessing employment in the local labour market. The recommendations from the research will be fed into the CESP Strategic Map with the aim of delivering specific interventions to support transitions from unemployment into work.

4.4 Jobs growth and productivity trends

What jobs for the future?

Projections from data and analysis in the Coast to Capital Economic Assessment 2015 and summary of the UKCES Working Futures reports 2015, suggest that replacement demand⁷ for jobs will outstrip new net jobs growth by eight times between 2012 and 2022.

New jobs are predicted for the CDIT sector (some 2,000 between 2012 and 2022); additional jobs for finance sectors around 2,000 and new jobs growth linked to key regeneration schemes in the Greater Brighton City Region. However, these are mainly at a higher level of qualification.

Skills gaps and responding to the needs of business

The City relies heavily on its visitor economy (11 million visitors a year) and income through tourism and leisure. There are 24,000 people employed in this sector, yet it is seen to be poorly served in terms of both recruitment and career opportunities and quality of training provided. As shown previously the public sector is the largest employer and will continue to be so. Jobs and skills demand in these sectors are important to support even though these sectors are not seen as key contributors to improving productivity.

There are current skills gaps being reported in the City as well as those projected by UKCES. Although the main source of jobs will be replacement demand, much of this will be with different skills requirements highlighted as being a challenge for the financial services sector which represents a fifth of jobs in the City. Here requirements are shifting from current Levels 2 to 3 standards towards Levels 3 and 4 representing a real need for training and development support at higher levels.

Keeping pace with skills needs of the CDIT sector is challenging. Skills gaps are in the majority of cases either staying the same or worsening. The sector is dominated by small start-ups and freelancers which can make access difficult to provide support to these businesses and constant changing of skills needs makes it difficult for providers to keep up with demand. The proposed merger between City College Brighton & Hove and Northbrook College would form as a new institute for arts and technology, acting as a catalyst for putting CDIT at the heart of its mainstream skills provision.

These current and emerging skills challenges will place greater demand on skills providers and with changes to Government funding require greater insight and flexibility in developing appropriate programmes of training and support.

⁷ These job openings are not due to overall economic growth but to normal turnover in the workforce including retirement

Enterprising but needing support

Business start-ups are high in the City and it is considered to be an entrepreneurial City. In contrast, the rate of business deaths ranks Brighton & Hove 5th highest in the Centre for Cities Outlook 2016⁸ however the rate of business deaths in Greater Brighton City Region is reducing.

Centre for Cities ranks Brighton & Hove in the top ten for many indicators of the conditions needed for business growth but ranks less well around business churn and ratio of private to public sector employment⁹.

The nature of state funded business support has changed significantly, the loss of support agencies such as Business Link and programmes such as the Growth Accelerator and national support through the Manufacturing Advisory Services is not being replaced. There is some support available through the Coast to Capital Business Navigator programme, (a business signposting and support service) and peer to peer networking through organisations such as Brighton & Hove Chamber of Commerce and the Economic Partnership. Opportunities for securing funding for business support are limited and mainly focused around European funding through competitive bidding and negotiated deals as part of the devolution process.

There are plans at Greater Brighton City Region level and through the Local Growth Deal to create the conditions for growth through regeneration, investment in infrastructure and new business space. For example the Circus Street Innovation Hub will create over 200 predominantly local jobs and bring businesses together to help them innovate and scale. City College Brighton & Hove Construction Trades Centre opening in 2016 will help to scale and improve the quality of construction training. A number of schemes are supporting the key growth sectors for the Greater Brighton City Region and in the future there may be scope to use flexibilities around business rates to fund business support activity.

It is clear that greater levels of collaboration across the local authority areas in the Greater Brighton City Region along with the Coast to Capital LEP, is essential to avoid duplication of effort and to help to make access to support services easier for business.

4.5 Young people and apprenticeships

Apprenticeships in the City

Apprenticeship numbers have been falling in the City over the past three years and have fallen below the English average. There has been a real focus on understanding why this is the case through the work of the ESTF and plans are in place through the Employer Pledge to drive engagement with business. However, take up of apprenticeships from school leavers is low and the greatest number of apprenticeships is among the over 25 age group. The City needs to ready itself for the opportunities that will be available through apprenticeship reforms and the Apprenticeship Levy. Employers will have greater role in skills training in the future; larger employers will be required to pay the Employer levy which can be recouped through an increase in apprenticeships

⁸ Centre for Cities is an independent think tank which seeks to understand why economic growth and change takes place in Britain's cities, and to produce research that helps cities improve their performance. They produce an annual analysis of the performance of cities called Cities Outlook. Their 2016 data has been used to inform the CESP.

⁹ Centre for Cities Outlook 2016

while smaller firms will have access to apprenticeship vouchers which they can use to purchase the training that they need for their staff. The proposals are expected to result in a better match between training provision and the needs of local businesses which should in turn lead to greater numbers of apprenticeships.

Attainment rates are improving but there is a skills mismatch

Attainment rates for GCSEs (A-C) including Maths and English are increasing and moving ahead of its neighbours. However, employers are reporting skills gaps and in particular those related to soft skills both attitudinal and behavioural as well as general work-readiness e.g. the ability to cope with the demands of holding down a job such as time-keeping, punctuality and reliability, although this improves for 17-18 year olds when compared with 16 year olds. There is a dominance of business administration apprenticeships in the City and whilst important, take up of apprenticeships across other occupations important to the City, such as IT, is currently low.

Not in Education Employment or Training (NEET)

NEETs have reduced by approximately 2% since 2013 and the 'unknown' figure reduced from 8.1% of young people aged 16-18 years to 2.3%. As a whole this represents around 332 young people who are NEETs. This reflects greater intelligence and insight on the whereabouts of young people but remains an important challenge to address for the City in its ambition to reduce youth unemployment to zero.

4.6 Implications for the CESP 2016 -2020

Our overall assessment of data and findings from the consultation show the changes the City needs to make to ensure it is able to capitalise on the opportunities for growth and regeneration. In particular, opportunities in the City's growth and key sectors as identified in Brighton & Hove's Economic Strategy (2013-2018)¹⁰. But it also needs to protect the vulnerable and help ensure that it retains the skills and people needed to maintain a vibrant City. The City needs to:

- Continue to reduce unemployment but focus efforts on supporting residents that are at risk of long term unemployment such as those on ESA
- Support young people to access opportunities to develop their career; help those of all working ages in low paid, low waged employment attain skills to secure more sustainable employment
- Help businesses work with providers to ensure training meets their needs and help them develop the skills of their employees to manage future skills demand and remain competitive
- Help support business growth through access to business support.

These needs have been reflected in the priorities and work streams outlined in the Strategic Map.

¹⁰ [Brighton & Hove Economic Strategy \(2013-2018\)](#)

5. Where does the City need to be in 2020?

5.1 The focus

In developing the new CESP 2016-2020 the City needs to focus on the priorities and interventions that will have the greatest traction in supporting its economy and employment and skills infrastructure to work more effectively. Partners and stakeholders will need to manage their collective resources in an environment where:

- expectations for quality delivery and performance is high, yet funding and investment into training and support is reduced
- they will need to collaborate to make the most of what they have and reduce competition and duplication of the current offer so that employers and individuals receive the best service possible
- they will have to work more effectively to build sustainable relationships with employers who, through reforms, will become the direct purchasers of apprenticeship training
- Provision must be responsive to skills needs and ingrained into the employment and skills system so that training remains relevant to the needs of the local economy and enables the City to remain competitive.

We have also set out the three priorities and targets for the CESP building on our consultation and analysis of the key issues affecting the City and the need to balance economic inclusion and growth:

- **Priority 1 - No one left behind – Supporting 2,000 long term unemployed residents move into sustainable employment**
Residents and workers suffering disadvantage in the labour market either through unemployment, low pay or lack of aspiration are supported effectively to make the most of the economic opportunity that the City and its wider partnerships can offer.
- **Priority 2 – Supporting learn to earn transitions – Increasing apprenticeships by at least 1,000 new starts in 1,000 days**
Young people and those making career transitions at any age are supported on their journey from learning to earning and can take advantage of the career, lifestyle and further education opportunities that the City has to offer.
- **Priority 3 – Enabling businesses and workers to benefit from growth – Securing 3,000 opportunities to help residents develop their skills, experience and career through the Employer Pledge**
The key employment sectors of the City that are driving growth such as Health & Life Sciences and those which are critical to sustaining a healthy and vibrant City such as Financial Services, Public Sector and Tourism, are accessing employees with the right technical skills, aptitude and readiness for work. These employers should be given support to help their workforce grow and prosper.

5.2 Where is the City now?

Priority 1 – No one left behind

Findings from our consultation highlighted three key issues for residents and workers. The first is that although unemployment has reduced there are a high number of residents who are claiming ESA and this group will be targeted through further welfare reform and the Work and Health Programme. Changes to the delivery of JCP services towards outreach and colocation offer opportunities for collaboration, but issues around data sharing and coordinating services between agencies are currently limited to initiatives such as Troubled Families.

Aside from issues around duplication of services and needs/progress assessment, feedback suggested that many households were at risk of falling into debt and homelessness. The changing and sometimes volatile nature of employment in the City means that individuals are struggling to manage their daily lives and sustain employment. Some stated that sanctions or the fear of them are preventing those with needs from accessing support, so the scale of need is unknown.

Despite having a Living Wage Campaign in the City, working households are struggling to survive because of rising housing costs and rents and that many people are stuck in a low skills-low pay cycle.

Priority 2 – Learn to earn

The City has invested a great deal of time and effort through the ESTF and other initiatives to understand the needs of employers and how they would like to interact with the employment and skills system. We have already taken their recommendations into account along with the need for an independent brokerage to be established to engage and manage interactions between employers, providers and individuals. Our consultation revealed that whilst this was seen to be a good step forward, there were issues around it solely supporting young people and focused on apprenticeships and school engagement. A clear message is the need to ensure it also helps adults and is focused on developing a more sustainable relationship with business to support those already employed.

Whilst there has been some progress made on improving the Information, Advice and Guidance offer, initiatives to date, such as the Enterprise Advisors and proposed Enterprise Passport, have almost entirely focused on young people. There was also concern that some of the initiatives are not sustainable long-term which can frustrate their take up by schools and providers.

However, the need to have a more sustained engagement with employers was seen to be critical, as is the requirement for up to date information on skills needs and vocational pathways that can be used to inspire young people to choose vocational route ways.

Many feel that the all-age brokerage would help to gather this information and insight and provide a mechanism through which the information could be exchanged between schools, careers advisors and other agencies.

Finally, the current apprenticeship offer is not working as effectively as it should. Employers and young people have a number of concerns including the; quality of provision; competitiveness within the market; relevance of the qualification; job readiness of young people etc. Changes to the funding regime will put employers centre stage as the purchasers of training and there is a sense that the provider market needs support to manage this challenge.

The idea of a Brand and Campaign to sit behind the brokerage would help to increase engagement and by association drive up quality and accountability of providers operating within it. Tracking the employer experience and outcome of their engagement would be an important part of a brokerage service.

Priority 3 – Benefiting from growth

A key finding from the consultation has challenged the view that the focus of the plan should be purely on growth sectors. The City and its neighbours as part of Greater Brighton City Region are focusing on key growth sectors in the region, whereas sectors such as hospitality and leisure, retail and care are equally important. This has been corroborated by data on the City, which highlights the public and financial services sectors being responsible for nearly half of the City's total employment.

The City needs to 'raise its game' in delivering employment and skills support. Issues around work-readiness, technical and practical skills must be tackled for key sectors. For example, helping local people and those with entry-level skills into key employment sectors and enabling local people to be equally employable to an employer as a graduate or student requires a more sophisticated and tailored response.

Some commented that although pre-employment support is available, it is rarely tailored to the sectors that people are applying for and this results in candidates not being properly prepared for interview or transitioning into work.

The City has key growth sectors and there are opportunities to support those businesses that want to develop and grow. However, there are also lots of small and micro businesses in the City struggling to survive and thrive; accessing support to help them develop their management and leadership skills could make a big impact on business survival rates. However, changes to business support provision such as the loss of Business Link, Growth Accelerator and Manufacturing Advisory Service and the potential limitation of resources such as the Business Navigator service, will make it difficult for smaller and micro businesses to access the support that they need for sustainability and business growth.

5.3 Enabling the change

Following a process of analysis which has highlighted the issues from the consultation and a review of practice elsewhere in the UK, we identified the seven areas below to be taken forward in the plan. Further consultation highlighted that as these were interdependent and they would only be effective if efforts were better coordinated and managed. These were considered by the stakeholders to be essential to the delivery of the plan and have therefore been reflected in the four objectives:

1. Putting employers at the heart of the plan through establishing a City-wide Employer Brokerage
2. Developing and improving quality and the capacity of providers
3. Developing a case management approach to bring services and support to fit around the individual
4. Developing support for income and skills progression for the unemployed
5. Development of sector led training provision for all ages
6. Putting in place a workforce development programme for small and micro-businesses
7. Development of a business support programme.

Following a period of testing structures and possibilities as well as reflecting on additional work to identify costs and resources, we have concentrated these into four objectives, each with three key actions or interventions and illustrated in the chart on the next page:

- **Objective 1** – Working better with employers to secure jobs and develop careers for our residents
 - Creation of a Greater Brighton City Region brand and campaign
 - The development of Greater Brighton Employer Brokerage service
 - Management and oversight of the Employer Pledge
- **Objective 2** – Making skills infrastructure and funding work better for sectors key to our resilience and growth
 - Helping to make the most of the Apprenticeship Levy for key sectors
 - Using better intelligence to shape skills provision
 - Helping providers to develop their offer and collaborate for funding
- **Objective 3** – Making our services, providers and funding work better to help those furthest from the labour market
 - Developing common data sharing and tools to better identify and support needs
 - Develop integrated case management so that services better fit around individual needs
 - Provide targeted support for BME and disability groups into employment
- **Objective 4** – Supporting business growth and sustainability
 - Targeting support for small and micro businesses
 - Maximising Local Growth Funding to invest in employment space and infrastructure
 - Developing support for high growth and high innovation businesses

Brighton and Hove City Employment and Skills Plan 2016-2020



5.4 Making it happen

Leadership and accountability

Throughout this consultation process, the call for greater leadership and accountability for the delivery of the CESP has been clear. The City Management Board will oversee delivery of the plan through the Learning, Skills & Employment Partnership and report into Greater Brighton City Region governance structures.

The City Management Board would be responsible for assuring and disseminating performance information, managing under-performance and overseeing the monitoring and impact of the CESP on an on-going basis. The City Management Board will need to reflect on data and insight on the needs of equalities groups in accessing and sustaining employment and report on progress as baseline data becomes available.

Action groups

To support the initial implementation of the plan as well as overseeing performance on their respective objectives we are recommending establishing four action groups drawn from the membership within the Learning, Skills & Employment Partnership: Employers Action Group; Skills Action Group; Services Action Group; Business Support Action Group. Representation should be made up of those organisations with a vested interest in the group and with a clear responsibility for delivery in that area of work.

Their purpose can be reviewed once the plan has been established but recommend a focus on supporting delivery of the plan, working with other groups where appropriate to support their work, measuring progress towards addressing the three priorities and targets and provide advice on general issues and challenges over the lifetime of the plan. Chairs of each Action Group would provide a strategic perspective of delivery and performance across each of the four objectives.

Strategic Map

The following sets out a high level plan for delivering on the four objectives, the activities and what success might look like. For additional information and insight please refer to the supplementary reports produced to support the plan, which set out both detail for the proposed employer brokerage and brand.

Objective 1 – Working better with employers to secure jobs and develop careers for our residents

Employer Action Group

Actions	Activities	Success measures
<p>Developing and overseeing the Brighton & Hove Working brand and campaign</p> <p>Please refer to options paper for more detail</p>	<p>Year 1 – Agree brand name and commission support for design and campaign development; develop campaign marketing plan including a launch, digital presence and roll out to providers and employer/business intermediaries; develop a monitoring and review process to measure success and take-up working with brokerage and other stakeholders.</p> <p>Years 2 and 3 – Conduct a quarterly review of progress and take-up with refinements and updates planned in year according to need, demand and business/provider feedback</p> <p>Year 3 – In addition to the above, evaluate impact of the brand and campaign as part of the objective and wider performance of the CESP</p>	<p>Year 1 – Funding identified and agreed to develop the brand and campaign; roll out is successful and employers actively using different routes to engage with the brokerage and providers</p> <p>Year 2 – Providers and the brokerage reporting increased take up of employment and skills opportunities; employers reporting better access to support and information</p> <p>Year 3 – Role of the brand and campaign is regarded as being critical to the engagement of employers and achievement of CESP objectives</p>
<p>Developing and managing the Greater Brighton Employer Brokerage</p> <p>Please refer to options paper for more detail</p>	<p>Year 1 – Agree the specification and commission external organisation to establish and deliver the brokerage service; oversee set up and mobilisation; develop and oversee performance management information to track progress of the service; develop and embed</p>	<p>Year 1 – Funding identified and agreed to establish the brokerage; brokerage established and operational; providers are reporting increased take up of opportunities by employers</p> <p>Year 2 – Providers reporting improved take up</p>

	<p>employer and provider satisfaction measures in reporting; provide a watching brief on potential sources of funding</p> <p>Year 2 – Conduct a quarterly review of progress and performance, making recommendations on reviewing and improving service, assessing and reviewing emerging LMI and intelligence on employer need and ensuring read across to other objectives;</p> <p>Year 3 – In addition to the above evaluate the impact of the brokerage, its business model and sustainability, secure future funding and support based on recommendations</p>	<p>of employer opportunities and repeat business, employers reporting high satisfaction rates with the service, more employers providing opportunities year on year</p> <p>Year 3 – Brokerage has become an embedded and highly regarded service that providers and others are willing to fund and support for the next 2-3 years</p>
<p>Overseeing the implementation and operation of the Employer Pledge</p>	<p>Year 1 – Routes to embedding the Employer Pledge are established and a common recording system established to gather information on the nature, number and outcome of pledges</p> <p>Year 2 – Conduct a quarterly review on the take up of the Employer Pledge and make refinements and adjustments as required</p> <p>Year 3 – In addition to the above, evaluate the impact of the Employer Pledge in helping to drive opportunities for apprenticeships, work experience and school engagements.</p>	<p>Year 1/2 – Providers and employer intermediaries are collecting and reporting on pledge commitments</p> <p>Year 3 – 3,000 opportunities have been secured through the Employer Pledge to support residents’ access to careers and jobs in the City.</p>

Objective 2 – Making skills infrastructure and funding work better for sectors key to our resilience and growth

Skills Action Group

Actions	Activities	Success measures
<p>Helping to make the most of the Apprenticeship Levy for key sectors</p>	<p>Year 1 – Assessment of emerging guidance and plans from Government on implementation; working with key sectors on developing responses and approaches; collecting information and insight on sector responses, such as public, financial sector, tourism/leisure and CDIT employers; supporting exchange of information and plans to help providers and employers prepare for the change; ensure links are clear between the Digital Apprenticeship Service, Brokerage and brand</p> <p>Year 2 – Quarterly review of performance and apprenticeship take up, where appropriate develop insight on what is working and potential numbers/returns of apprenticeships delivered through the Levy. Ongoing support and exchange of information/insight to support providers. Maintain watching brief on apprenticeship take-up and standards to identify under-performing sectors/opportunities missed and develop local plans to respond</p> <p>Year 3 – In addition to the above, review of apprenticeship take-up by size of employer and key sectors, assessment of gaps and</p>	<p>Year 1 – Brighton & Hove providers and key employers are prepared for new apprenticeship delivery in 2017</p> <p>Year 2 – Apprenticeship take-up is improving and Brighton & Hove is maximising the investment returned back into provision from the Levy</p> <p>Year 3 – 1,000 new apprenticeships have started and take-up of Brighton & Hove apprenticeships is aligned to at least the national average. NEET figures have reduced through improved apprenticeship take-up</p>

	development of future plans	
Using better intelligence to shape skills provision	<p>Year 1 – Agreeing reporting requirements on Labour Market Information accessed through brokerage and other sources, development of sector response groups bringing providers together to help plug gaps/develop provision for pre and in-work training based on employer feedback focusing on key sectors (CDIT, Public, Finance, Leisure etc) with a focus on apprenticeships through sector development plans</p> <p>Year 2 – Quarterly review of emerging labour market insight drawn from the brokerage and other routes, progress around sector support and development of plans and projects to plug gaps in delivery or develop new provision. Regular communications around skills development/plans circulated through key networks</p> <p>Year 3 – In addition to the above, a review of the impact of a sector focused response in terms of improved take-up, retention and completion of courses alongside employer, trainee and provider satisfaction</p>	<p>Year 1 – Information about the skills needs has created a better understanding of gaps and developments needed to support sectors and plans are in place to address needs</p> <p>Year 2 – Employers in key sectors are reporting improvements in skills provision, and improved LMI is helping the sector to be responsive and develop new kinds of provision and raise awareness amongst a wider group of stakeholders on labour market needs and developing the skills offer</p> <p>Year 3 –The Brighton & Hove skills infrastructure is considered to be highly responsive to supporting skills needs in the City and satisfaction from trainees and employers is high</p>
Helping providers to develop their offer and collaborate for funding	<p>Year 1 – A review of development and support needs of providers to help them prepare for changes to funding and frameworks; an assessment of opportunities to collaborate for</p>	<p>Year 1 – Providers are better prepared and managing funding changes, common working standards in place amongst providers and improved understanding of opportunities to</p>

	<p>new funding and developments around the Work and Health Programme; a process established and protocols for developing common standards and work practice</p> <p>Year 2 – On-going review of provider development and capacity building, building on existing provider forums and engaging providers offering different services (adult and young people) levels, (basic to higher education), at different sizes (small and large) and across sectors (private, public and third)</p> <p>Year 3 – In addition to the above, a review of the impact of supporting provider development in encouraging collaboration, improvements in quality of provision, sustainability and resilience of providers and funding/investment accessed through joint working</p>	<p>collaborate</p> <p>Year 2 – Providers are better networked and are collaborating to bid for and deliver employment and skills services, duplication of services is being reduced and more funding is being accessed and invested into Brighton & Hove through European Social Funding (ESF), mainstream, lottery and other funding</p> <p>Year 3 – Brighton & Hove providers are resilient and financially strong, duplication is reduced and employers/trainees reporting high levels of satisfaction</p>
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Objective 3 – Making our services, providers and funding work better to help those furthest from the labour market

Services Action Group

Actions	Activities	Success measures
<p>Developing common data sharing and tools to better identify and support needs</p>	<p>Year 1 – Development of Brighton & Hove data sharing standard and protocol linked to shared information and intelligence about ESA/JSA/UC/NEET residents (and those hidden</p>	<p>Year 1 – Key partners including DWP, the council, health, housing and other providers have agreed to share data on common clients</p>

	<p>in the system) and their needs leading to improved understanding of pathways, service gaps</p> <p>Year 2 – A quarterly review of progress supporting JSA/ESA/UC clients and identification of unmet needs and sharing of good practice amongst providers and services, development of new or adapted services to support unmet need such as in-work support for low-waged</p> <p>Year 3 – In addition to the above, a review of the impact of data sharing and improved working on both individual service/provider performance and performance at a Brighton & Hove level</p>	<p>including needs, actions and outcomes</p> <p>Year 2 – Improved communication between providers and services is transforming client journeys through the system, reducing attrition and sanctions and supporting those in low-paid employment to improve their finances and skills</p> <p>Year 3 – Through improved collaboration between services 2,000 residents will have accessed sustainable employment, long term unemployment figures have been reduced and improved support has increased household income for the those on low wages</p>
<p>Develop integrated case management so that services better fit around individual needs</p>	<p>Year 1 – Agreement with providers to develop a common standard/action plan for working with ESA/JSA/UC/NEET residents (and those hidden in the system) and working through a case management approach to bring services together into a coherent package of support that is both practical and meets the needs of the individual in readiness for the Work and Health Programme and other funding opportunities</p> <p>Year 2 – Development of regular case conferences to support those with greatest need and challenges have been put in place, improved understanding of gaps in services and provision</p>	<p>Year 1 – Key partners including DWP, the council, health, housing and other providers have agreed to develop a common action plan for working with clients and are working together to provide packages of support around individual needs</p> <p>Year 2 – Work and Health programme contract for delivery into Brighton & Hove has been awarded to partners and delivery has begun. Other funding is being accessed to support needs</p> <p>Year 3 – Long term unemployment has reduced</p>

	<p>have been identified and projects being developed to plug gaps in existing services. Ongoing review of performance and learning is building a greater picture of what works and best practice being delivered in the City</p> <p>Year 3 – In addition to the above, a review of the impact of integrating case management and improving short and long terms outcomes to support shared understanding of needs and what works in the City</p>	<p>and those furthest from the labour market have improved their chances of securing sustainable employment. Improved awareness of need and what works has reduced duplication and maximised funding and investment from the Work and Health programme and other funding sources</p>
<p>Provide targeted support for BME and disability groups into employment</p>	<p>Year 1 – Commissioning the research to identify areas of need that require intervention</p> <p>Year 2 – Develop a programme of activity to support the target groups and secure funding</p> <p>Year 3 – Embed good practice and review</p>	<p>Year 1 – Better understanding of the needs and possible interventions</p> <p>Year 2 – Successful pilots capable of roll out</p> <p>Year 3 – Reduction of unemployment amongst the target group</p>

Objective 4 – Supporting business growth and sustainability

Business Support Action Group

Actions	Activities	Success measures
<p>Targeting support for small and micro businesses</p>	<p>Year 1 – Development of a common standard of triaging and connecting support to micro and small business through the various enterprise and business support agencies; developing a plan of engagement and support for small and micro business focusing on improving leadership, business management and growth skills</p> <p>Year 2 – Quarterly reviews of progress in supporting micro and small businesses is developing a shared understanding of needs and issues and identifying gaps in support and/or quality</p> <p>Year 3 – In addition to the above, a review of the impact of business support for micro and small business and shared learning about what works in supporting these businesses to survive and grow is improving practice amongst business intermediaries and support providers</p>	<p>Year 1 – Improved understanding of the needs of micro and small business has led to better targeted and quality of support, to support growth and reduce business deaths</p> <p>Year 2 – Business failure rates are beginning to show signs of improvement and funding has been secured to continue to provide targeted support</p> <p>Year 3 – Business failure rates have reduced in line with those at Greater Brighton City Region level, more businesses are reporting greater productivity levels, profits and creating employment opportunities</p>

Maximising Local Growth Funding and other Government funding to invest in employment space and infrastructure	Years 1 to 2 – Negotiations with Government through the Local Growth Fund for a derogation of £4m from the Coast to Capital (capital only) funds to support business growth	Years 2 to 3 – Better coordination and reach of support interventions for SMEs and micro businesses
Developing support for high growth and high innovation businesses	Years 1 to 3 – Putting the knowledge, expertise, resilience and networks of the universities to greater use in the City Region	Years 1 to 3 – Devolution of the Greater Brighton proposals for university led growth via: Digital Catapult, Advanced Engineering Centre, Central Research Laboratory

6. Conclusion

This City Employment & Skills Plan 2016-2020 represents the greatest opportunity to change the way employment and skills support is delivered and make it far more effective for both business and individuals. The City has a great deal to build on including a committed group of employers who want to be involved in supporting young people develop their careers and providers that recognise the need to change in response to shifts in policy and funding.

A plan is only as good in its implementation. By concentrating on addressing three priorities through four overall objectives the City will be able to maintain a focus on ensuring that the employment and skills infrastructure is performing effectively and is improving its impact on the economic wellbeing of people and businesses. By 2020:

- at least 1,000 new apprenticeships will have started helping people move into sustainable careers for the future
- 2,000 long term unemployed residents will have moved into sustainable employment
- 3,000 opportunities will have been provided from the business community through the Employer Pledge such as jobs, work experience, apprenticeships, helping schools and providers better prepare people for work.

7. Glossary

ESA	Employment Support Allowance
DWP	Department for Work & Pensions
CESP	City Employment & Skills Plan
LSEP	Learning, Skills & Employment Partnership
WRAG	Work Related Activity Group
BME Groups	Black and Minority Ethnic Groups
JSA	Job Seekers Allowance
CDIT	Creative, Digital & Information Technology
ESTF	Employer Skills Task Force
ERDF	European Regional Development Fund
BHEP	Brighton & Hove Economic Partnership
C2C LEP	Coast to Capital Local Enterprise Partnership
GBCR	Greater Brighton City Region
NEET	Not in education, employment or training
ESF	European Social Funding
UC	Universal Credit
SFA	Skills Funding Agency

Annex 1

The Fairness Commission report¹¹ makes the following recommendations to be included in the new CESP Strategic Map.

Recommendations

The city needs to do more to create fair employment and good work for all, embracing a culture of ‘learning to earn’ throughout life and providing targeted support to particularly disadvantaged people. We make the following recommendations and ask for them to be included in the new CESP Strategic Map.

1. To develop a range of routes into work and ensure that no-one is left behind:

- a) All employers should recognise and utilise the experience that older workers and disabled people can bring to workplaces and they should adopt recruitment and training offers in a way to upskill and side skill existing or new older and disabled staff and utilise their skills to train others.
- b) City employers should recognise the potential inequality and impact on young people receiving a lower rate of pay from the National Living Wage (NLW) and should seek to pay all staff, regardless of their age, the NLW of £7.20 per hour as a minimum.
- c) The council should continue to support the Chamber of Commerce’s Brighton & Hove Living Wage Campaign and Public sector providers should only contract with organisations that pay the Brighton & Hove Living Wage.
- d) Commissioning strategies for adult social care should ensure the price paid for care packages will fully allow local providers to meet the living wage obligations when delivering state-funded care. These new obligations need to be made explicit in the council’s market position statement, and the council should be encouraging all organisations within the local social care market to become living wage employers.
- e) With support from the council, the Brighton Chamber of Commerce should spearhead the ‘Happy to Talk Flexible Working’ campaign and the council should become an accredited Timewise Council and lead by example within the city.
- f) Employers in Brighton & Hove should lead the way nationally by publically listing pay ratios through the free public website www.paycompare.org.uk for everyone to see and compare.
- g) The Department for Work and Pensions (Jobcentre Plus) should improve the employment support it gives to disabled people, particularly Deaf people and those with Autistic Spectrum Conditions.

¹¹ Fairness Commission: The Report (pages 58-60) <https://www.brighton-hove.gov.uk/sites/brighton-hove.gov.uk/files/Report%20-%20Fairness%20Commission.pdf>

- h) Support young people with the development of soft skills and mentoring support, via the emerging Enterprise Advisor network, in partnership with the city's schools, colleges and universities.
- i) Recognise and endorse the work of Our Future City initiative in creating and delivering a long term vision for children and young people's skills and employment.
- j) The council should support the Brighton Chamber of Commerce to work with employers to create a Fair Employer Charter that recognises employers that:
- pay the Brighton & Hove Living Wage
 - publish their pay ratios
 - promote flexible working
 - offer quality part-time jobs
 - use and promote the sharing of parental leave
 - offer work trials, work experience or apprenticeships
 - support measures to promote employment of those with protected characteristics under the Equality Act 2010: such as anonymised recruitment practices, making reasonable adjustments, promoting support available through Access to Work grants¹²
 - support adults with mental health issues to access meaningful work placements and employment in partnership with the new DWP Work and Health programme providers.

2. Learn to earn recommendations:

- a) The Council, partners and the wider business community should actively engage with and achieve the 1000 apprenticeships in 1000 days apprenticeship pledge campaign ensuring that the pledges convert into new apprenticeship jobs.
- b) Employers from the key sectors in the city (financial services and contact centres, creative and digital, tourism, public sector) radically increase the number of apprenticeships that they offer.
- c) Cultural and creative industries should be recognised as a priority sector as a focus for developing apprenticeships, with a call to the Arts and Creative Industries Commission to sign up to the Greater Brighton Employers' pledge.
- d) Employers and specialist providers work together to increase the number of paid Supported Internships to aid the transition between education and work for residents with Special Educational Needs or Disabilities (SEND).
- e) Funded Education providers develop and deliver more English, Maths and ESOL provision to ensure there is sufficient training available to address these key barriers to employment.

2. Learn for life and work:

- a) The Council, Local Enterprise Partnership (LEP), Schools and Education and Training providers should develop a city specific Brighton Ambition Careers Offer to transform the landscape of careers and employment support for young people.¹³

¹² <https://www.gov.uk/access-to-work/overview>

- b) Encourage all funded learning providers to review the provision they offer to specifically address skills shortages in the city, including pre-employment and upskilling training co-developed with local employers and the Local Enterprise Partnership.
- c) Ensure that all funded learning providers increase the availability of computer classes, paid and volunteer trainers and support staff to enable people to access computers in communities to tackle digital exclusion.
- d) Learning providers should work more closely together to develop a broader range of accessible accredited, non-accredited and informal learning opportunities that support a wider set of outcomes than just employment, including health and well-being, volunteering and cultural awareness and tolerance.

An additional recommendation in the Fairness Commission report for the City Employment & Skills Plan is as follows:

The Council and its partners should ensure that the City Employment & Skills Plan contains specific actions to address the issue of insufficient and unsuitable apprenticeships and support services so that BME people can secure employment.

¹³ This could be built from the London Ambition Careers Offer that has 7 universal offers for any young person regardless of which school/college they attend. <https://lep.london/publication/London-ambitions-careers-offer>

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