

Working Nottingham – Local Jobs Strategy

September 2011



Nottingham
City Council

Chapter One - Introduction

The Working Nottingham Partnership was established in 2010 to lead the delivery of the 'Working' element of the Nottingham Plan, which aimed by 2020 to

- Have more people in employment and less workless households
- More adults with the appropriate skills and qualifications able to progress in work and earn more.
- Significantly reduced poverty and deprivation.

It also aimed to deliver the following targets

- Increase the city's employment rate to 75%
- Raise the proportion of adults with at least Level 2 qualifications to 90%
- Move the city of Nottingham up out of the 10% most deprived authorities in England i.e. out of the bottom 35
- Ensure that no neighbourhood is in the most deprived 5% nationally
- The proportion of children living in poverty will be halved.

In addition Nottingham City Council have agreed an additional target to reduce unemployment by 25% over the next four years.

Since the general election in 2010 there have been significant changes to the government policy which drives this agenda and subsequently the funding availability and structures for delivery. Therefore earlier this year the partnership agreed that the strategy developed in December 2009 was no longer fit for purpose and needed to be reviewed and realigned to ensure that the ambitions of the Nottingham Plan could still be realised.

This strategy therefore seeks to identify the strategic priorities for delivery and the key actions that partners will undertake going forward.

Chapter Two - Capturing Jobs from the Local Economy

According to figures¹ released by the Office of National Statistics in Dec 2010 there were 301,100 jobs in the Nottingham Core City area, 182,600 of which were within Nottingham City.

Officially 1,600 jobs were lost between the period Sept 2008 to Sept 2009, however indications are that the real figure was considerably higher.

The service sector is still the largest employer for the Core City area with 85.1% of all jobs, of which 33.9% is in public services (including education and health) which is higher than the national and regional average. This is followed by the distribution sector (which includes retail, hotels and restaurants) and banking and professional services.

It is expected that the number of jobs in the public sector will fall over the next few years as public sector cuts start to take effect. While the full extent of this is still as yet unknown a recent study by Price Waterhouse and Cooper² estimated the both public and private sector job losses as a result of public sector cuts losses across the East Midlands to be as high as 58,000 a significant proportion of which would be expected to be within the Nottingham area as a number of the regional HQ's are based here.

Manufacturing accounts for 6.9% with 12,400 jobs and construction for 3.8% with 7,000 jobs within the core city area.

The rate for self employment for Nottingham between June 09 and July 2010 was 5.2% considerably lower than the rate for the East Midlands (8.2%) and the national rate (9%).

Success in reducing levels of unemployment, particularly if public sector cuts reach anticipated levels will be dependant on the private sectors ability to provide more jobs going forward.

Research commissioned by the Nottingham and Nottinghamshire City and County Employment and Skills Board in 2010 and carried out by Experian³ identified a number of sectors predicted to grow and produce jobs growth over the coming years, including health and social care, construction and retail. We need to ensure that the labour market is able to meet the skills demand of these sectors to ensure that local people benefit from local growth but also to ensure that private sector is not hindered by the local labour market, something which could result in business moving out of the local area.

Unfilled Vacancies and Barriers to Filling Them

Recent figures⁴ suggested that in May 2011 there were 3031 unfilled vacancies on Jobcentre plus systems across Nottinghamshire, which means there are 5.2 people claiming Job Seekers Allowance for every vacancy. It is estimated that 40% of all vacancies are notified to Jobcentre Plus.

Analysis undertaken by Jobcentre Plus of local vacancies in September 2010, compared those sectors with unfilled vacancies to the sectors sought by their customers and found that there was a mismatch between the two.

¹ Business Register and Employment Survey, ONS, Dec 2010.

² Sectoral and Regional Impact of Fiscal Squeeze, PCW, Oct 2010.

³ Driving Nottinghamshire's Future, Prioritising Sectors, Experian, Jan 2010

⁴ Jobcentre Plus – Summary Analysis, (NOMIS) May 2011

Table 1 - Analysis of unfilled vacancies compared to sectors sought by jobseekers. Jobcentre Plus Sept 2010.

Sector Areas	Sectors sought by Customers	Jobpoint Searches
Retail/Sales	Plant/Storage Related	Plant/Store Related
Service Occupations	Service Occupations	Service Occupations
Transport/Drivers	Retail/Sales	Retail/Sales
Social Care	Administrative	Construction
Business/Financial Services	Transport/Drivers	Transportation

The research went on to identify a number of issues that were seen to be preventing job seekers from accessing these vacancies either due to perceptions of the job seeker, the employer or the quality of service received, these included –

- A lack of understanding around roles/duties involved within different sectors
- Certain growth sectors, such as Health & Social Care were perceived as low paid with unsociable hours
- Benefits were seen as secure income and job seekers do not they are better off in work
- No recent experience within specific sectors, and unable to identify transferable skills
- Do not hold specific qualifications, although have the experience
- Lack of confidence and/or literacy skills
- Lack of work references and unable to provide a 5 year checkable work history
- Long/ complicated/free text application forms and formal/group interviews
- Poor quality of CVs and supporting letters
- A lot of agency work, which is seen as ad-hoc/temporary work, unable to secure in work benefits
- Perception of Jobcentre Plus customers as 'hard to help' means some employers don't consider Jobcentres for skilled positions
- SMEs want localised service who understand local needs and Labour Market
- Misconception of the full range of services available from Jobcentre Plus and partners particularly wider business support
- Jobcentre Plus don't offer a joined-up service
- Individuals show lack of interest in the company and may only be applying as they have been sent by Jobcentre Plus
- Quality of vacancy displayed, content, description does not sell vacancy effectively
- Employers expect referrals that match their needs – inappropriate referrals i.e. lack of skills, experience, qualifications can be off putting.
- SMEs unable to handle high volumes of submissions/applications

Preparing the jobseeker for the job opportunity is clearly a priority however providing a service to employers and activity encouraging them to understand the local labour market, its benefits and the benefits to the local economy in employing local people needs to be a key consideration.

Further consultation with local business conducted through the Chamber of Commerce Quarterly Business Survey, repeatedly identifies skills as a key barrier to growth for local business.

However business reports that the vocational skills needed to do a job can be easily provided to the right candidate the main challenge is finding individuals who are 'job ready', or have the basic employability skills such as literacy and numeracy, customer service and a genuine work ethic.

Working with Employers

To address the unemployment challenge more private sector jobs growth is essential therefore we need to help business start up, survive and ultimately expand through being competitive, in addition to attracting new business into the city.

The business support landscape is also going through a period of significant change, the full impacts of which are currently unknown. Therefore it will be important that we build upon some of the more successful local initiatives such as Invest in Nottingham, to attract new investment and to encourage local business to export more, local enterprise development initiatives such as ideas generation workshops and enterprise ecologies to start new business and the development of intervention plans to accelerate the levels of growth within those sectors identified as having high growth potential in the city such as Science (health/biotech, greentec, ICT), advanced manufacturing and creative industries. We need to support the work of the LEP to develop a robust business support/start up strategy for the future which meets local needs.

JCP are currently the main route through which employers are engaged to place vacancies and as previously mentioned this accounts for approx 40% of all job vacancies. Those not placed are made up of SME's, agency recruitment and those companies that recruit directly from the local community.

Other organisations such as training providers, further education, local authorities and DWP programme providers also target employers to capture vacancies for their programme participants.

Over the last few years the Making the Connection programme has been operating in both the city and the county areas, directly targeting employers with large scale recruitment operations. Funding reductions however mean that this provision is not longer available in the city area and is only funding until March 2012 for the county. Nottingham City Council is currently developing a new 'employer hub' to support contractors and employers recruit from local neighbourhoods.

While there is some partnership working the offer to employers is far from joined up and can make for a crowded and confusing experience for the employer.

In summer 2010 Nottingham City Council and JCP delivered the 'Get Nottingham Working' campaign which aimed to link the job seeker to the job opportunity through a series of community based events and a large city centre based jobs fair. With over 1000 people attending the community based events and 3000 attending the jobsfair (a record attendance for any event of its type in the city) it would suggest that more opportunities to provide a direct link to the employer need to be found.

Summary

- Figures suggest that currently there are not enough jobs for people and those jobs there are do not match the sectors being searched for by job seekers. Add on the additional pressures of public sector cuts and increased unemployment, then the creation of new jobs will be as important as ensuring that people are prepared for the current jobs in the coming months. We need to build on the work of Invest in Nottingham, and the business growth initiatives current delivered by economic development and its partners to accelerate future growth.
- We need to increase the numbers of employers engaged with and encouraged to work in partnership to meet their workforce needs.

- Priority should be given to targeting those sectors where vacancies actually exist and consideration given to how we can work with the sector to increase awareness of opportunities within that sector.
- The quality of the partnership offer to employers needs reviewing and a more co-ordinated response that holds meeting the needs of employers at its heart needs to be considered. The service needs to join up with the work undertaken to create jobs to ensure that they are filled with local people.

Chapter Three - The Local Labour Market Challenge

The Nottingham Employment rate reported in December 2010⁵ was 54.9% with 18.7% on out of work benefits.

The following analysis has been taken from the figures released by the Office of National Statistics (ONS) July 2011 claimant count and seeks to break this down further to gain a fuller understanding of the needs and challenges for Nottingham's citizens

Job Seekers Allowance

Unemployment in Nottingham City currently stands at 6% with 13,282 people claiming Job Seekers Allowance (JSA). This compares to a national rate of 3.7% and a regional rate of 3.6%. As with other cities across the UK, Nottingham has experienced a rise in unemployment over the last year which is likely to further increase as a result of national changes to eligibility criteria currently being introduced.

Length of Unemployment

2,280 people have been unemployed for over twelve months, compared to 3,100 for six to twelve months and 7,880 under 6 months.

17.2% of claimants in Nottingham have been unemployed for more than a year. The number unemployed for more than 12 months has fallen by 17.2% in the last year and faster than nationally, but there has been a large increase in those unemployed for 6-12 months (43.9% in the City compared to 15% nationally) which suggests the 12 month plus figure will start to increase soon. The decrease in those unemployed for more than 12 months shows improvements which were made in the first 6 months of 2010 largely due to the success of projects such as the Future Jobs Fund, therefore resulting in a smaller flow through of people. Since then unemployment has increased hence the increase in people unemployed for 6-12 months (these may include the end of Future Jobs Fund placements).

Gender

Male unemployment is up by 920 people in the year and female by 1,110. Female unemployment is influenced by changes to Income Support for Lone Parents but level of increases suggest job losses have impacted both male and female unemployment.

Age

The age breakdown of JSA in July 2011 is 4,165 aged 24 and under, 7,500 aged 25-49 and 1,600 aged 50+. The most significant increase in unemployment has taken place for the 18-24 age group. These figures no longer include the start of the FJF but include the placements finishing which suggests younger people are struggling to find work without these targeted schemes.

Other Out of Work Benefits

Incapacity Benefit (IB) and Employment Support Allowance (ESA)

The most recent data available on claimant rates for other benefits from the ONS dates back to February 2010, which identified 17,000 (7.7%) people claiming these benefits, compared to a rate of 6.3% nationally. Over 80% of people have been claiming for over 2 years and over 60% for more than 5 years.

⁵ Annual Population Survey, NOMIS (Dec 2010)

Incapacity benefit was closed to new claimants in Oct 2008 and instead they were assessed for Employment Support Allowance which was more focused on supporting people into work.

The government are in the process of introducing 'Work Capability Assessments' for all those on incapacity benefits across the country. Those people who are found fit to work will then be moved onto JSA and will be expected to look for work. It is estimated that as many as 4,000 IB claimants will transfer over to JSA in the next 3 years. Those who could work but need extra help and support to become work ready will move onto ESA and will receive tailored support to get back to work through the Work Programme.

It is therefore expected that once this migration process is implemented we will see an increase in the unemployment rate and a more complex set of needs to be considered.

Income Support for Lone Parents

Also taken from ONS data for February 2011, there are currently 5,350 people claiming income support for lone parents in Nottingham City. There has been an 10.4% reduction over the last twelve months.

This was largely due to the changes in eligibility criteria for lone parents claiming income support. These falls were expected to continue as further changes are due to be implemented in December 2011 which could mean a further 1,600 people being found ineligible and will migrate over to JSA.

Disadvantaged Areas

The 2010 Index of Multiple Deprivation identified 45 Super Output Areas (SOAs) in Nottingham which were in the most deprived 10% nationally. These represent just over a quarter of the SOAs in the City. ONS claimant count data for July 2011 identifies that disadvantaged areas have an average unemployment rate of 10.3% compared to 6% for the city and have seen the largest increases in the City since July 2010 for overall unemployment.

Aspley has the highest unemployment rate of 10.3%, followed by Bulwell at 9.2%, St Ann's at 9.1%, Bestwood at 8.8% and Bridge at 7.4%.

For all benefit claimants some wards such as Aspley and Bilborough are experiencing rates as high as 32.2% and 30.6%.

BME Groups

Further figures published by the Office of National Statistics in July 2011 relating to May 2011 showed the unemployment rate in the city was 6.2% and 5.3% in the White population.

Table 1: Unemployment by ethnic group, May 2011.

Ethnic Group	Nottingham		Greater Nottingham exc Hucknall Rate %	England Rate %
	Number	Rate %		
All People	13,040	6.2	4.6	3.8
White	8,715	5.3	4.0	3.3
Mixed	665	11.7	8.8	5.3
Asian or Asian British	780	3.6	3.1	3.6
Black or Black British	1,495	14.2	11.2	9.1
Chinese or Other Ethnic Group	330	3.8	3.1	4.0
Prefer not to say/ unknown	1,050			

Source: Claimant Count by ethnic group, ONS 2010, (from NOMIS)

Rates calculated using 2007 ONS mid year estimates by ethnic group (experimental statistics) and are unofficial

Unemployment increased in every ethnic group over the last year. The Asian or Asian British group saw the largest increase in the City and the increase was significantly higher than that seen by the same group nationally.

No data could be found to provide information of levels of other out of work benefits for BME groups.

Current Provision to Support People on Out of Work Benefits into Employment

The last twelve months has seen considerable change with regards to the type of provision that is or will be available for people who are claiming Job Seekers Allowance. Statistics presented above have already identified where some provision which is no longer available through mainstream funds has had considerable affect.

The government's plans for welfare reform and the introduction of the 'Get Britain Working' initiative will further still change the provision available.

With the new Work Programme implemented from early June in Nottingham, it is anticipated that all claimants over twelve months unemployed will progress onto this provision. In addition an overhaul of the Skills Funding Agency and adult skills provision has placed an increased focus on targeting provision at those who are unemployed and clear employment outcomes for local training provision.

With reduced discretionary resources it is vital that these programmes succeed and meet local need, therefore there is a need to work closely with mainstream providers to understand the provision and its performance to influence their delivery and to identify where partnership activity can add value to make sure it is a success.

Summary

- Only 2,000 people are currently over 12 months unemployed, (compared to over 10,000 under twelve months) all of which will move into new provision in the next 6-8 months. With scarce resources locally attention needs to be focused on supporting the implementation of the new Work Programme at a local level working closely with the new prime contractors to ensure provision meets local need to ensuring more successful delivery.
- Partnership intervention and resource should be primarily focused where they can have most impact or add value e.g. under 12 months unemployed.
- The number of women seeking employment has increased and we therefore need to consider if their needs are fully met particularly in relation to child care and flexible working arrangements with employers.
- The 18-24 age group accounts for one third of all claimants, which is a concern as it doesn't give our young people a good start in their working career and can set them on a road to a lifetime of dependency upon benefits. If we want to avoid this, then priority needs to be given to this particular age group.
- Black/Black British and Mixed groups in the city have higher levels of unemployment than other ethnic groups. While it seems that local programmes such as Future Jobs Fund have had significant impact on these groups, the loss of these programmes mean that there is little mainstream provision available which particularly targets the needs of these particular groups.

- With the migration process for lone parents already underway and the process for IB due to start sometime this year, those who are assessed as able to work will have been identified and either placed onto the Work Programme for ESA or moved onto JSA. Consequently rather than targeting interventions at individuals on these particular benefits, consideration needs to be given to how those on JSA can be supported.
- Some wards in Nottingham are experiencing significantly higher levels of deprivation and unemployment and more intensive work to understand issues at a neighbourhood level therefore needs to be undertaken.
- Recommended Priority Groups:
 - JSA 25+
 - JSA 18-24
 - BME groups
 - Disadvantaged Neighbourhoods

Chapter Four - Local Skills Levels

Skills Levels in Nottingham City

The aspiration for Nottingham's economy is that it should require its workforce to primarily have level 3 skills and above. These are the levels that are associated with high growth, productivity and added value.

Our current skills levels are primarily at level 2 and below. Whilst significant improvements have been made over recent years to the number of young people leaving education and training with qualifications, further increases are the key to enabling more young people to enter the labour market. 68.4% of young people who became 19 years in 2009/10 had achieved level 2. 39.7% of young people who became 19 years old in 2009/10 and studied in Nottingham's secondary schools had achieved Level 3.

Skill levels in Working Population (16+ years)

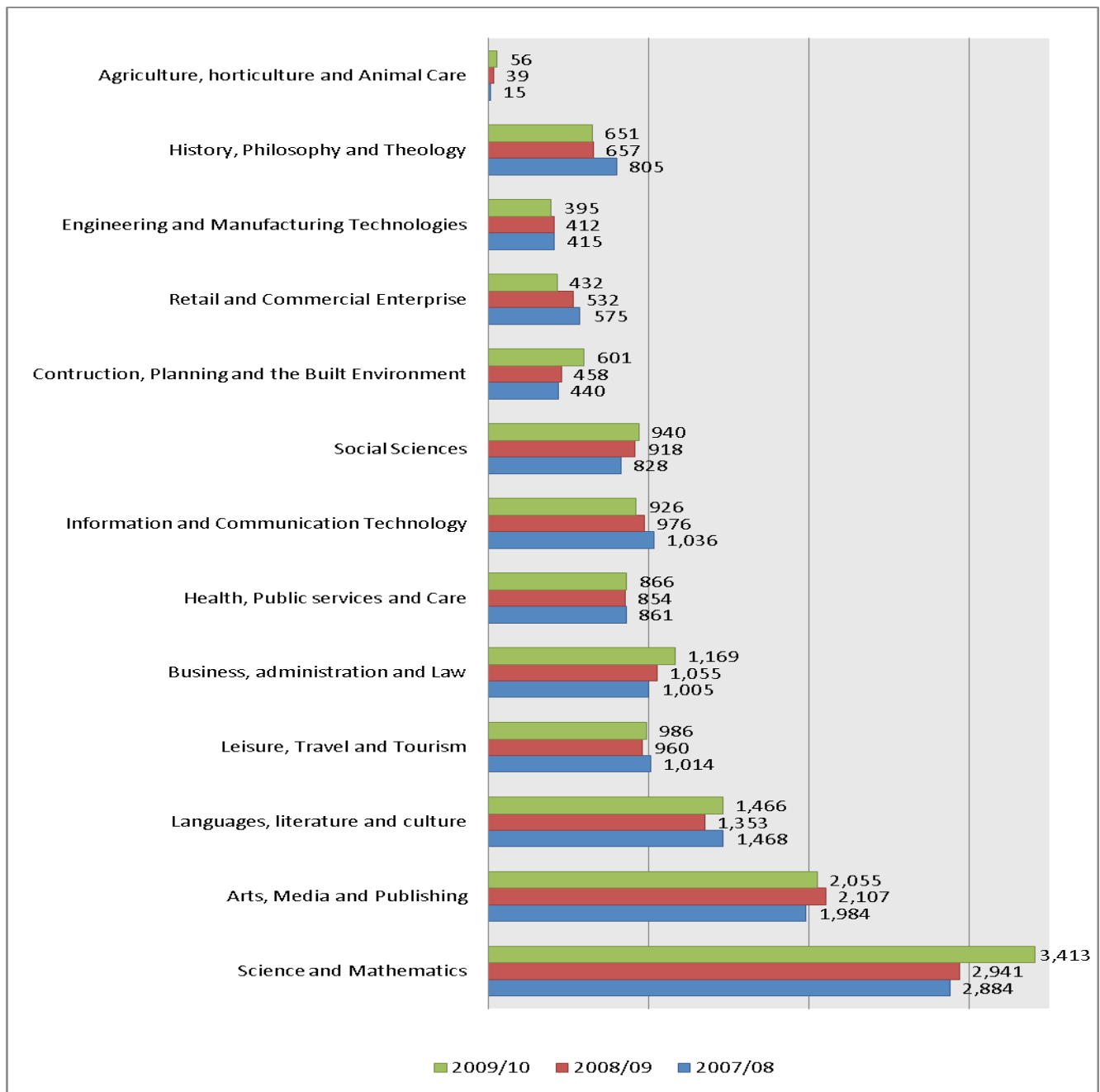
The measurement of skills levels in the working population as a whole is not subject to the same rigour as the age 19 data. In December 2009 the ONS annual population survey identified that 23% of the working age population in Nottingham City were qualified to NVQ level 4 or above, compared to the national average of 29.9%. 47.5 were identified as having NVQ 3 or above and 61.1% NVQ 2 or above, all below the national average.

15.8% were identified as having no qualification at all compared to the national rate of 12.3%.

Aligning Skills Supply with Employer Demand

In 2009/10 over 7,000 Nottingham residents aged 16-19 were in learning, a five per cent increase over the previous year. Initial figures for 2010/11 show a slight fall in learning participation, which may reflect the demographic decline of the cohort. Learners study in a range of institutions including school sixth forms (local authority maintained and academies); sixth form college; general Further Education colleges; and private work based learning providers. The current government's policy of encouraging a wider range of institutional configuration may result in University Technical Colleges and Studio Schools being established in Nottingham City over the short to medium term. The data in this section excludes any 16-19 year old learners in Special Schools or Higher Education.

The graph below shows the enrolments of 16-19 year old Nottingham Residents in FE, Sixth Form Colleges and learning aims in School Sixth Forms and Academies by Sector (between 07/08 and 09/10 Academic Years).



Source: FE ILR & School Census (Note: These are FE Enrolments and SSF qualification aims not learner numbers. A young person can study a number of learning aims)

There are some welcome trends in this data, including the significant growth in Science and Mathematics but, from a vocational perspective, the fact that more learners are studying history, philosophy and theology than engineering and manufacturing technologies is of concern. However, we recognise that many of these learners will be studying humanities to progress to HE rather than to jobs with local employers aged 19. This may also explain the high level of enrolments in Arts, Media and Publishing, which does not reflect the reality of local employers' needs at aged 19 (and arguably post-HE either).

In 2009/10 apprenticeship starts by City residents increased by 24%, although this growth is still below regional and national averages. The most popular Apprenticeship frameworks undertaken by Nottingham residents (aged 16-19) in 2009/10 and 2010/11 are shown below.

Top 10 Apprenticeship Frameworks by sector (16-19 starts)

Framework	Full Year 09/10
Childcare Learning and Development	163
Construction	75
Hairdressing	66
Hospitality and Catering	63
Business Administration	56
Rail Transport Engineering	41
Retail	40
Health and Social Care	28
Active Leisure and Learning	27
Engineering	20

Source: Apprenticeships Quarterly MI report, Quarter 2 2010/11, National Apprenticeship Service

In April 2011, 164 vacancies for Apprenticeships were being advertised as being available at employers based in Nottingham. These opportunities were open to anyone over the age of 16; however 16-18 year olds remain the Government's priority age group.

Business Administration and Law was the sector with the largest number of Apprenticeship opportunities (77) at employers based in Nottingham. It also appears as one of the Top 5 sectors with unfilled vacancies. In 2009/10 this was the fourth largest sector in terms of 16-19 enrolments with Language, Literature and Culture and Arts, Media and Publishing having more enrolments (1,466 and 2,055 respectively). In April 2011, there were 2 Apprenticeships vacancies in these two sectors at employers based in Nottingham. This is further evidence of the mis-match between learner choice and employer demand which, with the imminent demise of the universal Connexions Service offer, reiterates the importance of impartial advice and guidance for young people that accurately reflects the skills needs of the local employer community. The Nottingham FE Colleges have agreed to provide data on the number of Nottingham residents aged over 19 years old that are currently enrolled (by sector). This will allow a more complete analysis of the alignment of current provision in the City and job opportunities, unfilled vacancies and the skills needs of local employers.

Summary

- Given Nottingham's current position in the national performance tables, raising level 2 and level 3 attainment at age 19 is a priority. Over time, success against these indicators will have a positive impact on skills levels within the working population overall, but we also need to identify immediate interventions to support Nottingham residents of working age without level 2 and particularly without level 3 qualifications to achieve these benchmarks.
- We need to provide accessible low level skills provisions to enable this cohort to re-engage in learning to develop the skills – and qualifications – they need to enter or progress in employment
- We need to work with learning providers to increase the employability skills of young people. This would include offering a work experience programme for 16-19 year olds as well as providing information on the skills needs of the local economy.
- We need to develop clearer mechanisms to ensure that local education and skills provision is employer driven.
- We need to ensure that the configuration of skills provision in Nottingham is fit for purpose with high quality facilities and teaching to attract and retain learners.
- We need to further increase the number of 16-24 year olds undertaking and successfully completing apprenticeships.

Chapter Five - Strategic Priorities and Areas for Action

Strategic Priority One - Connecting people from our most disadvantaged groups to job opportunities.

Programme of Action

Ensuring that people from our most disadvantaged groups and communities are able to access job opportunities will be a key priority going forward.

While focus will be on supporting everyone who is unemployed, with scarce resource available, particular emphasis will be placed on those groups that have been identified as having the highest need and where most impact can be achieved. Particular attention will be given to those on Job Seekers Allowance 25+ who have been unemployed between 6-12 months, those on Job Seekers Allowance aged 18-24, BME communities and those living within our most disadvantaged communities.

Activity will focus on ensuring that people have the skills and experience required by local employers and will work to provide increased access to job vacancies.

The following objectives and actions have been identified that will make the greatest difference to the delivery of this priority.

Objective One - To develop opportunities for local people, particularly those from the priority groups to connect to job opportunities.

Actions

- To create job placement opportunities on an annual basis through the Nottingham Jobs Fund.
- To develop the Keep Nottingham Working campaign to provide opportunities to connect local communities to real job opportunities, including annual Jobsfair.
- To undertake further analysis of BME groups to understand the full picture in terms of out of work benefits and what barriers are experienced to moving into work.
- To develop opportunities to raise awareness of self employment and the support available to those looking to start their own business by adding value to mainstream programmes such as JCP Enterprise Clubs.
- To develop opportunities to raise awareness of opportunities in sectors with large numbers of unfilled vacancies.
- Develop a 16-24 strategy that connects NEET focused activity for 16-18 years olds with efforts to reduce 18-24 unemployment.

Objective Two - To ensure that local neighbourhood based provision meets the needs of local communities.

Actions

- To develop a co-ordinated partnership approach to working at a neighbourhood level on employment and skills issues to provision meets needs at a local level.
- To review employment and skills support provided at a neighbourhood level to determine the needs of local communities going forward and to ensure that where needed, community provision is sustained.
- To ensure that there is an appropriate employability pathway of provision in place to move even those furthest away from the labour market into employment.
- To integrate financial inclusion support into mainstream and discretionary provision.

- To develop programme to capacity build voluntary sector organisations to provide volunteering opportunities which prepare people for work and enable them to gain qualifications
- To promote volunteering as a mechanism for learning new skills and as a potential route into work.

Objective Three - To work in partnership to support the effective delivery of mainstream services and in doing so that it meets local need.

Actions

- To work closely with mainstream providers including the prime contractors for the new Work Programme, JCP and FE to ensure provision meets local needs and partnership activity adds value therefore ensuring effective delivery.

Strategic Priority Two - To engage with local employers to ensure that new jobs are created and that local jobs opportunities are accessible to local people.

Programme of Action

A focus on working with employers will be a key focus going forward. Figures suggest that currently there are not enough jobs for those seeking work and those jobs there are do not match the sectors being searched for by job seekers. Add on the additional pressures of public sector cuts and increased unemployment, then the creation of new jobs will be as important as ensuring that people are prepared for the current jobs in the coming months.

We will need to work with partners to ensure that new jobs are created through inward investment, increased exports and the start up of new business in the city.

We will also need to encourage more employers to recruit from the local labour market and ensure that those that do receive a co-ordinated, tailored service which meets their business needs.

Objective One - To accelerate private sector growth and create new jobs through new business start up, the growth of existing priority sectors and inward investment.

Actions

- To develop a targeted inward investment campaign for priority sectors and sites and ensure new jobs are captured for local people.
- To develop and deliver a local enterprise strategy focusing on how we increase the start up and survival rates of small business.
- To utilise ERDF funding to support the creation of new jobs in disadvantaged areas through new business start up and targeted business support programmes for those business with potential for job creation.
- To review and refine the sector development approach to ensure that local business within priority sectors are able to identify and benefit from opportunities for their growth.
- To develop and deliver a strategy for increasing the social enterprise sector in the city.
- To review the role of the social enterprise hub and consider future sustainability of such activity.

Objective Two - To improve the quality and co-ordination of services offered to employers to ensure a tailored business focused approach to recruitment while ensuring that local people are connected to job opportunities.

Actions

- To develop a coherent partnership recruitment and skills offer to local employers.
- To develop an 'employer hub' for all sectors, incorporating the previous role of MTC and providing a single port of call for recruitment support for all employers, including supporting contractors committed to the delivery of social clauses in public sector contracts.
- To develop a marketing campaign targeting employers to encourage them to work proactively to recruit through the partnership and from the local labour market (including the promotion of apprenticeship opportunities).
- To increase engagement with local employment agencies to increase the extent of market share currently captured.

Objective three -To develop a sector approach to recruitment, with particular emphasis on SME's, targeting those sectors with high levels of unfilled vacancies.

Actions

- To develop and deliver sector recruitment plans for priority sectors (health and social care, retail and construction), with particular emphasis on connecting with SME's.

Objective Four - To capture opportunities created through public sector procurement, physical regeneration and recruitment processes to ensure local people are able to connect to job opportunities created.

Actions

- For Nottingham City Council to become an exemplary employer in terms of maximising recruitment opportunities for local people and to role out successful programmes to other public sector organisations.
- To work with Nottingham City Council planning and procurement teams to secure opportunities and investment through Section 106 and social clauses.
- To work with other public sector partners to promote recruitment practices aimed at local people.

Strategic Priority Three - To ensure local people have adequate skills to enable them to access job opportunities
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Programme of Action

Working with Schools, Colleges and Private Training Providers will be a key focus going forward to ensure that learners are undertaking programmes which will enable progression into sustainable employment or higher level education or training.

It is essential that local people are encouraged to undertake education or training programmes which give them the skills needed to access jobs in the local economy. Apprenticeship programmes are a vital tool to increase the skill levels of local people. We will need to work with partners to encourage employers based in the City to offer new Apprenticeship opportunities as progression opportunities for local learners.

Objective One - To develop long term skills strategy to ensure that the local skills supply meets the future demands of future growth sectors

Actions

- To develop strategies to ensure the development of future skills priorities
- To commission 16-19 education and training in line with sector priorities.

Objective Two - To ensure that full pathway of provision is available to ensure that those with no skills are able to engage within the labour market.

Actions

- To develop strategies to ensure the development of future skills priorities particularly in relation to science related sectors. (e.g. Green tech, Advanced Engineering, Digital Media).
- To ensure that all employment programmes lead to some form of accreditation where possible.

Objective Three - To increase level of training and development delivered within local employers.

Actions

- To undertake mapping of new and existing skills provision to identify any gaps in provision and to ensure that appropriate connections are made to ensure progression
- To influence delivery of mainstream partners to ensure that local learning provision meets local need.
- To reposition voluntary sector Community grants programme for grass roots organisations to remove barriers to labour market to WN priorities.
- To sustain NCC corporate apprenticeship programme.
- Development of bid for Apprenticeship Academy

Chapter Six – Implementation

The Working Nottingham partnership will continue to be the group responsible for the delivery of the strategic priorities. It will move forward by developing and agreeing a detailed delivery plan for the partnership which will outline the responsibilities for delivery and the resources available.

It will monitor the action plan on a quarterly basis and undertake an annual review to ensure that delivery is in line with anticipated progress.