

Brighton & Hove City Council

Interim Work and Skills Plan 2010



**Brighton & Hove City Council
Economic Development Team
30 April 2010**

Brighton & Hove City Council Interim Work and Skills Plan 2010

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* CESSG – City Employment & Skills Steering Group

** CESP – City Employment & Skills Plan

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1. Purpose and Vision

The Local Democracy, Economic Development and Construction (LDEDC) Act 2009 places a new duty on county councils and unitary district councils to prepare an assessment of the economic conditions of their area. The Local Economic Assessments (LEA) will ensure that localities have a comprehensive understanding of the economic strengths and weaknesses of their area and a strong evidence base from which to develop local economic policies.

As part of this new obligation county councils and unitary district councils are also required to produce a Work and Skills plan for their area. The plan will set out how local authorities, together with their partners, will develop and agree their response to the local employment and skills needs identified in their LEA and worklessness assessments.

The statutory requirements to produce an LEA apply from April 2011, whereas an Interim Work and Skills plan is required by April 2010 for local authorities, such as Brighton & Hove, who are in receipt of Future Jobs Fund.

The legislation states that work and skills plans should be based upon a worklessness assessment produced as part of the LEA. As local authorities are unlikely to have already produced a worklessness assessment for their area the government has identified this year as a 'transitional' year in which relevant authorities will produce an 'interim' work and skills plan using available data.

A key requirement of the interim plan is that local authorities that have been awarded Futures Jobs Fund work with their local partnerships to ensure that there is an effective legacy for the programme that demonstrates the longer term benefits from the investment to the local community and economy. The plan must also provide central government via Government Office, with evidence to inform the future of devolved worklessness funding.

The Brighton & Hove Interim report must be sent to Government Office for the South East by 30th April 2010 with a full three-year plan in place by April 2011.

The LEA legislation has been supported by further documents designed to provide practical guidance on the process for conducting an LEA and the interim and final versions of the work and skills plan. The government has tasked the Improvement and Development Agency (I&DeA) to provide the detailed guidance and support to authorities.

This report is in line with the guidance in that it sets out the work already underway through the City Employment & Skills Steering group and its role as the lead strategic partnership in the city for skills, employment, training and business support. It will also cover the work that will take place this year to prepare the new three-year plan for the City, encompassing a worklessness assessment and a work and skills plan for 2011-2014.

2. Strategic and Economic Context

As a unitary authority Brighton & Hove does not fall under the remit of either the East Sussex or West Sussex Strategic Partnerships. Economic Development priorities are established and delivered at the local level by the City Council and other local partnerships such as the Local Strategic Partnership, the City Employment & Skills Steering Group and the Economic Partnership.

The City Employment & Skills Steering Group is the main vehicle through which Brighton & Hove seeks to address issues of employment, skills and business support. Formed in 2008, the group was established to progress and deliver on the City Employment and Skills plan priorities.

The City Employment and Skills plan (CESP) has as its mission, ‘the creation of a coherent and coordinated approach to employment and skills, which will benefit the residents of Brighton & Hove and strengthen the city’s economy’¹.

The plan, produced in 2007, brought together, in one place, the main activities undertaken in the public and voluntary sector designed to address skills, training and employment with the aim of providing a clearer picture of provision thereby facilitating better co-ordination, rationalisation and targeting of resources.

The City Employment & Skills Plan delivery and future development is directly linked to the Brighton & Hove Community Strategy, which sets the overall vision, priorities and actions for the city to 2020. It is underpinned by the Local Area Agreement (LAA), which acts as the delivery framework for the Community Strategy.

There are also a number of additional strategies, plans and programmes which have developed since the inception of the CESP, which have an influence upon this activity that is worth noting. These include:

The Reducing Inequality Review (2008)

The Reducing Inequality Review sets out a broad range of policy options to reduce inequality in the city. The report shows that the most deprived areas across the city are not “closing the gap” on important indicators of equality. One of the key challenges is to ensure that those doing less well can share in the city’s prosperity and are not left behind. Reference is made to the need to develop a strong link with the CESP, drawing together both...

¹ www.brighton-hove.gov.uk/employment

“demand and supply-side actions in the labour market, helping people on benefit overcome barriers to employment and at the same time working with employers to maximise the jobs available.”

The Review also highlights the important role that public bodies can play by acting as exemplar employees, e.g. targeted recruitment initiatives, apprenticeships, and work placements scheme for example.

Raising Our Game - Brighton and Hove Economic Strategy 2008-2016

The third Economic Development Strategy prepared by the Brighton & Hove Economic Partnership recognises the tough challenges facing Brighton & Hove and sets out a programme for both public agencies and the private sector to stimulate prosperity across the city. The strategy identifies three core themes, which frame a comprehensive action plan:

- Distinctive
- Ambitious
- Reducing inequality

The strategy recognises the importance of collaboration between public agencies – who affect the economy through such areas as planning, skills provision, schools – and the employers, who grow jobs and add value to the economy.

The Social Enterprise Strategy

The Social Enterprise Strategy proposes a partnership approach to supporting social enterprise through a membership network of social enterprises, private businesses, public sector organisations and other 3rd sector partners.

At a programme level, there are a number of significant changes which will impact on the CESP, specifically:

Business Support Simplification programme will reduce the number of publicly funded programmes from over 3,000 to fewer than 100. The three key elements of the BSSP are:

- A single new portfolio of targeted business support
- A new uniform brand, ‘*Solutions for Business – funded by government*’ to badge the products in the new portfolio
- Business Link will be the main referral route for businesses and other users, to the products in the new portfolio

Volunteering Strategy 2010-2015.

The CESSG acknowledges volunteering as an important pathway to work which enables residents to gain skills. The Volunteering strategy has been partially funded by the CESSG and Brighton & Hove City Council. One of the strategic priorities of the strategy is to ‘Enable development: build and influence an environment that enables volunteering to have the maximum economic and social impact’. The strategy identifies three key activities to support this priority:

- Raise employer awareness of volunteering as a means of gaining skills & experience and hence a legitimate pathway into employment.
- Enable employers and their employees to experience the benefits of volunteering through the development of their own employer-supported volunteering programmes.

- Address the challenges and harness the opportunities posed by the recession.

Machinery of Government.

Following the demise of the LSC and the transfer of its responsibilities to Local Authorities, the Skills Funding Agency and the Young People’s Learning Agency, the City Employment and Skills Steering Group has been involved in discussions and negotiations with the Children and Young Peoples Trust within the Brighton & Hove City Council and the Skills Funding Agency (who are now members of the CESSG) to ensure that planned activities and the learning system is demand-led and responsive to employer’s needs.

3. Worklessness Assessment

From its inception there was recognition that in order to address the skills and employment challenges and opportunities in the city there would need to be a fuller understanding of the socio-economic profile of the city and how these factors inter-relate. Thus the plan addresses both the supply side - residents, workforce, skills and entrepreneurship; and the demand side - business retention, business growth and inward investment.

The document highlights seven key issues/ challenges for the city;

- Increase the Employment Rate
- Prepare for working age population growth
- The need for an increase in Higher Value Added Jobs
- Effective support to get more people back into work
- Better understanding and addressing of NEETs
- Improved intelligence to inform decision making
- Better co-ordination and joint working among the key public agencies and commissioners

Headline data and issues from the CESP 2007/8 – 2010/11:-

Headline data	Challenge for the city
<i>To achieve the 80% employment rate the city would need to find work for an additional 16,000 residents if population growth predictions are accurate.</i>	There is a pressing need to grow the business base to create more employment opportunities for the growing population
<i>Despite an increase in employees in employment and residents in work the number of working age benefit recipients has not reduced substantially</i>	Existing activities to tackle worklessness are having little impact and need to be reviewed
<i>Brighton & Hove’s population is getting younger in contrast to most of the South East, the main contributors are post graduate</i>	There is a need to secure higher value added employment for graduates

students	There is a need to explore employment opportunities in the travel to work areas outside of the city and work in partnership with neighbouring authorities
Welfare benefit recipient numbers have remained steady despite interventions	Those seeking to enter the labour market face stiff competition from those with higher level skills
Gross Value Added per head is below the regional average	The lack of high value added employment means that skilled workers are taking lower value employment
The current employment sectors do not offer sufficient high value added employment	Sector research is needed to identify high value added employers and attract them to the city
Heavily service sector employment in hospitality, retail and leisure	Lower value employment needs to be freed up for those wishing to re-enter the labour market
Residents on Incapacity Benefit account for more than half the city's working age welfare benefit claimants	Further work needed to establish effective transition routes from localised to mainstream provision
Only 1,405 fewer working age welfare benefit claimants that 7 years ago ('07 figure)	Further work within the partnership is needed to better co-ordinate services and monitor impact
Small area approaches to tackling worklessness and developing skills seem to have limited impact	Better data capture and analysis needed to inform provision
NEET figures (as at 2007/8) have remained static; many young people are described as being 'in transition' therefore difficult to gauge whether they are at risk of exclusion	Further investigation needed to determine the scale of the challenge and appropriate intervention
The scale and range of activities is extensive and duplicates in some areas and in others there are gaps	Need to reduce duplication of effort and promote joint working in the medium term and joint commissioning in the long-term

The assessment of need led to the identification of four strategic priorities and ten strategic objectives within the plan.

Strategic Priority 1:

Support the Creation, Retention and Development of Local Business and Enterprise.

Strategic Priority 2:

Increase the Employment Rate

Strategic Priority 3:

Develop and Improve Skills for Work

Strategic Priority 4:

Develop the Infrastructure and Intelligence to Support the Delivery of the Actions in the CESP

The ten strategic objectives are contained in **Annex One**.

Labour Market Analysis

A fuller report on the data that supports these findings is contained in **Annex Two**, including updated data sets where available.

Brighton & Hove City Council produced a report in 2009 detailing the different Welfare to Work programmes and projects that aim to tackle worklessness.

This report sought to map the existing provision on employment and skills in order to inform policy and activities. A copy of the report is contained in **Annex Three**.

4. The Role and Governance of the City Employment and Skills Steering Group (CESSG)

The CESSG was formed early in 2008 with a specific remit to ensure the implementation and ongoing review of the Brighton & Hove City Employment and Skills Plan (CESP).

To this end the members have been drawn from those organisations and agencies able to fund or influence the development of policy and the implementation of services in the city. It was agreed early on that this forum would not be a vehicle for delivery organisations other than those with a dual role as a key publicly funded organisation such as the local college. The purpose was to ensure that the group did not become side tracked into focusing on funding and contracts; rather that the focus would be on understanding the issues in order to re-direct core funds towards shared goals.

A Terms of Reference was agreed for the group within which there was specific reference to the need to set measurable targets that contribute to the Local Area Agreement targets; to continue to review the targets to ensure that they remain relevant to the local economy and demography; and that the

steering group should have a direct link to the Local Strategic Partnership to report progress.

A copy of the initial Terms of Reference for the group is contained in **Annex Four** along with a list of CESSG members and their role within the group.

4.1. Sussex Employment & Skills Board (SESB)

The geography of Sussex is diverse with dense urban areas such as Brighton & Hove, and relatively rural areas in parts of East and West Sussex. The employment and businesses profiles show similar levels of diversity and it is therefore not possible to generalise levels of needs across the county. The SESB is not therefore considered to be the most appropriate vehicle for addressing economic development issues for Brighton & Hove.

The CESSG has a nominated representative that sits on the SESB; the SESB coordinator is also a regular member of the group. Through this mechanism the steering group is able to ensure that local issues are fed up to sub-regional level and is able, in turn, to take into account sub-regional issues that may affect the action plan.

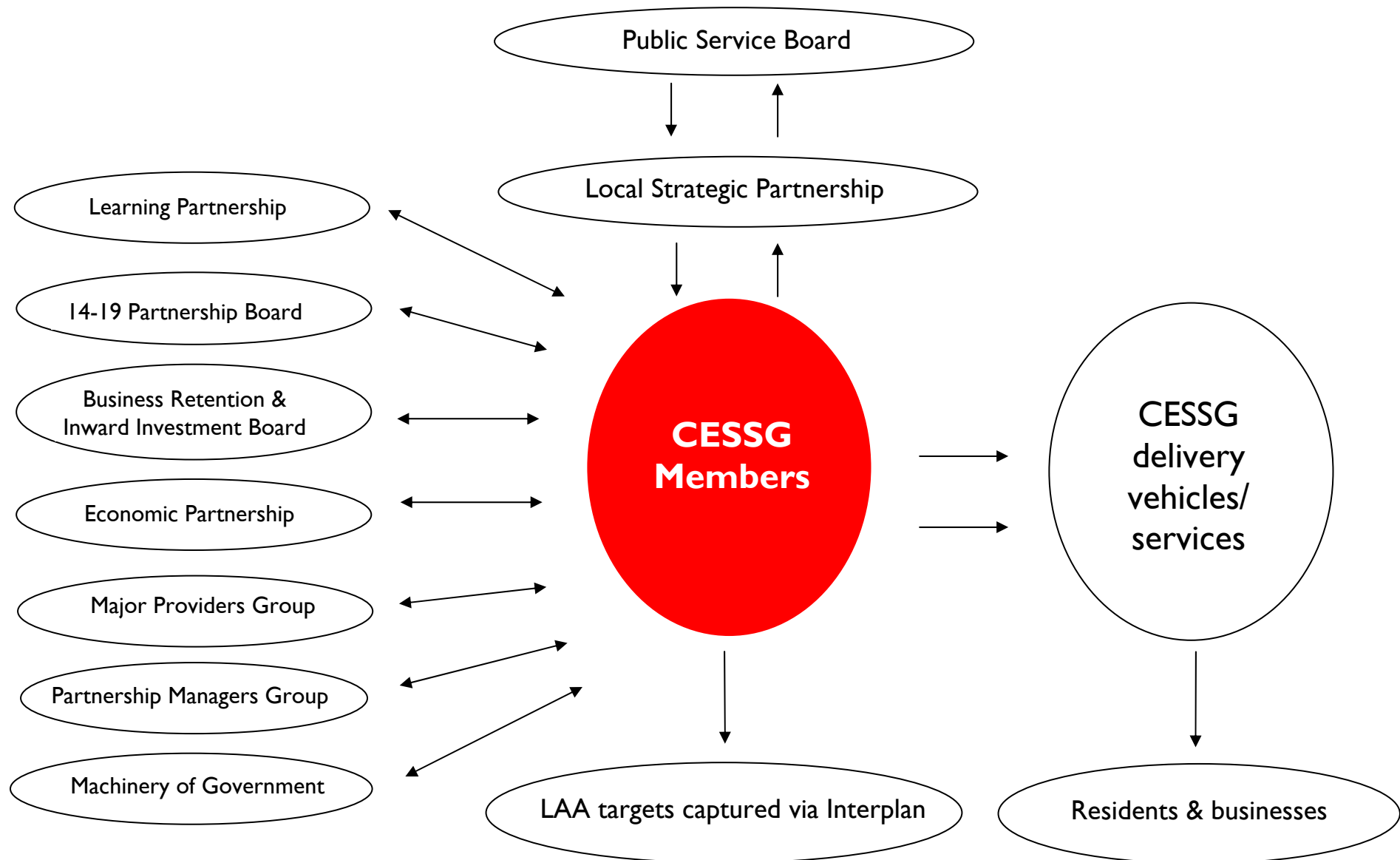
The chart below demonstrates the role of the CESSG and its link to the Local Strategic Partnership (LSP) and the Public Service Board (PSB). A representative from the CESSG sits on the LSP and acts as a conduit for information on progress, issues and challenges.

The group is informed by and feeds back to a range of partnerships to ensure that policy is embedded and that information to inform strategies is based on robust information from the front line. There are representatives on the CESSG for each of these groups.

Networks that are linked to the CESSG:

- 14 – 19 Partnership Board
- Learning Partnership
- Business Retention & Inward Investment Strategy
- Economic Partnership
- Partnership Manager Group (2020 community strategy network)
- The Major Providers Group (regionally contracted DWP/LSC/SEEDA providers group)
- Machinery of Government (set up to manage the LSC transition)

The role of the City Employment & Skills Steering Group within the family of Partnerships in Brighton & Hove



4.2. Measuring Outcomes and Impact

Since its inception in 2007 the CESP action plan has been revised annually; the subsequent version of the action plan focused on areas of duplication and gaps in provision, thus from the extensive action plan of the original document, ten were identified as priorities for action.

In October 2008 the CESSG commissioned consultants to undertake a mid-term evaluation of the plan to:

- Review the performance and impact of the CESP; specifically in terms of the partnership and early actions;
- Establish a robust framework for monitoring and on-going evaluation of the CESP to 2011, and
- Assess the infrastructure to support delivery of the CESP

The review resulted in a new action plan focused around four Strategic Priorities; the emphasis within the new action plan is to differentiate between the actions of partners that represent core business and those which are additional. The additional activities then became the focus for joint working which could then be monitored and measured and linked back to the LAA targets.

The key delivery principles which guide the new Action Plan include:

- A thematic approach with an identified lead partner;
- Maximising the impact of actions;
- A focus on outcomes;
- Adding value and addressing gaps, and
- Equality of opportunity

A decision was also made to present the Action Plan under a number of thematic programme headings, which are needed to deliver the CESP and address current employment and skills priorities. The agreed themes are:

- Business Support
- Entrepreneurship
- Inward Investment and Retention
- Information, Advice and Guidance (IAG)
- Volunteering
- In-work or Employer training
- Pre-employment training
- Partnership working

A designated Lead Partner is responsible for each theme, to coordinate the delivery of the CESSG activities of the theme and monitor the performance of

CESSG members who are involved in the delivery of projects within the theme.

It was very soon recognised that whilst there is a need to streamline the indicators used to measure the progress of the CESP, it was necessary to ensure that the measures used were compatible with those included in other key strategic plans, notably the LAA. As a result the new thematic Action Plan contributes directly to specific headline targets set out within the LAA as part of the ‘Promoting Enterprise & Learning’ theme. The Promoting Enterprise and Learning theme plays a key role in ensuring that people can make a positive contribution to city life, that residents’ learning and skills can be enhanced and that local businesses can develop and thrive.

A copy of the current action plan is contained in **Annex Five**; the action plan is colour coded so that partners are able to distinguish core business from that which is additional work through the CESSG.

Colour code in the Action Plan	Function
Orange	Strategic Priority and the Theme
Black	The main agencies with a remit to address the priority along with the original CESP priority
Green	The mainstream / core activities in place to address the priority
Blue	The CESP in-year actions to address the priority
Red	The relevant LAA target

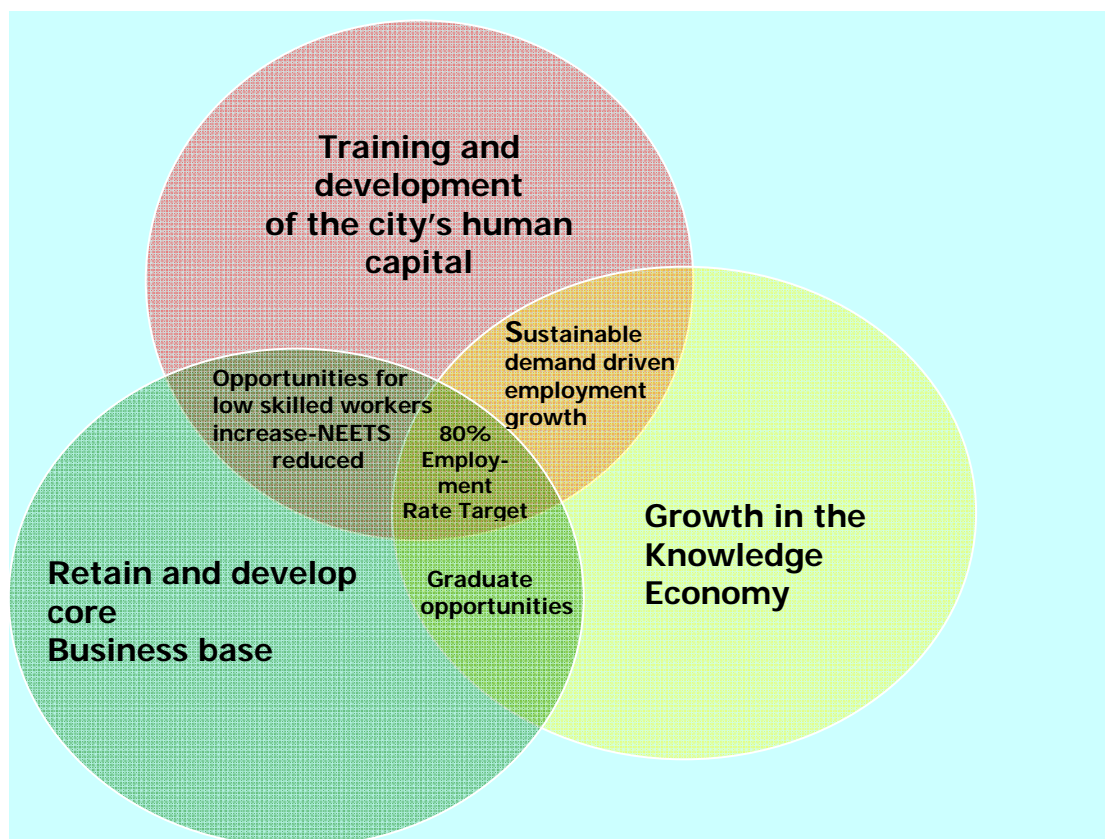
All members were signed up to, and now use, the new ‘Interplan’ ICT system for measuring and monitoring LAA activity. Through this medium it has been possible to capture activity from all of the partners without ‘double counting’. It has also been a valuable tool in ensuring that all partners are engaged. A quarterly report is submitted and discussed in CESSG meetings and highlights areas that are underperforming and how well the partnership is working.

Along with the new action plan and recording method the CESSG agreed to sign a joint ‘Accord’. The Accord is a public declaration by each CESSG member that they will work collaboratively and engage in joint planning and bidding in support of the shared priorities. A copy of the partner Accord is available in **Annex Six**.

Key to the success of the partnership is a shared understanding of how the challenges for the city inter-relate and how, through joint actions across the partnership, we can start to address the challenges. **Diagram One** demonstrates this inter-relationship; how increased business growth and inward investment linked to targeted training and support can help to build a sustainable economy for the city. The CESSG seeks to ensure that the 80% employment rate is achieved for all residents, from those with lower skills through to higher skilled residents and graduates.

Diagram One

Brighton & Hove's Skills and Employment Vision



4.3. CESSG Achievements

One of the objectives of the City Employment & Skills Plan is to ensure a coordinated approach between the agencies involved in commissioning and delivering initiatives linked to employment and skills training. There are a number of positive developments that have so far been achieved by CESSG members including:

- i. Raising awareness of the work, priorities and strategic objectives of the partners involved;
- ii. Identifying complementarities and overlaps between partners' work;
- iii. Effective coordination of the work of organisations engaged in employment and skills initiatives; in many cases this involves planning and joint delivery of initiatives that link directly to the CESP priorities.

A copy of the current LAA interplan report is attached in **Annex Seven**.

Of particular note is the work done to support local businesses through the recent economic downturn. Using updated analysis of both national data such

as rising unemployment, business churn and business registration; and local proxy indicators such as retail vacancy rates and footfall surveys in the city centre it was possible to identify and anticipate trends.

In collaboration with Business Link and the local Chamber of Commerce the City council was able to provide a range of support programmes such as sector specific workshops, meet the professionals' events, one-to-one advice sessions and buy local promotions.

The Breakthrough project was developed jointly by the Council's Economic Development team and the local Learning Partnership and is being delivered by key local third sector employment and training agencies. The project is in its third year of its delivery and it fills a gap in the mainstream funding support that is available to residents.

The project provides community based support for adults facing the dual challenges of unemployment and poor health. It links community based adult learning outreach workers, who work with adult residents that experience multiple disadvantage in the deprived areas of the city, and the Health trainers network in the city to the main learning providers and a skilled and specialist employment brokerage services. A number of funding sources have been aligned and used for the delivery of this project and so far it has included WNF, Skilled for Health, LABGI, LPSA and CYPT.

The Major Providers Group was created by the CESSG as a way of engaging with the rising number of regionally contracted organisations remitted to work with low skilled and unemployed residents. There was concern that these organisations, most of whom were unfamiliar with the city, would displace existing local provision and potentially duplicate and /or undermine services. The group now meets regularly to share information and co-ordinate marketing activity thereby reducing confusion for residents and helping to manage the number of approaches to local businesses for jobs and work placements.

5. Futures Job Fund (FJF)

5.1. Background

Brighton & Hove City Council has been successful in its bid for the Future Jobs Fund money and leads a programme that will create 730 jobs in the city over a 2 year period. The bid was developed jointly by the City Council's Culture & Enterprise and Children and Young People's Departments and Hove YMCA, together with a wide range of employers and organisations.

The jobs will be created under four distinct elements, targeting different employer sectors and sizes. These are:

Public Sector Jobs - with a focus upon the City Council, Schools and Colleges, Universities and the PCT.

Commercial, Third Sector and Social Enterprise Jobs – jobs will be created via an open application process to allow large companies, SMEs, Third sector organisations and micro businesses to offer new jobs. Care Co-ops, Impact Initiatives, Impetus, The Bridge Community Education Centre, Brighton Housing Trust and the Friends Centre have all expressed an interest in this scheme during the bid development phase.

Recycling and Green Jobs – led by Hove YMCA, who have recently rented a 3000 sq ft warehouse and 2000 sq ft training centre to develop a recycled furniture and white good business to increase re-use to reduce landfill and improve the environment. Young People will have the opportunity to work in various roles of this business including transporting and collecting the stock, warehousing and PAT testing/reconditioning and selling the goods (including bulk supplies of reconditioned fridges from mainstream electrical businesses) in Charity Shops.

Creative and Cultural sector Jobs – with a focus on theatres, music venues, visual arts and digital media. This was part of a separate national bid which is for 150 jobs in this specific industry.

The jobs are aimed at 18-24 year olds who have been out of work and claiming Job Seekers Allowance (JSA) for between 6 and 12 months. Potential beneficiaries will be referred by Jobcentre Plus advisors to the City Council's award City Employment Initiatives department who will support them into the additional roles being created across the city.

Most of the jobs created will have wider benefits to the local community such as those in the care sector, construction and maintenance, sports development and coaching, the emerging Green economy, charity retail, schools and college settings, administrating and developing volunteering programmes and working within the many community venues or social enterprises in the city.

The employers provide a minimum of 25 hours a week at the National Minimum Wage for a minimum of six months and a full wage subsidy will be available to enable employers to create these roles. It is expected that approximately 50% of the jobs created will be match funded to at least one year long and young people will be expected to gain nationally recognised qualifications through either an apprenticeship or NVQ whilst in employment, supported by Train to Gain funding with training delivered by local providers including City College Brighton & Hove. Young People will also be offered the opportunity to participate in volunteering and other similar exercises that give something back to the City. Existing initiatives such as Duke of Edinburgh and access to volunteering placements via Brighton & Hove Volunteers is available alongside a new role of *Employment Ambassadors* who go into schools to talk to students about the world of work and their experiences.

Analysis of local Not in Education Employment and Training (NEET) data indicates that there are currently 206 young people aged 18 and 19 who have been NEET for over 6 months. The main sectors that the longer term NEET

young people are interested in working in include sales, plant or machine assembly and construction.

The Jobcentre Plus Figures (April 2009) used in the successful bid indicate that 1,835 18-24 year olds are currently claiming JSA in the city. This is 25% of the total JSA claimant count for the city and the highest long term rate for this age group in the South East. 375 of these young people have been unemployed for 6 months or more, with the bulk (215) being unemployed for between 26-39 weeks. Further analysis of the data highlights that the key sectors young people are looking for work include:

Sales Occupations – 105
Elementary Trades, Plant and Storage Related Occupations – 75
Elementary Administration and Service Occupations – 50
Administrative Occupations – 30
Caring Personal Service Occupations – 15
Skilled Construction and Building Trades – 15
Culture, Media and Sports Occupations - 15

5.2. Progress So Far

The first cohort of 16 people completed their 6 month FJF contracts with YMCA at the end of March 2010. There were a further 2 young people employed in Brighton & Hove City Council who are on year long contracts.

The YMCA extended 6 contracts to year long, 1 person left early to move to a permanent role and 3 people left during the 6 months.

The local FJF steering group meets on quarterly basis and monitors the project's performance whilst monthly meetings with JCP ensure the smooth progress of the project.

The local JCP office also assists in tracking the individuals' progress once they have completed their 6 or 12 months. Thus, new JSA benefit applicants are asked if they have participated in the FJF project and tagged on the JCP database.

Working alongside Jobcentre Plus, this project has identified the 9 main areas of vacancies by industry in May 2009 which indicates the current labour market, and has been utilised when configuring which jobs to create to allow a through flow of the candidates into sustainable employment.

These areas are:

Agriculture and fishing	2
Energy and water	15
Manufacturing	14
Construction	8
Distribution, hotels and restaurants	147
Transport and communications	9

Banking, finance and insurance	265
Public administration, education, health	278
Other services	9

Ongoing consultation with the candidates is crucial, and the roles created are based on these discussions to make sure that suitability is ensured and therefore both sustainability and satisfaction is achieved.

For instance, retail and wholesale account for 13% of all jobs in Brighton and Hove – second only to Finance and Business Services. Jobs in retail and wholesale tend to be lower skilled and lower paid but, due to the very large student population, these posts are often filled by undergraduate and graduates. This means local young people especially those from disadvantage social backgrounds with low educational attainment struggle to obtain any work experience or paid employment in this field. They lack confidence, work history but also relevant vocational retail and warehouse skills and qualifications to compete in the job market.

The Future Jobs Fund offers these young people the opportunity to gain employment and importantly valuable training/qualifications. This programme aims not only to overcome their short term unemployment but to significantly enhance their future long term employment prospects.

Exit interviews are provided by Level 3 qualified Information, Advice and Guidance (IAG) workers from the FJF dedicated eCentre, which has 2 career advisors, as well as an employer engagement manager, seconded from the Jobcentre. At the centre they can do online application forms with support, complete upto date CV's, have interview techniques and get general support from the dedicated team. It is open 9 – 5 Monday – Friday, and operated as a drop in centre, although individual sessions can be organised.

The young people can also gain support and advice from either the Connexions service or the prototype Adult, Advancement and Careers Service (AACS) providers in the city (dependant upon the young person's age.) This provides young people with a formal review of their job, discuss the experience that they have developed over the lifetime of the job and enable a CV to be developed that captures this.

A reference is also provided to each young person from their employer outlining their overall performance and attendance record and employers are encouraged to support employment applications that young people may complete.

With strong emphasis on partnership working, the council tries to make sure that the target group is given a wide range of opportunities across the city, in line with career progression and labour market options, to ensure best take up and sustainability of what is offered.

5.3 Legacy Planning for FJF

The FJF delivery and management function sits within the City Council and is linked directly to the CESSG. Over the coming year, and as part of the wider planning for the next three-year CESSG action plan, the FJF steering group is tasked with developing a strategy for the project beyond its current funding. The CESSG will support this work by seeking to embed those elements of the programme that can be mainstreamed and seek additional funds to continue those elements that can not. The FJF programme links directly into the 3 year citywide apprenticeship strategy and this adds to the legacy of the project.

There are currently 2 bids in the pipeline to create more opportunity for all, one being an INTERREG bid to create a Graduate & Apprenticeship Placement Scheme, to encourage the skilled workforce that FJF creates, as well as those leaving the 2 universities to look further afield for employment opportunity. There is also an ESF bid being looked at to turn the eCentre into an employment bureau, as a joint venture between BHCC, Jobcentre Plus and City College. Part of the funding being brought in through FJF is to be used to create a portal site providing employers to put placement opportunities, apprenticeship and fast track career options onto a locally based site, which will also link in with our European partners.

By using the FJF with employers in our growing industries, we can prepare a trained workforce, from which these employers will be able to draw upon, as they look at expansion coming out the recession.

6. Future Priorities

The CESSG membership has expanded to include University of Brighton, University of Sussex, Sussex Learning Network and the newly formed Skills Funding Agency.

Scoping is underway for the Local Economic Assessment and the new Work and Skills plan which will be the next version of the CESSG Action plan. The socio-economic analysis required for the LEA will be used as the basis for establishing the needs, issues and challenges for the city.

The CESSG will be tasked with distilling this information and synthesising it with local expertise and knowledge in order to identify the next three-year cycle of the plan. Interplan will continue to be used to capture activities and measure outcomes.

6.1 Future challenges and next steps

The city continues to face the dual challenges of not having enough high value added employment for its qualified residents and also, as a consequence of this, not having enough entry level jobs for its lower qualified residents.

The need to grow the business base is hampered by the poor to average quality of its commercial premises and a lack of space for development.

Despite these challenges the city has a number of key strengths:

- A strong and growing creative and digital media sector recognised as a centre of creative excellence
- universities supporting research & business development
- a city celebrated for its versatile business models and flourishing knowledge economy
- reputation as a dynamic city by the sea with easy transport links to London and the rest of Europe via Gatwick Airport

Recent research, (Centre for Cities, HSBC, SEEDA) has served to confirm the CESSG view that the city is well placed for economic growth post-recession, however, to exploit the opportunities the city must be pro-active.

While there is evidence of positive action being taken by the CESSG, there remains room to improve the way in which information is shared. A number of organisations are still working in isolation on various priorities and actions included in the CESP. These issues will need to be addressed in order to ensure effective and meaningful partnership working that is linked to the new priority actions.

6.2 Issues and challenges for 2010/11

- Develop and support the Innovation & Growth teams to work with businesses that have significant growth potential
- Manage and facilitate the transition of the Futures Job Fund activity into mainstream activity where possible or through income generation
- Investigate and explore the potential employment gains posed by the Brighton & Hove Diamond for Growth
- Promote the development of the Adult Advancement and Careers Service and the benefits of co-located services
- Continue to support business retention through targeted intervention
- Work with third sector and Major Providers to provide better transition routes from unemployment to work for those facing labour market disadvantage
- Work within the group to identify additional resources and practical support for the rising number of unemployed residents with mental health needs

- Ensure that the newly created Skills Funding Agency and the newly appointed regional Business Link contractor are cognisant of CESSG priorities in the commissioning of local provision
- Undertake more detailed work to establish a joint commissioning framework in the medium term and more joint working and bidding for funding in the short-term

Annex 1

CESP Strategic Objectives

Strategic Priority 1: Support the creation, retention and development of local business and enterprise

- ***Strategic Objective 1a:*** Ensure that there is sufficient and appropriate employment space to support the creation of new jobs
- ***Strategic Objective 1b:*** Increase the level of entrepreneurship and business performance

Strategic Priority 2: Increase Employment Rate from 75.6% to 76.6%

- ***Strategic Objective 2a:*** Increase the number of jobs in the city that can be accessed by priority groups
- ***Strategic Objective 2b:*** Increase the number of people with labour market disadvantage accessing and remaining in sustainable employment.
- ***Strategic Objective 2c:*** Develop partnerships with employers to promote diversity in the workplace and to respond to their recruitment and retention needs.

Strategic Priority 3: Develop and Improve Skills for Work

- ***Strategic Objective 3a:*** Improve Skills and Employability of Young People
- ***Strategic Objective 3b:*** Improve the Skills of the City's Workforce
- ***Strategic Objective 3c:*** Improve the Skills of Disadvantaged Adult Residents in the City

Strategic Priority 4: Develop the Infrastructure and Intelligence to Support the Delivery of the Actions in the CESP

- ***Strategic Objective 4a:*** Develop and Sustain Effective Arrangements between Partners
- ***Strategic Objective 4b:*** Improve intelligence, data-sharing and a common understanding of city employment and skills needs

Annex 2

Supporting Data

Employment rate comparison with SE and UK

Employment and unemployment (Jul 2008-Jun 2009)

	Brighton and Hove (numbers)	Brighton and Hove (%)	South East (%)	Great Britain (%)
All people				
Economically active†	141,500	80.2	82.4	78.9
In employment†	131,200	74.1	78.1	73.3
Employees†	111,800	63.2	67.5	63.9
Self employed†	17,900	10.0	10.2	9.1
Unemployed (model-based)§	10,000	7.1	5.0	6.9

Population growth forecasts 2007-2017:

Population AGE GROUP	2007		2017		2007-2017 change	
	Count	%	Count	%	Count	%
0-15	40,840	16.3	41,820	15.9	980	2.4
16-19	11,760	4.7	10,480	4.0	-1,280	-10.9
20-24	22,000	8.8	22,600	8.6	600	2.7
25-49	103,100	41.1	109,100	41.5	6,000	5.8
50-59/64	31,300	12.5	37,200	14.1	5,900	18.8
60/65+	42,100	16.8	41,900	15.9	-200	-0.5
W/age	168,160	67	179,380	68.2	11,220	6.7
non-w/age	82,940	33	83,720	31.8	780	0.9
Total	251.1	100.0	263.1	100.0	12,000	4.8

Our employment rate of 74.1% is lower than the regional rate, and has decreased from 75.6% at the time of the CESP publication in 2007.	Achieving an 80% target would mean increasing the employment rate by 5.9%, or the equivalent of finding work for 10,220 people.
Population growth projections show that working age population will increase by 11,220 between 2007 and 2017. Our working age population in 2010 is 173,200.	Finding employment for 80% of these 11,220 people will require a further 8,975 jobs to be created. The total jobs that need to be created to meet our target is therefore 19,195.

Working Age Population

Working age population (2008)

	Brighton and Hove (numbers)	Brighton and Hove (%)	South East (%)	Great Britain (%)
All people - working age	173,200	67.5	61.1	62.0
Males - working age	90,400	71.5	65.3	66.1
Females - working age	82,800	63.6	57.1	58.1

Working age population is higher than regionally or nationally as a proportion, and is growing at a faster rate than overall population, this makes it appear that our population is getting younger, but is largely attributed to graduates choosing to remain in the city.

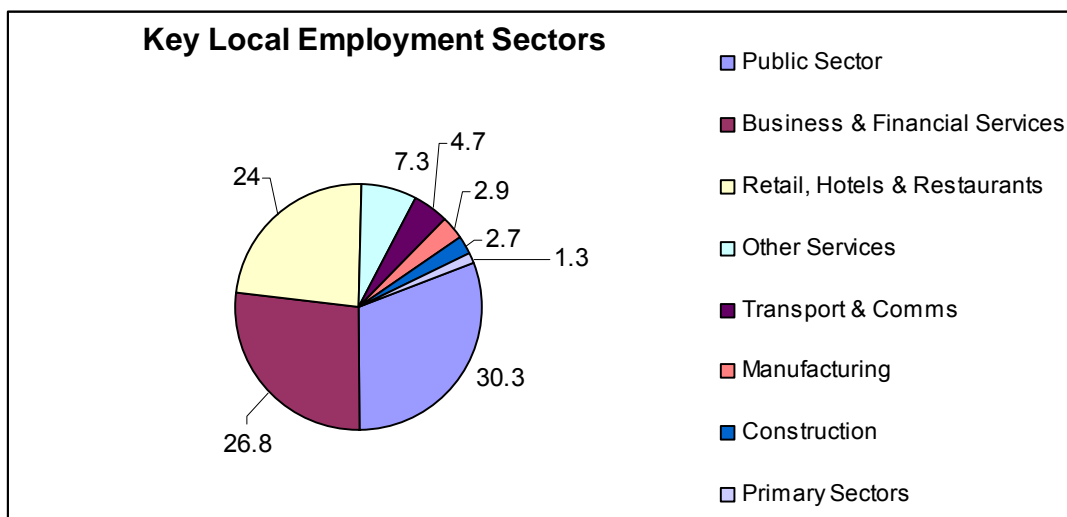
There is a need to provide new and increasing opportunities for graduate employment.

Skills inflation is an increasing barrier to entering the labour market for low skilled workers, as drivers of demographic change create a top heavy labour market.

Employee Jobs

Employee jobs (2008)

	Brighton and Hove (employee jobs)	Brighton and Hove (%)	South East (%)	Great Britain (%)
Total employee jobs	119,300	-	-	-
Full-time	77,000	64.6	69.0	68.8
Part-time	42,300	35.4	31.0	31.2
Employee jobs by industry				
Manufacturing	3,400	2.9	8.1	10.2
Construction	3,200	2.7	4.5	4.8
Services	111,000	93.1	85.7	83.5
Distribution, hotels & restaurants	28,600	24.0	24.6	23.4
Transport & communications	5,600	4.7	5.9	5.8
Finance, IT, other business activities	31,900	26.8	24.0	22.0
Public admin, education & health	36,100	30.3	25.6	27.0
Other services	8,700	7.3	5.6	5.3
Tourism-related†	14,200	11.9	8.2	8.2



GVA per head is below the regional figure and does not reflect our favourable skills base	Our supply of skilled labour is higher than the South East, but there is not sufficient demand from businesses to capitalise on this. High proportions of part-time work reflect the need to address the issue of under-employment in the city.
Employment sectors do not offer sufficient high GVA opportunities for employment	Skilled workers are under-employed and contribute to skills inflation. Back office financial services jobs do not reflect the high GVA potential of this sector, suggesting a need to attract new higher value employers to the city.

Total JSA Claimants

Total JSA claimants (March 2010)

	Brighton and Hove (numbers)	Brighton and Hove (%)	South East (%)	Great Britain (%)
All people	7,425	4.3	3.1	4.2

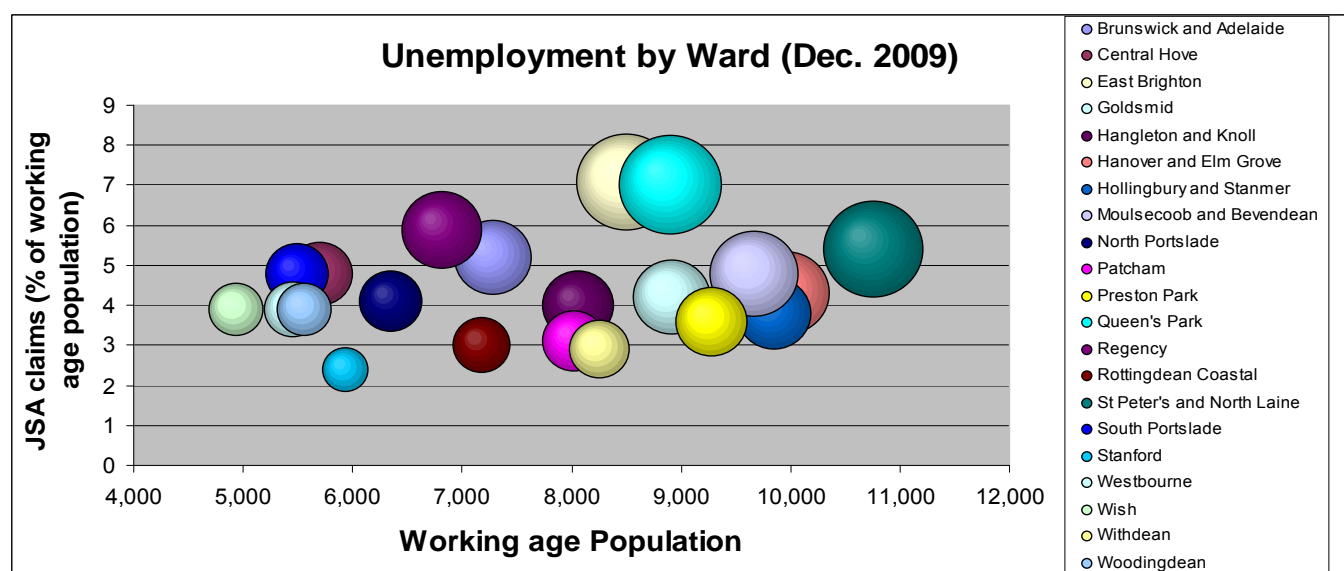
Working Age Client Group

Working-age client group - key benefit claimants (August 2009)

	Brighton and Hove (numbers)	Brighton and Hove (%)	South East (%)	Great Britain (%)
Total claimants	27,850	16.1	11.5	15.9
Job seekers	7,310	4.2	2.9	4.0
ESA and incapacity benefits	13,300	7.7	4.8	7.1
Lone parents	2,960	1.7	1.5	1.9
Carers	1,460	0.8	0.8	1.1
Others on income related benefits	840	0.5	0.4	0.5
Disabled	1,720	1.0	0.9	1.0
Bereaved	260	0.2	0.2	0.2
Key out-of-work benefits†	24,410	14.1	9.6	13.5

ESA / Incapacity benefit claims total nearly double the number of JSA claims in the city, and are much higher than the regional figure.	Work needs to be done to ensure transition from key out of work benefits into employment through carefully targeted strategies.
In August 2009 the total claimant count was 2,290 higher than August 2000, but 3,600 higher than August 2007.	Monitoring the impacts of interventions and their efficacy is of high importance.

The issue of unemployment in the city is a complex one with many dimensions; as such it cannot be represented easily in bite size graphics. The chart below is intended to give a visual representation of the relative scale of unemployment across the different wards in the city.



We can see that there are concentrations of proportionately and absolutely higher JSA claimant rates in some wards. This does not, however, tell us anything of the issue of *under*-employment in the city.

Why are the issues of unemployment in Brighton & Hove different to other locations?

The very high proportion of residents with degree level qualifications in the city is not reflected in our employment structure. This means that the 41% of residents with NVQ4+ level qualifications compete for a much smaller proportion of jobs demanding these skill levels.

Underemployment in the city is well represented by the observed phenomenon of 'PhD's serving cappuccino's'. This phenomenon is one reason for the exclusion of many residents from areas of the employment market that have 'inflated' skills criteria – retail, tourism and seasonal markets for jobs being prime examples.

The cumulative effect of this exclusion is highlighted by the fact that there are pockets of extreme relative deprivation in the city. In fact we are the 2nd most deprived city in the South East. East Brighton, Moulsecoomb & Bevendean, and Queens Park rank at the top of the city's deprivation indexes in many areas.

Areas of relatively low unemployment at ward level can mask more localised deprivation however, and pockets of deprivation can and do also exist in relatively affluent wards such as Wish and Rottingdean Coastal.

The credit crunch has increased unemployment in the city, putting further competitive pressure on residents entering the labour market at low levels of skill or experience. It is the structure of unemployment then, rather than the numbers of unemployed that becomes interesting when we ask 'What are the effects of the credit crunch?'

With 2% of residents in the city accounting for some 70% of the budget for frontline services, it is the potential effect of rising unemployment on deprivation that may most concern us, and with respect to child poverty in particular it is crucial to intervene and mitigate against increases.

A key challenge in post credit-crunch Brighton & Hove will be to create opportunities not just for graduates, who will help drive the recovery from recession, but also - and arguably more importantly - for residents who are excluded from and squeezed out of the labour market by the dual problem of skills inflation and falling employment.

Annex 3

Worklessness Report – September 2009

Introduction

Unemployment in Brighton and Hove stood at 6.8% in Brighton & Hove in 2008, equating to 9,500 people. This compares with a South East Regional unemployment figure of 4.4% and a national figure of 5.7% in the same year². Additional more recent data from Jobs Seekers Allowance (JSA) shows a total of 7,500 people of working age claiming JSA in Brighton & Hove and this figure represents 4.4% of the working age population³. This compares to a South East Regional claimant figure of 3.1% and an average national figure of 4.2%. The figures for claimant count have been increasing since the lowest point on record in November 2007, but the pace of increase has slowed since February of this year. This trend is in line both with the South East Region and nationally.

Although Brighton & Hove has not suffered as badly as other parts of the region and nationally in terms of the impact of the recession on unemployment figures, there has undoubtedly been an impact, and we are not yet at the end of that in terms of jobs. Additionally, the historical baseline position for Brighton & Hove was been worse than other parts of the South East.

There is a huge amount of activity in the city which is targeted at tackling unemployment. The following case studies demonstrate the major initiatives that are being led by Brighton & Hove City Council to support residents into jobs, including the vulnerable and those who face greater challenges to find employment.

Almost all are delivered in partnership with private, public or third sector agencies in the city. The varied nature and time limited funding of activity reflects the changing national policy context in responding to unemployment, particularly in the face of a declining economy and sharply rising benefit claimants.

Our role as the city council is to make the most of opportunities as they arise, brokering new funding streams to increase chances for residents of the city to find well being through sustained employment. Our role is also to co-ordinate initiatives and programmes and the relationships between different providers as far as we are able, to avoid duplication, confusion and waste of resources.

² Source: ONS Annual Population Survey – note, figures are for those aged 16 and over, % are for those of working age ie 16 – 59/64.

³ Source: ONS claimant count with rates and proportions.

Contents

1. City Employment & Skills Plan
2. Apprenticeships – Brighton & Hove City Council
3. Apprenticeships – Citywide
4. City Futures
5. Adult Advancement and Careers Service
6. Local Employment Partnership
7. Flexible New Deal
8. Breakthrough
9. Future Jobs Fund
10. Young People Not in Employment, Education or Training (NEETs)
11. Supported Employment
12. Constructing Futures
13. Tourism Futures

1. City Employment & Skills Plan and Steering Group	
Supports All residents	Funding £70,000 LABGI funding in 2008/09, £30,000 for 2009/10
<p>The City Employment & Skills Plan (CESP) is the main strategy to increase the number and variety of jobs in the city whilst raising personal attainment and skills for employment. Its four priorities are to support the creation, retention and development of local business & enterprise; increase the employment rate; develop & improve skills for work; develop the infrastructure & intelligence to support the delivery actions in the CESP.</p> <p>The CESP has supported a number of the major employment initiatives, such as the Adult Advancement & Careers Service, Breakthrough and Tourism Futures. Other specific achievements include the Business Lifebelt campaign to provide tailored, local business advice; support to Wired Sussex to develop a Digital Media Degree with the universities; and development of the Major Providers Group to ensure that contractors of publicly funded skills and employment services meet the needs of the city.</p> <p>Activity to deliver the objectives of the CESP is overseen by a steering group (CESSG) chaired by the Director of Culture & Enterprise for Brighton & Hove City Council. The group has members representing 25 organisations from the private, public and voluntary sector and is part of the city's family of partnerships under the Local Strategic Partnership. A formal accord between partners delivering the CESP will be signed in October 2009.</p>	
2. Apprenticeships – Brighton & Hove City Council	
Supports All residents	Funding £35,000 City Employment Initiatives team
<p>Apprenticeships are a paid programme of learning leading to an internationally recognised qualification which allows the apprentice to gain the skills, knowledge and competence to progress within their chosen career.</p> <p>Since April 2009, 30 Apprenticeships have started within Brighton & Hove City Council, meeting the 2009/10 target. With the successful Futures Jobs Fund bid, the council aims to create 30 more young peoples' apprenticeships within its workforce.</p>	

3. Apprenticeships – Citywide

Supports	Funding
All residents	tbc
<p>The first citywide Apprenticeship Strategy is currently undergoing consultation with training providers, employers and other stakeholder organisations. The strategy sets out a target to increase the number of Apprenticeships offered in the city by 500 by 2012. Key recommendations of the strategy are better IAG on Apprenticeships for young people and more employability training.</p> <p>A detailed action plan to implement the strategy will be developed in Autumn 2009.. The new National Apprenticeship Service (NAS) is being embedded across the country and close links between local NAS employees, education and training providers and employers in the city are progressing well.</p> <p>Specific improvements are sought from the key employment sectors, particularly the creative industries, sport and leisure and the public sector. Public sector employers are exploring ways to work together even more closely to increase the number of Apprenticeships on offer by 150 per annum.</p>	

4. City Futures

Supports	Funding
All residents	£8,500 JCP and Federation of Disabled People
<p>In June 2009, the council, in partnership with Jobcentre Plus, provided a free City Futures jobs and careers fair at the prominent Brighton Centre on the seafront. This had been discontinued by the previous sponsor, but it was felt to be of crucial importance to the city in a time of recession.</p> <p>The event was attended by approximately 1500 people with over 18 large employers advertising more than 2000 jobs. Following its success, the event will be repeated on 4 June 2010 at the same venue.</p> <p>The event also offered advice and training for those looking to re-skill or for help in finding employment. Business Link and its partners offered specific advice and support for those wishing to become self-employed.</p>	

5. Adult Advancement & Careers Service

Supports	Funding
All residents; target areas	£400,000 Learning and Skills Council
<p>Brighton & Hove City Council successfully bid to become one of ten prototypes to trial approaches for a new, national Adult Advancement & Careers Service (AACS). This will offer integrated employment advice and referrals to residents whether in person, via the phone or on the internet.</p> <p>Each month pilot AACS centres in the city are helping over 50 individuals. A number of online information tools, including Google Maps and social networking sites, will be launched for front line workers on 1 October '09. The information portal which has been developed in partnership with the local Primary Care Trust is operational and is being trialed at various health establishments as well as in the AACS centres www.ipbh.org.uk</p>	

AACS centres have opened at the Working Links project in the city centre and outlying hubs in community venues at The Bridge (Moulsecoomb), Whitehawk Inn and the Hangleton and Knoll Project. Residents receive help with debt management, health, housing, child care, training and courses and job searching. Work is ongoing with partners to increase the range of services on offer including Welfare to Work (W2W) providers, Business Link, the Community and Voluntary Sector, health practitioners and Job Centre Plus.

6. Local Employment Partnership

Supports The long term unemployed	Funding £145,000 LABGI to March 2010 £40,000 JCP employer subsidy
<p>Brighton & Hove City Council has signed up to a Local Employment Partnership to provide opportunities to residents who might otherwise find it difficult to enter regular employment, as well as supporting the corporate commitment to create a diverse workforce that is representative of the local community.</p> <p>Since July 2008, well over 80 local residents have been employed by the council in a wide range of roles up to S01/02 level, with a drop out rate of only one employee. The council's LEP project has won regional and national awards and recognition for its achievements and is the only dedicated team in the country.</p> <p>The LEP provides support to applicants through the recruitment process and also when the candidates are in their new roles, as well as offering accredited training during their employment.</p>	

7. Flexible New Deal

Supports The long term unemployed	Funding Annual contract value £20.3m from DWP for Kent, Surrey and Sussex
<p>Flexible New Deal aims to provide a range of personalised support packages for residents who have been in receipt of Jobseekers Allowance for 1 year or more. The new sub-regional contract for Sussex, Surrey and Kent has been awarded to two providers who are new to operating in the city.</p> <p>Skills Training UK aims to help 1500 residents per annum into work placements and will have their offices based in the city. They have met with members of the Local Authority and the CESSG and are keen to work in partnership to link to the range of services already available.</p> <p>Maximus Training will subcontract with existing organisations in the city. An introductory meeting between Maximus and members of the CESSG to share their plans will also be arranged</p>	

8. Breakthrough

Supports The long term unemployed; target areas	Funding 2008/09 £130,000 WNF, £50,000 Skills for Health, £23,750 CYPT 2009/10 £130,000 LABGI/LPSA2 + in kind support from partners
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Breakthrough works one to one with adults experiencing multiple disadvantage, who are in receipt of benefit and many of whom were unemployed for 3-18 months. Predominately the focus has been on adults living in Whitehawk, Moulsecoomb, Woodingdean, Hollingdean, Turner/Eastern Road and Hangleton & Knoll areas of the city.

In 2008/9 support was given to 345 adults, 52 of whom entered employment, 57 undertook work experience placements and a further 91 participated in volunteering opportunities to provide them with confidence and skills.

Breakthrough will continue in 2009/10 with LABGI and Local Public Service Agreement (LPSA2) funding and will target those who have recently been made redundant. The project is delivered primarily by the outreach teams at the Bridge (Moulsecoomb), Whitehawk Inn, Varndean College and Brighton & Hove City Council, with the work experience element supplied by Care Co-ops.

9. Future Jobs Fund

Supports	Funding
Young people	Up to £2.3 million from DWP
Brighton & Hove City Council successfully led a bid for the Future Jobs Fund for £2.3 million, which will create new job opportunities for long term unemployed 18 – 24 year olds, as part of the government's Young Persons Guarantee.	
The scheme will last for 18 months, commencing from October 2009 with the aim of creating 350 new jobs. Each job will aim to have a community and / or environmental benefit, as well as raising the self confidence and aspirations of the individual.	
With over 30 partners involved including the public and third sector, as well as social enterprises, this will be one of the most significant measures to address unemployment among young people in the city.	

10. Young People Not in Employment, Education or Training (NEETs)

Supports	Funding
Young people	
<p>NEET Reduction</p> <p>Entry to Learning – a pilot programme that provides young people aged 16-19 with additional support from Trusted Adults. 50 young people have benefited from support and progressed so far this year with a target of 150 by the end of the year. The Trusted Adult works up an action plan with the young person and brokers the education and training they require to enter mainstream education or employment with training.</p> <p>Entry to Employment (e2e) – additional e2e provision is now offered in the mainstream colleges. Over 100 additional places were offered in 2008/9 with a further 45 places in 2009/10, in addition to the 300 places already available year on year. These are work related courses that offer pre-employment and life skills sessions that enable young people to look at career options and Apprenticeships.</p>	
<p>NEET Prevention</p> <p><i>An additional 200 learning opportunities each year are provided under the <u>Key Stage 4 Engagement Programme</u>, which provides level one accredited provision for 14-16 year olds at risk of disengagement. City College Brighton and Hove has also increased the availability of vocational provision for 14-16 year olds from 250 to 500 places each year.</i></p>	

11. Supported Employment	
Supports Those with disabilities mental health needs, health conditions	Funding Council funding, business income and funding from DWP
<p>The City Council's Supported Employment Team works with disabled people and people with health conditions who have significant support needs, in gaining and retaining employment.</p> <p>The service has existed in various guises for over 20 years and supports up to 200 people using the DWP Workstep grant funding, including 22 staff in a council run factory facility. This funding stream will end in October 2010 as the existing contract is moving to a single regional contractor under DWP procurement policy. This will impact significantly on the council services as they are currently structured.</p> <p>The service works with 75 different employers helping them to make reasonable adjustments, apply for Access to Work funding, staff training and provide an individual support package for disabled members of staff. Particular initiatives are focused on widening expectations in employment with professionals, such as Social Workers, FE Colleges and health staff, and raising aspirations for the individual.</p>	

12. Constructing Futures	
Support to Unemployed residents age 16-19, 19-24 with special needs, 19+ without level 2 NVQ	Funding £50,000 LABGI Interreg bid for 1.6m Euros
<p>Brighton & Hove City Council is developing a local labour scheme for the city. This will legally require developers, through the planning application process, to advertise job vacancies through the scheme and make jobs, work experience and training places available to unemployed residents of the city. A similar scheme will be developed with the council's Housing Department to support residents into employment through the council's new housing maintenance contracts.</p> <p>The city council's Economic Development team has bid for Interreg 'Four Seas' funding for Anglo-European projects in partnership with City College, the Planning Department, the Children & Young People's Trust and French partners from Grant Synthe. The outcome of the bid will be known in May 2010.</p> <p>If successful this bid will fund outreach work offering individuals a needs assessment, taster courses in different constructions skills through City College and brokerage with a developer for work placements or an Apprenticeship.</p>	

13. Tourism Futures	
Supports Unemployed adults	Funding £70,000 Working Neighbourhoods Fund
<p>The Tourism Futures steering group, which includes the city council, LSC, Job Centre Plus, SEEDA City College and other training providers, meets on a regular basis to support the development of employment and training opportunities for residents and businesses in the tourism, retail and hospitality industry.</p> <p>The first year of the Tourism Pre-employment Training Programme, funded by Economic Development, was completed in April 2009. 40 residents received training and support, 38 entered work placements, with 10 entering employment.</p> <p>The second year is currently under review due to changes in the local delivery of Welfare to Work programmes. A decision will be made after the Flexible New Deal provision starts in October 2009 since one of the main elements of this project is the after care support provided to individuals through the training provider's Welfare to Work programmes.</p>	

Annex 4

Terms of Reference

Partnership Roles within the City Employment & Skills Steering Group 2010

CESSG Partner	Purpose/ Role
<i>South East of England Development Agency (SEEDA)</i>	Regional policy and priorities
<i>Learning & Skills Council (LSC)</i>	Adult & Young Peoples accredited training
<i>Jobcentre Plus (JCP)</i>	Return to work services for the unemployed / Commissioning and support for local employment projects
<i>Brighton & Hove City Council (BHCC)</i> <i>Children & Young People's Trust (CYPT)</i>	Adult Education, 14 – 19 Partnership, Adult Learning Partnership, Education Business Partnership
<i>BHCC Policy</i>	BHCC political priorities, corporate knowledge and expertise
<i>BHCC Economic Development (ED)</i>	Business support signposting, workforce development, sites & premises, pre-planning advice
<i>BHCC Housing</i>	Housing benefits, benefits linked to return to work programmes
<i>Community Voluntary Sector Forum (CVSF)</i>	Representing voluntary, community sector and not for profits promoting training / advice and guidance, or community outreach services
<i>City College Brighton & Hove (CCBH)</i>	Community learning, accredited training, business support
<i>Business Community Partnership (BCP)</i>	Promotion of Social Enterprise
<i>Primary Care Trust (PCT)</i>	Outreach service, return to work programmes
<i>Business Link</i>	Government funded business support services in the city
<i>Economic Partnership (EP)</i>	Representing business needs in the city
<i>University of Brighton</i>	Research & Development for business, Community University Partnership, Peer to peer learning for business
<i>University of Sussex/ Sussex Learning Network (SLN)</i>	Research & Development for business, Creative network, Graduate Internships, Innovation & Growth team partner
<i>Skills Funding Agency (SFA)</i>	Post 19 accredited learning

**Partnership Roles within the
City Employment & Skills Steering Group 2010**

Attending to report	Purpose/ Role
<i>Sussex Employment & Skills Board</i>	Conduit between the two groups
<i>BHCC Performance</i>	Management of the LAA Interplan

Chair:

BHCC Director Housing Culture & Enterprise

Deputy Chair:

BHCC Head of Culture & Enterprise

LSP nominated representative:

Principal City College Brighton & Hove

SESB nominated representative:

BHCC Economic Development Manager

Secretariat:

BHCC Economic Development

City Employment and Skills Steering Group (CESSG)

Terms of Reference

(December 2007)

The key objective of the CESSG is to ensure the implementation and ongoing review of the Brighton & Hove City Employment and Skills Plan (CESP).

In pursuing this objective the CESSG will:

- Provide a cohesive and co-ordinated group of representatives from across the council and other relevant organisations to include the Learning & Skills Council, the Primary Care Trust, Business Link and Jobcentre Plus among others.
- Contribute to the development of the Local Area Agreement, and agree measurable targets against which the CESP can be delivered.
- Work collaboratively with each other to identify and agree the priority actions for focus of the CESP activity; identify funding opportunities and work toward greater synergy in commissioning.
- Continue to review the CESP the priorities to ensure that they remain relevant to the local economy and demography.
- Ensure that the CESP is appropriately disseminated and that mechanisms are in place to facilitate the participation of delivery organisations in meeting the CESP priorities.
- Report the progress and actions of the CESP to the LSP via the Economic Development & Enterprise Board (EDEB) and the Child and Young Peoples Trust (CYPT) Board.
- Each CESSG member will report to their own management board as appropriate
- Each CESSG will be responsible for disseminating CESSG activity to their members and partner organisations

Operating principles:

1. Chair: Meetings will be chaired by the Director for Cultural Services at Brighton & Hove City Council.
2. Membership: EDEB x 1, SEEDA x 1, LSC x 2, JCP x 2, BHCC/ CYPT x 2, BHCC / ED x 2, BHCC/ Policy x 2, BHCC / Housing x 1, CVSF x 1, CCBH x 1, BCP x 1, PCT x 1, Business Link x 1, BHEP x 1

3. Secretariat: Secretariat services for the CESP steering group will be provided by the Economic Development and Enterprise Unit at Brighton & Hove City Council. These services include; the organisation of all meetings and catering, booking venues and the drafting and circulation of the groups' agenda's, minutes and papers.
4. Meetings: Meetings will be held bi-monthly, as determined by members of the group. Meetings will be held in various venues across the CESSG membership.

Glossary:

CESSG –	City Employment and Skills Steering Group
CESP –	City Employment and Skills Plan
EDEB –	Economic Development and Enterprise Board
LAA –	Local Area Agreement
CYPT –	Child and Young Peoples Trust
SEEDA –	South East England Development Agency
LSC –	Learning & Skills Council
JCP –	Jobcentre plus
BHCC –	Brighton & Hove City Council
ED –	Economic Development
CVSF –	Community and Voluntary Sector Forum
BCP –	Business Community Partnership
PCT –	Primary Care Trust
BHEP –	Brighton & Hove Economic Partnership

Annex 5

CESP thematic Action Plan 2009/10

Strategic Priority: SP1 Theme: Business Support		Lead Organisation: BHCC-ED Overall lead: Cheryl Finella Data input: Angela Gaitani		
Key City Employment and Skills Steering Group (CESSG) partners / other partners <ul style="list-style-type: none"> • BHEP • SEEDA • Business Link • Universities • BCP • CVSF • Chamber of Commerce • Wired Sussex • Federation of Small Businesses 				
1. City Employment & Skills Plan (CESP) Priorities that this theme will address <ol style="list-style-type: none"> a. 1a: Ensure that there is sufficient and appropriate employment space to support the creation of new jobs b. 1b: Increase the level of entrepreneurship and business performance 				
2. Current activities to address this theme? <ol style="list-style-type: none"> a. Business Support Simplification Programme (BSSP) b. Business Clinics offered to local SMEs that are more than 2 years old c. Provide funding to Brighton & Hove Chamber of Commerce in offering events and training sessions to local businesses d. Social Enterprise Strategy e. Economic Development Strategy f. City council Recession Relief package to support Businesses g. Support employers to help them recruit effectively and train their staff through Train to gain 				
3. What additional areas of joint/partnership activities should/could add value in 2009/10?				
Activity	Action	Partners	Timeframe	Responsibility
Establish an Innovation and Growth Team (IGT) to service the needs of the businesses in the city	Working with partners across B&H and East Sussex to develop a robust business plan that secures SEEDA funding, and to deliver an effective IGT	SEEDA, BHCC-ED, BHEP, BL, Universities	4/09-06/09	Tony Mernagh
Deliver against the priorities of Social Enterprise Strategy	Equalities Impact Assessment on Action Plan Enhance Steering Group Develop the More than Profit Network incorporating Social Enterprises, business, statutory sector and other 3 rd sector partners	BHCC-ED, BCP, CVSF	09/09 06/09-09/09 04/09-03/10 04/09-03/10	Overall: Thea Alison Data: Emma Morgan

	Deliver Range of product development and capacity building workshops and surgeries to social enterprises Better Project – embedding social impact measurement into pilot Social Enterprises Gather information on needs and challenges for Procurers and Commissioners in Statutory Sector in relation to contracting with Social Enterprises		04/09-03/10	
Extend the recession relief package	Implement Business Lifebelt project	BHCC-ED, BL	02/09 – 07/09	Cheryl Finella Data: Rob Dawson
Provide one to one business support	Rolling 12 month programme of clinics 121 business improvement reviews (these can be chunked up into sectors - is there a preference?) Non-intensive assistance Generic non-intensive assistance GVA per employee (IA)	Business Link		Kerry Kyriacou
Deliver the Creative Workspace action plan	Work with developers and landlords to consider how vacant commercial space can be made accessible to the creative sector. Explore opportunities for new creative space within new developments	BHCC ED / Planning	06/09 – 03/10	Cheryl Finella Data: Angela Gaitani

LAA refreshed targets agreed in March 2010

LAA outcome	Baseline	Target 08/09	Target 09/10	Target 10/11	Comment	Lead Partners
L 2 Increase GVA per head	£18,833 (2005)	£20,185	£18,500	£18,685	Revised targets following revised ONS baseline	Brighton & Hove City Council & Job Centre Plus/City Employment & Skills Steering Group

Strategic Priority: SP1 / SP2 Theme: Entrepreneurship	Lead Organisation: BHEP/ BHCC-ED Overall: Cheryl Finella
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Key City Employment and Skills Steering Group (CESSG) partners / other partners

- **CYPT**
- **Business Link**
- **SEEDA**
- Sussex Innovation Centre
- Education Business Partnership

1. City Employment & Skills Plan (CESP) Priorities that this theme will address

- a. 1b: increase the level of entrepreneurship and business performance
- b. 2a: increase the number of jobs in the city that can be accessed by priority groups
- c. 2b: increase the number of people with labour market disadvantage accessing and remaining in sustainable employment
- d. 3a: improve the skills and employability of young people

2. Current activities to address this theme?

- a. Business Link Enterprise Gateway Service
- b. Business Link core service – 1-2-1 Business review
- c. Training, advice and support programmes delivered by Brighton & Hove Chamber of Commerce, InBiz etc.
- d. Sussex Innovation Centre – providing support for the creation and growth of technology and knowledge based companies in Sussex
- e. Support provided through national programmes, e.g. Shell LiveWire (16-30 yrs old), The Prince's Trust etc.
- f. Universities – innovation and growth team project
- g. Business Community Partnership – Social Enterprise Strategy actions

3. What additional areas of joint/partnership activities should/could add value in 2009/10?

Activity	Action	Partners	Timeframe	Responsibility
Co-ordinated design and delivery of start up clinics and workshops	Rolling 12 month programme of clinics 121Start-up Start-up workshop programme Non-intensive assistance Generic non-intensive assistance	BL BHCC SINC	4/09	Kerry Kyriacou

LAA refreshed targets agreed in March 2010

LAA outcome	Baseline	Target 08/09	Target 09/10	Target 10/11	Comment	Lead Partners
NI 171 New business registrations	71.8	64.0	64.0	74.0	Renegotiated	Brighton & Hove City Council & Job Centre Plus/City Employment & Skills Steering Group

Strategic Priority: SP1/SP2 Theme: Inward Investment and Retention		Lead Organisation: BHCC-ED Overall: Cheryl Finella			
Key City Employment and Skills Steering Group (CESSG) partners / other partners					
<ul style="list-style-type: none"> • BHEP • SEEDA • Business Link • BHCC-Planning 					
1. City Employment & Skills Plan (CESP) Priorities that this theme will address					
a. 1a: Ensure that there is sufficient and appropriate employment space to support the creation of new jobs					
b. 1b: Increase the level of entrepreneurship and business performance					
c. 2A: Increase the number of jobs in the city that can be accessed by priority groups					
2. Current activities to address this theme?					
a. Business Retention and Inward Investment (BRII) strategy					
b. Economic Development Strategy					
c. Assisting businesses to find suitable commercial premises in the city (<i>included in the BRII</i>)					
d. Creative work space study					
3. What additional areas of joint/partnership activities should/could add value in 2009/10?					
Activity	Action	Partners	Timeframe	Responsibility	
Take forward the BRII Implementation Plan	Deliver the year one action plan including a marketing & communication strategy to promote the city/ establish a business enquiry database/ produce a business welcome pack/ update the Commercial property database	BHCC-ED, BHEP, BL, SEEDA	05/09-03/10	Cheryl Finella Data: Andy Glover	
Maximise the support of Investment Development Manager (IDM) Work with SEEDA's new focus on international trade, inward investment nurturing global companies	Work with: <ul style="list-style-type: none"> • SEEDA to revise the IDM role and link it more closely to the BRII priorities • SEEDA sector consortia and other sector organisations as well as SEEDA's business operations team 	SEEDA	06/09 – 03/10	Cheryl Finella	
Support the Creative workspace Study	Explore opportunities for new creative space within new developments	BHCC ED / Planning	04/09 – 03/10	Cheryl Finella	

LAA refreshed targets agreed in March 2010

LAA outcome	Baseline	Target 08/09	Target 09/10	Target 10/11	Comment	Lead Partners
NI 171 New business registrations	71.8	64.0	64.0	74.0	Renegotiated	Brighton & Hove City Council & Job Centre Plus/City Employment & Skills Steering Group

Strategic Priority: SP1/SP2 Theme: Information, Advice and Guidance		Lead Organisation: BHCC- CYPT Overall and data: Dan Shelley		
Key City Employment and Skills Steering Group (CESSG) partners / other partners				
<ul style="list-style-type: none"> • LSC • JCP • CVSF • Universities (SLN) • Business Link Enterprise Gateway service 				
1. City Employment & Skills Plan (CESP) Priorities that this theme will address <ol style="list-style-type: none"> a. 2a – increase the number of jobs in the city that can be accessed by priority groups b. 2b – increase the number of people with labour market disadvantage accessing and remaining in sustainable employment c. 2d – develop appropriate actions to support individuals facing redundancy d. 3a – improve the skills and employability of Young People e. 3b – improve the skills of the City's workforce f. 3c – improve the skills of disadvantaged adult residents in the city 				
2. Current activities to address this theme? <ol style="list-style-type: none"> a. Advice Services Network, PCT, Sussex Partnership Trust b. Next Step service providing Careers advice and guidance in the city c. Breakthrough – a partnership of city council and third sector organisations providing 1:1 support and advice to unemployed residents d. Connexions Service providing careers advice and support to 13-19 year olds e. Co-location of Housing and work & learning advice services f. Sussex Learning Network - Learning at Work Information Service (LAWIS) and Learning Opportunities in the South East g. JCP contracted advice services, i.e. Pathways to work, Flexible New Deal, 				
3. What additional areas of joint/partnership activities should/could add value in 2009/10?				
Activity	Action	Partners	Timeframe	Responsibility
Implement the Adult Advancement and Careers Service (aacs) prototype Redevelopment of Palace Place and First Base to provide co-location of housing, work and learning services, IAG	<ul style="list-style-type: none"> – Host launch event – Ensure all commissioned services link with aacs to explore co-location, joint CPD and databases – Referrals between partners' services – Refurbishment undertaken (centre operational Summer 2010) – Stepping In Project for people in temporary accommodation 	JCP/LSC contractors, PCT and wider Advice services, Housing, AACS delivery partners	23/3 July/Aug 09- Summer 2010 Jan 10 Autumn/Spring 09/10 July 09-Mar 10	Dan Shelley
Extend role of Housing Options to include links to work and learning	<ul style="list-style-type: none"> – Training for Options Staff – Pilot for Turning the Tide 			
Improving access to work and learning for tenants in social housing				
Agree a citywide 14-19 IAG Strategy for	<ul style="list-style-type: none"> – Jointly produced LMI – Strategy developed 	ED/CYPT	August 09 March - June	Dan Shelley

the city to provide impartial guidance that includes up to date resources on Diplomas, Apprenticeships and the local Labour Market Intelligence (LMI)	– Strategy signed off by 14-19 Partnership Board		October 09	
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LAA refreshed targets agreed in March 2010

LAA outcome	Baseline	Target 08/09	Target 09/10	Target 10/11	Comment	Lead Partners
NI 79 Achievement of a Level 2 qualification by the age of 19	69% (07/08)	78%	80%	82%	No change	Learning Skills Council
NI 117 16 to 18 year olds who are not in education, training or employment (NEET)	9.3%	7.6%	7.10%	6.70%	No change	Learning Skills Council

Strategic Priority: SP2
Theme: Volunteering

Lead Organisation: CVS Forum
Overall: Paul Bramwell

Key City Employment and Skills Steering Group (CESSG) partners / other partners

- BCP
- JCP
- Business Link Enterprise Gateway service
- Working Together Project
- Volunteer Centre
- Volunteer Strategy Steering Group

1. City Employment & Skills Plan (CESP) Priorities that this theme will address

- a. 2b: Increase the number of people with labour market disadvantage accessing and remaining in sustainable employment
- b. 3a: Improve the Skills and Employability of Young people
- c. 3b: Improve the Skills of the City's Workforce
- d. 3c: Improve the Skills of Disadvantaged Adult Residents in the City

2. Current activities to address this theme?

- a. LSC - Volunteers eligible for free Train To Gain training leading to Skills for Life, full level 2 (including repeat level 2s from the approved list), and full level 3 qualifications
- b. Volunteering strategy
- c. Volunteer Centre Brokerage and good practice support in working with volunteers
- d. BCP Business Action on Homelessness
- e. LSC ESF project with B&H Albion to promote volunteering related to sport and the Olympics (includes Personal best qualification)
- f. Brighton & Hove Volunteers – supporting youth volunteering
- g. Working Together Project – training for neighbourhood based voluntary run community groups
- h. Frontline VCOs providing volunteering programmes across the city
- i. JCP – Community Services Volunteer (CSV)

3. What additional areas of joint/partnership activities should/could add value in 2009/10?

Activity	Action	Partners	Timeframe	Responsibility
Develop and Implement Volunteering Strategy	Partners to contribute to the development	Strategy steering group		Paul Bramwell
Enhance citywide brokerage and volunteer placement service	In line with the Volunteering Strategy, CESSG to support the enhancement of brokerage services, and offering an attractive and integrated package to potential volunteers, including access to training as well as support to maintain and develop their skills in the (voluntary) workplace and access to employment support when it is needed.	JCP – CSV, Volunteer Centre, Brighton & Hove Volunteers, Active Student, ProjectV, JCP, Employment support contractors, Working Together Project	06/09 – 03/10	Paul Bramwell

Enhance and coordinate outreach, to promote volunteering around the city	Develop a network of volunteer co-ordinators and connect it to the network of outreach / advice workers and the CESP outreach funders group.	Outreach Funders Group BHCC Working Together Project Volunteer Centre Volunteer Strategy Steering Group	06/09 – 03/10	Paul Bramwell
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LAA refreshed targets agreed in March 2010

LAA outcome	Baseline	Target 08/09	Target 09/10	Target 10/11	Comment	Lead Partners
NI 6 Participation in regular volunteering	23.9% 08/09 baseline	Baseline year		26.6% Place Survey 2010	Updated baseline – targets pending comparative data	Brighton & Hove Council & Stronger Communities Partnership
NI 7 Environment for a thriving third sector	19.8% 08/09	19.8%)	25.0% (5.2% increase in new survey 2010)	Updated baseline & targets	Brighton & Hove Council & Stronger Communities Partnership

Strategic Priority: SP2/3 Theme: Pre-employment training and support	Lead Organisations: JCP Overall lead: Grahame Widdowson
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Key City Employment and Skills Steering Group (CESSG) partners / other partners

- BHCC
- City College Brighton and Hove
- Business Link Enterprise Gateway service
- Working Links
- VCS Forum members (e.g. Together Project)

1. City Employment & Skills Plan (CESP) Priorities that this theme will address

- a. 2b: Increase the number of people with labour market disadvantage accessing and remaining in sustainable employment
- b. 3a: Improve the Skills and Employability of Young people
- c. 3b: Improve the Skills of the City's Workforce
- d. 3c: Improve the Skills of Disadvantaged Adult Residents in the City

2. Current activities to address this theme?

- a. Outreach working and courses developed through the BHLF Adult Learning Group
- b. JCP Pathways to Work
- c. DWP ESF contracts
- d. LSC ESF Skills for Jobs contracts (Albion, BHCC, Working Links) and 6 month unemployed and rapid response
- e. JCP New Deal
- f. JCP Programme Centres
- g. LSC funded courses for 16-18s and 19+ including Entry to employment (e2e)
- h. LSC Employability Skills (Tomorrow's People)
- i. LSC Offender Learning and Skills Service (OLASS)
- j. Futures models in the tourism and construction sector
- k. Housing Work and Learning Services
- l. City Sector Routeway group (consists of JCP and main contracted partners working in the City: A4E, W Links, RBLI, CDG, with City College to join).
- m. JCP run group jobsearch sessions.
- n. JCP/BHCC LEP workshops
- o. Future Jobs Fund.

3. What additional areas of joint/partnership activities should/could add value in 2009/10?

Activity	Action	Partners	Timeframe	Responsibility
Worklessness/ Outreach funders group	<ul style="list-style-type: none"> – Map outreach provision in the city and work with partners towards greater collaboration in planning and delivery – Work towards joint commissioning and links to the AACS 	BHCC, PCT, Voluntary Sector	06/09 – 03/10 Review in March 2010	Cheryl Finella
Closer cooperation between Major Contractors in delivering front line services	Providing performance outcomes to contribute to the LAA	Major Providers Group	06/09 – 03/10	Angela Gaitani

Develop a legally enforceable obligation for developers (SPD/ S106) linked to the provision of skills and employments opportunities for residents	<ul style="list-style-type: none"> - Prepare the Interreg EU bid in partnership with France - Support the progression of SPD 	BHCC - ED, Planning, International Team	06/09-03/10	Cheryl Finella
Improving access to work and learning for residents in social housing	<ul style="list-style-type: none"> - Turning the Tide Pilot - City-wide roll out 2010-2012 	Housing, AACS delivery partners JCP/LSC contractors, PCT and wider advice services	July 09-Mar 2010	Emma Gilbert

Existing targets (with any potential stretch due to added value)

LAA outcome	Baseline	Target 08/09	Target 09/10	Target 10/11	Comment	Lead Partners
NI 79 Achievement of a Level 2 qualification by the age of 19	69% (07/08)	78%	80%	82%	No change	Learning Skills Council
NI 117 16 to 18 year olds who are not in education, training or employment (NEET)	9.3%	7.6%	7.10%	6.70%	No change	Learning Skills Council
NI 152 Working age people on out of work benefits	12.9%	12.3%	12.0%	11.7%	Renegotiated	Brighton & Hove City Council & Job Centre Plus/City Employment & Skills Steering Group
NI 163 Working age population qualified to at least Level 2 or higher	75.3%	76.9%	77.9%	79%	No change	Learning Skills Council

Strategic Priority: SP2/3 Theme: In-employment training and support	Lead Organisation: LSC Overall lead: Michael Nix
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Key City Employment and Skills Steering Group (CESSG) partners / other partners

- JCP
- City College Brighton and Hove
- Sussex Learning Network
- Sussex Enterprise/Business Link/South East Skills
- CVSF
- Train To Gain partners

1. City Employment & Skills Plan (CESP) Priorities that this theme will address

- a. 2a: Increase the number of jobs in the city that can be accessed by priority groups
- b. 2b: Increase the number of people with labour market disadvantage accessing and remaining in sustainable employment
- c. 2c: Develop partnerships with employers to promote diversity in the workplace and to respond to their recruitment and retention needs
- d. 2d: Develop appropriate actions to support individuals facing redundancy
- e. 3a: Improve the Skills and Employability of Young people
- f. 3b: Improve the Skills of the City's Workforce
- g. 3c: Improve the Skills of Disadvantaged Adult Residents in the City

2. Current activities to address this theme?

- a. LSC Train to Gain and Employer responsive provision
- b. LSC National Apprenticeship Service
- c. Adult Advancement and Careers Service
- d. Local Employment Partnerships (LEPs)
- e. Contribution to Sussex Employment & Skills Board
- f. ESF contracts for colleges (responding to recession)
- g. Tourism Futures
- h. Housing employment support services eg BAOH, Working Support Service, LD Work & Skills Group

3. What additional areas of joint/partnership activities should/could add value in 2009/10?

Activity	Action	Partners	Timeframe	Responsibility
Develop a citywide Apprenticeship Strategy for the city that increases the number of placements available and reduces the contacts employers have on skills related issues	<ul style="list-style-type: none"> – Draft strategy consulted with employer representative groups – Development of citywide marketing strategy for Apprenticeships – Work with Skills South East, NAS and CCB to ensure a cohesive approach to employers develops in the city – Plan joint attendance at the city's employer representative groupings – 1 page provider matrix outlining the city's Apprenticeship offer 	<ul style="list-style-type: none"> City Council LSC Skills South East BHEP City College 		Dan Shelley
Increase the number of employers in the	<ul style="list-style-type: none"> – Use CESP employer links to sell the concept of the 	<ul style="list-style-type: none"> LSC JCP 	06/09 – 03/10	Angela Gaitani Input from Joe

city signing both the Skills Pledge and Local Employment Partnerships.	<p>wider workforce development benefits including apprenticeships and encourage employers to sign the Skills Pledge, LEP agreements</p> <ul style="list-style-type: none"> – Ensure all relevant employment and skills funding is linked and packaged to benefit employers in a targeted way – Ensure Business Link, SSE and LEP managers have fully effective communication arrangements so referrals are made 			Davenport/ Grahame Widdowson
Systematically publicise the Train to Gain and Skills Pledge offer to employers in an employer-friendly format	<ul style="list-style-type: none"> – Produce and distribute local 1 page publicity materials and web content 	SCTP LSC Skills South East	06/09 – 03/10	Vernice Halligan
Working with SESB to ensure that the needs of Brighton & Hove employers are reflected in future provision	<ul style="list-style-type: none"> – Provide representation on the SESB and disseminate the new CESSG priorities with the aim of influencing regional policy decisions 	CESSG / SEEDA	06/09 – 03/10	Cheryl Finella
Housing Management Improvement Programme Maintenance Contracts Procurement - Objectives for community regeneration and wellbeing	<ul style="list-style-type: none"> – Procurement Process – Co-ordination and programme management of identified work, training and employment opportunities prior to contracts coming into effect in April 2010 	Housing Econ Dev Successful contractor and identified partners	July 2009 – Mar 2010	Emma Gilbert
Develop a flexible and accessible framework of higher level CPD opportunities to increase the take up of workplace training at level 4 and beyond	<ul style="list-style-type: none"> – Consultations with employers to establish and define areas of demand – Remodelling of existing curriculum to meet established needs – Delivery of flexible, modular curriculum offer in partnership with employers 	SLN partners (two Universities, City College), City Council, Major Providers Group, B&H Economic Partnership, LSC and possibly JCP and Business Link	06/09 – 05/12 01/10 – 05/12	Viki Faulkner

LAA refreshed targets agreed in March 2010

LAA outcome	Baseline	Target 08/09	Target 09/10	Target 10/11	Comment	Lead Partners
NI 79 Achievement of a Level 2 qualification by the age of 19	69% (07/08)	78%	80%	82%	No change	Learning Skills Council
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NI 152 Working age people on out of work benefits	12.9%	12.3%	12.0%	11.7%	Renegotiated	Brighton & Hove City Council & Job Centre Plus/City Employment & Skills Steering Group
NI 163 Working age population qualified to at least Level 2 or higher	75.3%	76.9%	77.9%	79%	No change	Learning Skills Council

Strategic Priority: SP4 Theme: Partnership working	Lead Organisation: BHCC-ED Overall: Cheryl Finella Data: Angela Gaitani
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Key City Employment and Skills Steering Group (CESSG) partners / other partners

- **All CESSG members**

1. City Employment & Skills Plan (CESP) Priorities that this theme will address

- 4a: Develop and sustain effective arrangements between partners
- 4b: Improve intelligence, data-sharing and a common understanding of city employment and skills needs

2. Current activities to address this theme?

- CESSG Meetings and activities
- CESSG working group activity
- Partnership data group meetings with focus on economic, employment and learning data
- Regular updates to LSP/PSB to ensure commitment at the highest level

3. What additional areas of joint/partnership activities should/could add value in 2009/10?

Activity	Action	Partners	Timeframe	Responsibility
Relevant Performance updates from all partners against areas of work	Performance information at meetings Performance analysis undertaken by CESSG WG and distributed to main board Commitment to interventions and actions from relevant partners	All CESSG partners	06/09-03/10	Angela Gaitani
Ensure that other partnerships are aware of their contribution to the employment and skills work undertaken by CESSG	Some activities listed below Improve the dissemination of the CESSG actions to all related partners Specific workshops/ events organised between partnerships focusing on links between other themes and employment and skills	All CESSG partners	06/09-03/10	All leads
Annual CESSG workshop	CESSG working group to plan and propose the programme Review performance and plan future activities	All CESSG partners	06/09-03/10	Cheryl Finella
Establish the CESP accord which will outline partners' commitments to deliver the CESP	CESSG Members to attend formal signing event for the Accord	All CESSG partners	06/09-03/10	Angela Gaitani
Establish key mechanisms to ensure annual sharing of business planning between and with partners to maximise	CESSG members to share information on business planning cycles and indicate which elements of the CESP will be considered Timetable agreed and plans shared	All CESSG partners	06/09-03/10	All leads

partnership working and impact				
Improve intelligence sharing regarding the flow of vacancies and the needs of employers	Draft list for JCP to consider	All CESSG partners	06/09-03/10	All leads
Evolve Integrating Employment and Skills (IES)	Implement IES in Brighton & Hove by: 1. Introduction of training for 6 month unemployed involving college, JCP and VT. 2. Introduction of training for 12 month unemployed 3 Launch of 'IES Light' IAG service for unemployed through VT, JCP and AACS prototype 4 Through the Major Providers Network, obtain the optimum working relationship and referral arrangements between LSC providers, JCP providers and VT	LSC, JCP	06/09-03/10	Val Koffman
Work together to access and harness funding from different sources to meet employment and skills needs in the city	Joint application for the Future Jobs Fund	All CESSG partners	06/09-03/10	All leads
Ensure all relevant activities are tracked by LAA	Interplan database will monitor the progress of the CESP action plan Lead partners to get training and start using the Interplan database	BHCC	06/09-03/10	Lisa Shaw

LAA refreshed targets agreed in March 2010

LAA outcome	Baseline	Target 08/09	Target 09/10	Target 10/11	Comment	Lead Partners
L 2 Increase GVA per head	£18,833 (2005)	£20,185	£18,500	£18,685	Revised targets following revised ONS baseline	Brighton & Hove City Council & Job Centre Plus/City Employment & Skills Steering Group

CESSG Accord

CITY EMPLOYMENT AND SKILLS STEERING GROUP
Memorandum of Accord



Context
 The City Employment and Skills Steering Group has as its mission the creation of a coherent and coordinated approach to employment and skills, which will benefit the residents of Brighton & Hove and strengthen the city's economy. We are keen to ensure effective collaboration and partnership working in order to maximise the effectiveness of interventions to tackle the employment and skills needs of the city.

Manner of working
 The CESSG partners will:

- Establish formal mechanisms to ensure annual sharing of business planning to maximise partnership working and impact
- Arrange regular meetings on a six-weekly basis
- Be responsible for monitoring and updating the group on the progress of the thematic priorities that they lead on
- Ensure consistency of senior representation and regular attendance at CESSG meetings
- Actively participate in the delivery of the thematic priorities that they are involved in through regular communication/attendance at the CESSG thematic mini-groups
- As far as possible, capitalise on each partner's strengths and core service provision
- Seek to involve other partners within the city wherever and whenever appropriate
- As employers, lead by example on the recruitment and retention of people facing disadvantage in the labour market
- Report on actions and outcomes to the CESSG for monitoring

Purpose
 The CESSG will provide a cohesive and co-ordinated strategic group of representatives, who will work together in order to improve the employment and skills of local residents and businesses in order to meet immediate priorities and the future pressures of demographic change in the city by:

- Working collaboratively with each other to address the four strategic targets identified in the CESP
- Delivering a co-ordinated annual plan of priority actions for the focus of CESP activity in line with the agreed Local Area Agreement (LAA)
- Sharing information and intelligence to better understand employment and skill needs and opportunities
- Collaborating in developing funding bids in line with the strategic priorities identified in the CESP

 <hr/> <p>Scott Marshall Director of Culture & Enterprise Brighton & Hove City Council</p>	 <hr/> <p>Thea Allison Director Brighton & Hove Business Community Partnership</p>	 <hr/> <p>Chris Baker Head of Economic and Social Engagement University of Brighton</p>
 <hr/> <p>Gilly Bartrop Area Director Sussex South East England Development Agency</p>	 <hr/> <p>Graham Bourne Head of Revenues & Benefits Brighton & Hove City Council</p>	 <hr/> <p>Paul Bramwell Development Worker Community Voluntary Sector Forum representative</p>
 <hr/> <p>Viki Faulkner Director Sussex Learning Network</p>	 <hr/> <p>Phil Frier Principal City College Brighton & Hove</p>	 <hr/> <p>Debby Gill District Manager Jobcentre Plus</p>
 <hr/> <p>Joy Hollister Director of Adult Social Care & Housing Brighton & Hove City Council</p>	 <hr/> <p>Kerry Kyriacou Stakeholder Relationship Manager Business Link</p>	 <hr/> <p>Jo Lyons Assistant Director of Children & Young Peoples Trust Brighton & Hove City Council</p>
 <hr/> <p>Tony Mernagh Chief Executive Brighton & Hove Economic Partnership</p>	 <hr/> <p>Simon Newell Head of Partnerships and External Relations 2020 Community Partnership</p>	 <hr/> <p>Michael Nix Partnership Director Learning & Skills Council</p>
 <hr/> <p>Tom Scanlon Director of Public Health Brighton & Hove City Primary Care Trust</p>	 <hr/> <p>Joanne Wright Pro-Vice Chancellor University of Sussex</p>	 <hr/> <p>Anthony Zakrzewski Head of Policy Brighton & Hove City Council</p>

Interplan Report

City Employment & Skills Steering Group

City Employment and Skills Plan



End of year report (09/10)



Indicators

PERFORMANCE INDICATOR	UNIT	TARGET	ACTUAL	STATUS	Latest Comments
L 02 – Gross Value Added Per Head	£	18,500.00	19,477.00		<p>GVA (Gross Value Added) is a measure of the value of the local economy. A relatively high GVA per head indicates that the local economy is healthy and productive.</p> <p>Brighton & Hove GVA grew at around 3% in the period 2006-7; the SE grew at around 4% and the rest of the country outside of London significantly slower, particularly NE and Midlands's areas. This means that B&H GVA is growing faster than most cities outside of London. B&H GVA is growing at a faster rate than most cities, and is likely to continue to do so according to the Centre for Cities Report 2010.</p>
NI117 – 16 to 18 year olds who are not in education, employment or training (NEET)	%	7.60	7.80		<p>The latest result is for 2008/09 being an average of performance for Nov/Dec/Jan. This figure compares well with nearest statistical neighbour results of 7.9% (Bristol) and 8.2% (Bournemouth) demonstrating that comparative performance is strong. NEET numbers have been rising in recent months. In August 2009 there were 500 compared to 398 in August 2008.</p>


Indicators

PERFORMANCE INDICATOR	UNIT	TARGET	ACTUAL	STATUS	Latest Comments
NI171 – New business registration rate per 10,000 of the population (VAT and PAYE)	No.	63.00	63.30		<p>Business registrations are a proxy measure for business start-ups (actual measure is VAT and PAYE per 10,000 pop).</p> <p>The information shown is for 2008 which is the latest available. The target has been adjusted to reflect the impact of the recession and a change to baseline information.</p> <p>In the Centre for Cities report for 2010, Brighton was highlighted as having the 6th highest business birth rate (out of 64 other areas – 49.6%) – this is compared with a business death rate of 42.4%. As well as featuring in the top ten for business births we also feature in the top ten for high skilled workforce and knowledge intensive industries – this highlights our high rate of entrepreneurial activity. The report also refers to our business stocks per 10,000 population and that we rank 2nd out of the 64 areas referenced within the report (a stock of 456.5 per 10,000 population).</p>
NI007 – Environment for a thriving third sector	%	16.20	19.80		<p>Data source – National Survey of Third Sector Organisations 2008. Nationally the result achieved 16.2%, as this is the baseline year no target was set, in this instance the national result has been set as the target to put the Brighton & Hove result into context.</p> <p>The 2010/11 target will be 24.8%.</p>


Indicators

PERFORMANCE INDICATOR	UNIT	TARGET	ACTUAL	STATUS	Latest Comments
NI163 – Proportion of working age people qualified to Level 2 or higher	%	77.90	78.90		The information shown is for the calendar year 2008, which is the latest available. The national result for 2008 was 69.4%.
NI079 – Achievement of a Level 2 qualification by the age of 19	%	78.00	76.00		The result given relates to the 2007/08 academic year. 2008/09 academic year information will be available in December 2009. Nationally the result was 73%
NI006 – Participation in regular volunteering	%	23.20	24.30		This information is taken from the 2008 Place Survey. The UK average 23.2% from the 2008 surveys has been used as the target as the 08 was the baseline year.

Indicators

PERFORMANCE INDICATOR	UNIT	TARGET	ACTUAL	STATUS	Latest Comments
NI152(i) – Percentage of the working age population claiming out of work benefits	%	13.40	13.30		<p>This measures the rate and number of people on 'key working age benefits'. Given that a direct impact of any recession is an increase in unemployment, it follows that NI 152 has increased with unemployment. The number of people claiming JSA in Great Britain has doubled in the past two years. However, local performance in Brighton & Hove has been better than the national average in terms of percentage increases in JSA claimants, even though the city was starting from a higher baseline. Centre for Cities 2010 puts Brighton in the top ten cities with the lowest levels of inequality (in Nov 09) when looking at claimant counts geographically across the city.</p> <p>The result reflects a four quarter average up until Aug 2009 – 13.3% is the equivalent to 23,670 people on working age benefits. The target of 13.4% is the revised agreement and that tracks at 1.1% above the England average.</p>

Indicators


PERFORMANCE INDICATOR	UNIT	TARGET	ACTUAL	STATUS	Latest Comments
NI151 – The percentage of the working age population who are in employment	%	72.80	74.10		<p>This measures the rate of employment of the working age population and includes those who do at least one hours paid work per week. Also included are people working unpaid in family businesses and people on government supported employment training schemes.</p> <p>The result reflects a 12 month average between Jul 08-Jun 09 and is equal to 131,200 people (total working age population is 173,200).</p> <p>Centre for Cities 2010 see Brighton fairing well with the future generation of jobs due to our location and economic base and we have the highest private sector jobs growth rate out of the 64 cities referenced in the study – this demonstrates the ability of the city to drive the economy forward in years to come.</p>

Theme : 1 Business Support


Activity: - Establish an Innovation and Growth Team to service the needs of the businesses in the city

Action	Progress	Responsible Person	Status	Start Date	End Date
- Work with partners to access SEEDA funding	<ul style="list-style-type: none"> - A final business plan £2.6m of funding for the East Sussex and Brighton & Hove Innovation & Growth Team (IGT) was submitted to SEEDA on 9th October. Approval from the Financial Appraisal committee is anticipated at the end of October and the funding is expected to be in place by the end of December 2009. - The IGT is tasked to generate £50m of <input type="checkbox"/>influence<input type="checkbox"/> GVA and £25m of private investment between Jan 2010 and March 2013. The IGT was due to commence on 01.01.2010 but this has been delayed by a number of factors. - The Business plan has now passed all the internal SEEDA appraisal processes and Sussex Innovation Centre [SinC] has been agreed as the Lead Partner/Accountable Body. SinC and SEEDA have been engaged in detailed negotiation over the Grant Framework Agreement [GFA] for a number of weeks and this is still ongoing but it is hoped that both the GFA and the Consortium Agreement will be in place by 15th February for the IGT to commence immediately after this date. 	Tony Mernagh – C.E. of Economic Partnership		01/04/09	30/06/09


Activity: - Deliver against the priorities of Social Enterprise

Action	Progress	Responsible Person	Status	Start Date	End Date
<ul style="list-style-type: none"> - Equalities Impact Assessment on Action Plan - Enhance Steering Group - Develop the More than Profit Network incorporating Social Enterprises, business, statutory sector and other 3rd sector partners - Deliver Range of product development and capacity building workshops and surgeries to social enterprises - Better Project embedding social impact measurement into pilot Social Enterprises - Gather information on needs and challenges for Procurers and Commissioners in Statutory Sector in relation to contracting with Social Enterprises 	<ul style="list-style-type: none"> - Equalities Impact Assessment on Action Plan complete and Action Plan approved by Brighton and Hove City Council Cabinet - Steering Group extension complete, now has 3 social entrepreneurs as active members - More Than Profit Network has 218 cross-sector organisations on distribution list (of which 80 are social enterprises). Network offer recently drafted with reference to the recommendations established through the 3 network development events. On march 2010 distribution list has grown to 257. - Product development and capacity building workshops and surgeries very well-subscribed and received - Better Project embedding social impact assessment – 6 social enterprises throughout the County receiving support and training to adopt and embed appropriate social impact assessment procedures in their organisations. As on March 2010 – the training process is complete with the next phase being one-to-one support and mentoring through the process. First set of social accounts from the pilot social enterprises should be available from June 2010. - Better Project – Gathering information on the needs and challenges facing public sector commissioners and procurers in contracting with social enterprises. At the first event for commissioners, there was considerable interest in the event and 15 people signed up. However only 6 attended. This indicates a need for further work with commissioners to increase awareness of the advantage of engaging with this project to influence the way social enterprises measure and present information in the bidding process, and the local benefits of delivering public services through social enterprises. As on March 1st 2010 – 46 procurers and commissioners are on The Better Project distribution list. Continual developmental work has been taking place with an update on The Better Project having been published for distribution to procurers and commissioners. - Internally at Brighton & Hove City Council there is a pooling of knowledge for the evolution of an intelligent commissioning strategy and BCP has offered to support these meetings and share knowledge as and when is appropriate. A further update will be published in April with further face to face events being organised for similar time-scale. 	<p>Judith Cousin – Interim CEO – Business Community Partnership</p>		<p>01/04/09</p>	<p>31/03/10</p>


Activity: - Extend the recession relief package

Action	Progress	Responsible Person	Status	Start Date	End Date
<p>- Implement Business Lifebelt project</p>	<p>Original Business Lifebelt project is now complete, assisting 1407 businesses through one-to-one sessions and 14 events in the period February – September 2009. 87% of feedback received from Business Lifebelt event was 'good' or 'excellent' (feedback sample = 195). Below is a breakdown of the project: -</p> <p>1. Enhanced City Business Clinics (Feb – July) Marketed specifically towards priority sectors enhanced City Business Clinics provided additional tailored 1to1 support including cash-flow advice. 39 SMEs received intensive support against a target of 32.</p> <p>2. Sector-specific Workshops (March – Sept) Five series of workshops that focused on priority business sectors. Workshop topics were based on the needs of the sector and delivered by sector specialists. 493 SMES received sector-specific advice against a target of 300.</p> <p>3. "Meet the Professionals" Drop In (April) Drop-in event supported by Chamber where businesses can 'speed network' industry professionals including accountants, bankers, solicitors and digital marketing professionals. 75 SMEs received professional advice against a target of 100.</p> <p>4. Business Support Event (May) Full-day event supported by Brighton & Hove City Council and external relations group. Intervention enabled subsidised stands to be taken up by council teams and members of business support partnership 800 SMEs received support against a target of 300.</p>	<p>Rob Dawson – Economic Development Officer</p>		<p>01/02/09</p>	<p>31/07/09</p>

Activity: - Deliver the Creative Workspace action plan

Action	Progress	Responsible Person	Status	Start Date	End Date
<p>- Work with developers and landlords to consider how vacant commercial space can be made accessible to the creative sector. Explore opportunities for new creative space within new developments</p>	<p>Work is underway to look at options for the future of New England House, the report will consider amongs other things, the costs associated with any upgrade of the building.</p> <p>Economic Development continues to consider new and or pre-planning applications and will recommend options for creative workspace when appropriate, however the current economic conditions have seen a slow down in new build.</p> <p>A new Economic Development Officer post will be created in the ED team, the postholder will focus on sector development with the Creative Indsutries and Environmental Technologies prioritised in the first instance.</p>	<p>Cheryl Finella – Lead Economic Development Officer</p>		<p>01/06/09</p>	<p>31/03/10</p>


Activity: - Provide one to one business support

Action	Progress	Responsible Person	Status	Start Date	End Date
<ul style="list-style-type: none"> - Rolling 12 month programme of clinics - 121 business improvement reviews - Non-intensive assistance - GVA per employee (Note: Gross Value Add extracted from Brighton businesses Business Link have worked with Intensive\N) 	<p>Period: 1st April 2009-30th September 2009 (Rolling 4 Quarters)</p> <p>Business Clinics: Analysis & performance</p> <p>20 appointments for clinics , achieving 19 Intensive Assist 95% on target. (July to September)</p> <p>121 business Improvement Reviews:</p> <p>870* Intensive Assistance achieved: 7.9% penetration (IDBR no. of B&H businesses)</p> <p>*Includes Intensive Assist achieved through Business Clinics.</p> <p>+ 48% over target: +37% over L.Yr Performance attributed to the Lifebelt activity, having a positive impact the awareness of BL services.</p> <p>*245 Ias achieved with female owned businesses: 242 Ias achieved in Real Estate, Business & Financial Activities: 57 Ias in Community, Social & Personal Services: 59 Ias in Retail & Wholesale sectors & 34 Ias in Hotels & Restaurants.</p> <p>15 Ias within the Social Enterprise sector: A low achievement denoting additional work required in raising the awareness of the BL service within this sector. Though Non Intensive activity within Social Enterprises is much more successful as indicated below.</p> <p>Non Intensive Assistance:</p> <p>6,762 non intensive interactions: 61.39% penetration. (IDBR).</p> <p>+ 37% over target: + 32% over L.Yr Again performance attributed to the Lifebelt workshop programme. Penetration within disadvantaged areas has increased by +23% over L.Yr, attributed to the Business Link Enterprise Gateway service. Social Enterprises is +9% over target attributed to engagement with the B&H Business Community Partnership.</p> <p>In summary, an excellent performance of IA & Non IA achievements, indicating that collaboration and partner initiatives at a very local level helps reach many more businesses.</p> <p>GVA per employee:</p> <p>£16,000 per employee is moderately below East Sussex at £18,000 p.e, though significantly below West Sussex at £30,000 p.e and can be attributed to the impact of the recession. However the actual change of GVA per employee of £6,000 is considerably greater than most other Sussex Authorities,</p>	<p>Kerry Kyriacou – Business Link</p>		<p>01/04/09</p>	<p>31/03/10</p>

Action	Progress	Responsible Person	Status	Start Date	End Date
	<p>signifying perhaps less redundancies per company. The forecast change per employee in B&H, January 2009 was the lowest in Sussex, suggesting that business confidence was by comparison to other areas much lower. (Many businesses in rural areas in Sussex have been less affected by the recession though as we know Coastal towns have been more venerable to the recession). Since January 2009 confidence in B&H is much more positive, showing a slight dip again in Sept but overall forecast change per employee peaked at £4,700 per employee in June 2009 above the rest of Sussex, suggesting greater resilience and optimism. GVA data is extracted from businesses BL has worked with Intensively and as a result comments are subjective to those businesses only.</p>				


Theme : 2 Entrepreneurship

- Activity:**
- Co-ordinated design and delivery of start up clinics and workshops


Action	Progress	Responsible Person	Status	Start Date	End Date
<ul style="list-style-type: none"> - 121 Start-up - Start-up workshop programme - Non-intensive assistance 	<p>Period 1st April 2009 to 30th September 2009 – Rolling 4 quarter</p> <p>Achieved 127 start up Intensive Assistance +327% over previous rolling 4 quarter Breakdown by sector: 12.5% in Construction 12% in Retail 50% in Business Services 25% in Health & Social</p> <p>Workshop programme: Non Intensive assist In this period 65 start up workshops ran in B&H alone with an attendance of 455 delegates, averaging 7 delegates per workshop. X2 Social enterprise workshops were available with 26 attendees. The most popular mainstream workshop attended was Planning for Success with an attendance of 33% of all delegates. The least attended workshop was the pre start workshop titled Foundations for Success that helps facilitate the intention to start a business. The workshops offered are: Foundations for success Planning for Success Managing Money Winning and retaining new w customers.</p>	Kerry Kyriacou – Business Link		01/04/09	31/03/10

Theme : 3 Inwards Investment and Retention

Activity: - Take forward the BRII Implementation Plan

Action	Progress	Responsible Person	Status	Start Date	End Date
<p>- Deliver the year one action plan including a marketing & communication strategy to promote the city/ establish a business enquiry database/ produce a business welcome pack/ update the Commercial property database</p>	<p>The BR11 1st year Action Plan has been approved by the Officer Working Group and the BR11 Board.</p> <ul style="list-style-type: none"> - A Marketing and Communications Strategy has been developed with partners and work is underway in preparing various publications to promote the city to investors. 4 events have been held where the BR11 was presented to external partners in the city. - Work is well underway in establishing a business enquiry database where business enquiries can be recorded, tracked and monitored within the economic development function. A separate database has also been established recording, tracking and monitoring business enquiries specifically with regards to commercial property requirements. - A Welcome Pack has been prepared providing information about the city, its key sectors, the role of the economic development team and the various support organisations operating in the city. This Welcome Pack can be adapted to meet individual requirements from businesses in the city, businesses in the city looking to expand and move and businesses considering Brighton & Hove as a business location. - The commercial property database is currently going through a major overhaul upgrading the front end of the database with a more professional feel and more customer focused. Additional reporting mechanisms are also being built into the database to provide the economic development team with further information regarding the movement of space in the city and □influence on line 1st March 	<p>Andy Glover – Economic development officer sites and premises</p>		<p>01/05/09</p>	<p>31/03/10</p>

Activity: - Maximise the support of Investment Development Manager (IDM)


Action	Progress	Responsible Person	Status	Start Date	End Date
<ul style="list-style-type: none"> - Work with: • SEEDA to revise the IDM role and link it more closely to the BRIL priorities • SEEDA sector consortia and other sector organisations • SEEDA's business operations team 	<p>SEEDA's new account managers are still being appointed and it is as yet unclear how they will engage with specific areas; the SEEDA representative on the BRIL Board and the officer group has agreed to provide regular updates on progress.</p> <p>The Innovation & Growth Team proposal to SEEDA has been approved and contracts are due to be signed this month. When in operation the IGT will work with businesses in East Sussex & Brighton & Hove with growth potential; specific criteria will be used to identify growth businesses and provide them with the tools and support needed for long-term growth. Around 250 businesses will receive intensive support with a further 700 -900 receiving less intensive support and referral to other services.</p> <p>Staff in ED are pulling together the data for the Local Area Proposition and using additional resources to support the creation of a sector influence Local Area Proposition for digital media. The propositions should be complete by May 2010.</p>	Cheryl Finella – Lead Economic Development Officer		01/06/09	31/03/10

Activity: - Support the Creative workspace Study


Action	Progress	Responsible Person	Status	Start Date	End Date
<ul style="list-style-type: none"> - Explore opportunities for new creative space within new developments 	<p>ED team continue to provide guidance on commercial space requirements on Planning Applications.</p> <p>The Creative Industries post is currently vacant so activity relating to the action plan has been postponed.</p> <p>Cabinet has agreed to the creation of a new post in Economic Development to look at sectors, initially the Creative Industries and Environmental Rechnologies; the post will be advertised in the new financial year.</p>	Cheryl Finella – Lead Economic Development Officer		01/04/09	31/03/10

Theme : 4 Information Advice and Guidance

Activity: - Implement the Adult Advancement and Careers Service (aacs) prototype


Action	Progress	Responsible Person	Status	Start Date	End Date
<ul style="list-style-type: none"> - Host launch event - Ensure all commissioned services link with aacs to explore co-location, joint CPD and databases - Referrals between partners' services - Refurbishment undertaken (centre operational by Summer 2010) - Stepping In Project for people in temporary accommodation - Training options for staff - Pilot for Turning the Tide 	<p>Launch event occurred on 27/3/09 with over 200 attendees and a influence event to provide further Continuing Professional Development for 100 frontline workers was held on 1/10/09. Paper based referral tracking system is up and running in the AACS pilot centres and the whole pilot is progressing well.</p> <p>Further delays have occurred with the central AACS hub at Palace Place due to asbestos and this will now not open until late 2010, after the end of pilot! This element of this task should be deleted as a temporary replacement has been found at Working Links.</p> <p>By October 2009 aacs hubs have been set up in the east and west of the city together with a central location in North Street. These enable co-located advice to be given from a variety of partners. 2 successful networking and information sharing events for frontline workers have been held and information tools on available services are being developed.</p> <p>122 frontline workers attended the networking event which took place on 10 Feb 2010 . The 'Frontliners' social networking site is up and running. A final networking event using this funding is planned for 7 Oct 2010 and strong links are being made with the Advice Services Strategy and the Information Advice and Guidance section 8 of the refresh of the Community Strategy.</p>	Valerie Koffman – Learning and Skills Council		01/04/09	31/03/10

Activity: - Agree a citywide 14-19 IAG Strategy for the city to provide impartial guidance that includes up to date resources on Diplomas, Apprenticeships and the local Labour Market Intelligence (LMI)


Action	Progress	Responsible Person	Status	Start Date	End Date
4.2.1 Jointly produced LMI – Strategy developed – Strategy signed off by 14-19 Project Board	12 Local Labour Market Intelligence (LMI) have been produced that cover the main employment sectors of the city and have one overall overview of the city's employment make-up. These are in the process of being agreed by the 14-19 IAG Group but will also be made available to Adult providers.	Philip Ward – Youth & Connexions Commissioning Manager (citywide)		01/04/200	31/10/200

Theme : 5 Volunteering


Activity: 5.1 Develop and Implement Volunteering Strategy

Action	Progress	Responsible Person	Status	Start Date	End Date
5.1.1 Partners to contribute to the development of the volunteering strategy	<p>The Volunteer Centre has led on the development of the strategy. The Volunteer Strategy Steering Group (VSSG) has been formed to oversee the development of the strategy, sign it off, and then oversee the implementation of the strategy. The strategy is currently being reworked in response to stakeholder consultation. The strategy will be signed off by the VSSG in January and will go to the subsequent meetings of the CESSG and the LSP to be agreed.</p> <p>The strategy has been completely reworked and the VSSG has now signed off the strategy. The strategy has been signed off by the ChangeUp Consortium which oversees the coordination of support to the third sector, and it goes to the CESSG and the LSP to be signed off later in the month.</p>	Paul Bramwell – CVSF		01/04/09	31/03/10

Activity: 5.2 Enhance citywide brokerage and volunteer placement service


Action	Progress	Responsible Person	Status	Start Date	End Date
<p>5.2.1 In line with the Volunteering Strategy, CESSG to support the enhancement of brokerage services, and offering an attractive and integrated package to potential volunteers, including access to training as well as support to maintain and develop their skills in the (voluntary) workplace and access to employment support when it is needed.</p>	<p>The formation of the Volunteer Strategy Steering Group (VSSG) has facilitated the key volunteer brokerage organisations and the local provider of training for volunteers, to meet regularly and to ensure that their provision is better co-ordinated.</p> <p>This has led to a partnership bid for LABGI funds from the CESSG to support the development of work that supports people with mental health issues to access supported volunteer opportunities. This is inline with recommendations from the consultation on the volunteer strategy and the reducing inequalities review which highlights the need for people with mental health issues to gain employment skills.</p> <p>Working Together Project has increased the resources available to offer training to volunteers across Brighton & Hove through a mixture of funds from the LSC, CLG and LPSA award funding. Delivery of the programmes are in their early stages.</p> <p>While the LABGI bid was unsuccessful, brokerage organisations continue to work together to improve services to potential volunteers. The Volunteer Centre continues to provide support to the third sector to work with volunteers more effectively. WTP continues to provide development training to volunteers and volunteer managers and has a bid in to ESF Community Grants to increase the amount of training available. Working Together Project has also been commissioned by the Adult Advancement and careers service to deliver two information and advice giving courses to ensure that volunteers and paid staff that are advising people about work and learning are trained to do the job.</p> <p>The volunteer centre and the Working Together Project are looking into the feasibility of delivering the certificate in volunteering, which would offer volunteers the means of gaining accreditation for the skills and knowledge they are gaining through volunteering activity.</p> <p>All of the volunteer brokerage services continue to meet to move the volunteer strategy forward, which facilitates the coordination and integration of brokerage services.</p>	Paul Bramwell – CVSF		01/06/09	31/03/10

Activity: 5.3 Enhance and coordinate outreach, to promote volunteering around the city


Action	Progress	Responsible Person	Status	Start Date	End Date
<p>5.3.1 Develop a network of volunteer co-ordinators and connect it to the network of outreach / advice workers and CESP outreach funders group.</p>	<p>The Volunteer Centre led an unsuccessful bid to CapacityBuilders which included the development of a volunteer co-ordinators network. Working Together Project is a member of the learning outreach network and would be in a position to help facilitate connections when a network is in place.</p> <p>Through the development of the Volunteering Strategy, it has been identified that there is significant demand for a volunteer co-ordinators network. The Volunteer strategy steering group has agreed that the LPSA funds that have been allocated by the Stronger Communities Partnership to support the strategy will be used to develop a network, and this has been agreed by Angie Greany, the commissioner.</p> <p>While this action has a red traffic light because there is still a lot of work to do, its progress has been dependent on the completion of the strategy. We are now in a position to move forward on this. A way forward has been agreed, and resource identified.</p>	<p>Paul Bramwell – CVSF</p>		<p>01/06/09</p>	<p>31/03/10</p>

Theme : 6 Pre-Employment Training and Support

Activity: 6.1 Worklessness/ Outreach funders group


Action	Progress	Responsible Person	Status	Start Date	End Date
6.1.1 – Map outreach provision in the city and work with greater collaboration in planning and delivery - Work towards joint commissioning and links to the AACS	<p>Funding for AACS comes to an end soon; options for the continuation of project activity are being considered.</p> <p>A new representative from the PCT has joined the partnership and has agreed to present the work of the PCT as regards outreach at the May meeting with a view to exploring how the PCT outreach activity can work in a more co-ordinated way with other outreach services.</p>	Cheryl Finella – Lead Economic Development Officer		01/06/09	31/03/10

Activity: 6.2 Closer cooperation between Major Contractors in delivering front line services


Action	Progress	Responsible Person	Status	Start Date	End Date
6.2.1 Providing performance outcomes to contribute to the LAA	<p>The membership of this group has been reviewed and members now attend meetings regularly. The group will start working on coordinating events and work experience placements that are targeted at the local business community in order to reduce overlap and maximise impact.</p> <p>Skills Training UK represent the MPG on the CESSG.</p> <p>An end of year review is expected from both FND providers (Maximus and Skills Training) in Nov 2010.</p>	Angela Gaitani – Economic Development Officer for Employment		01/06/09	31/03/10

Activity: 6.3 Develop a legally enforceable obligation for developers (SPD/ S106) linked to the provision of skills and employments opportunities for residents

Brighton and Hove City Council – City Employment and Skills Plan

Action	Progress	Responsible Person	Status	Start Date	End Date
6.3.1 – Prepare the Interreg EU bid in partnership with France - Support the progression of SPD	<p>A decision on the original Interreg bid submitted in 2009 was deferred by the panel; more information was requested along with further work on the part of the French lead partners to include their regional agency. The bid was re-submitted and results are expected in April 2010.</p> <p>The SPD is still being drafted by Planning – no further work can proceed until Planning have secured the necessary approvals to start the consultation process.</p> <p>The Local Labour Scheme Co-ordinator started in December 2009 and is now working with partners to establish the scheme.</p>	Cheryl Finella – Lead Economic Development Officer		01/06/09	31/03/10


Activity: 6.4 Improving access to work and learning for residents in social housing

Action	Progress	Responsible Person	Status	Start Date	End Date
6.4.1 – Turning the Tide Pilot – Citywide roll out of 2010-2012	<p>Pilot agreed at Cabinet 9.9.09 and HMCC 12.10.09 Pilot operational from Selsfield Drive Housing Office area 1.11.09 Labgi bid agreed 15.10.09 to fund additional W&L outreach via the Bridge Gateway Team</p> <p>NO END OF YEAR UPDATE MADE</p>	Emma Gilbert – Housing Needs & Social Inclusion		01/07/09	31/03/10


Theme : 7 In-Employment Training and Support

Activity: 7.1 Develop a citywide Apprenticeship Strategy for the city that increases the number of placements available and reduces the contacts employers have on skills related issues

Brighton and Hove City Council – City Employment and Skills Plan


Action	Progress	Responsible Person	Status	Start Date	End Date
<p>7.1.1 – Draft strategy consulted with employer representative groups</p> <ul style="list-style-type: none"> – Development of citywide marketing strategy for Apprenticeships - Work with Skills South East, NAS and CCB to ensure a cohesive approach to employers develops in the city - Plan joint attendance at the city's employer representative groupings - 1 page provider matrix outlining the city's Apprenticeship offer 	<p>The Citywide Apprenticeship strategy has now been printed up following on from the successful consultation. The Launch event was extremely well attended with over 100 employers attending and plenty of press coverage about the new guidelines. A steering group has been put together to help with the implementation of the new strategy in 2010 - 2012, and achieve the ambitious targets.</p>	<p>Joe Davenport - City Employment Initiatives Manager</p>		<p>01/04/09</p>	<p>31/03/10</p>

Activity: 7.2 Increase the number of employers in the city signing both the Skills Pledge and Local Employment Partnerships


Action	Progress	Responsible Person	Status	Start Date	End Date
<p>7.2.1 – Use CESP employer links to sell the concept of the wider workforce development benefits including apprenticeships and encourage employers to sign the Skills Pledge, LEP agreements</p> <ul style="list-style-type: none"> – Ensure all relevant employment and skills funding is linked and packaged to benefit employers in a targeted way - Ensure Business Link, SSE and LEP managers have fully effective communication arrangements so referrals are made 	<p>Active support of the "Futures" model of employer engagement. Close working with all partners - including Business Link, the City Business Forum and Chamber of Commerce - to communicate the business offer from Jobcentre Plus and LSC. Joint planning between Jobcentre Plus, LSC, VT Enterprise (Nextstep delivery partner) and providers of sector based pre-employment training - supporting delivery of the 6month offer (for Jobseekers of working age) and of Routes into Work for young people (age 18-24)</p> <p>Proposing CESP adopt improved co-ordination of Employer Engagement as theme for 2010. Initial presentation delivered Jan 2010 and follow-up task & finish group met to flesh out actions to be incorporated into CESP review. Recommendations to be submitted to CESSG March 2010.</p> <p>The number of employers signing up to Local Employment Partnership agreements brokered by Jobcentre Plus and its partners in the City increased nearly 50% between June 2009 and the end of January 2010; from 465 to nearly 680.</p> <p>Information on employer commitment</p>	<p>Mike Burgess – JCP</p>		<p>01/06/09</p>	<p>31/03/10</p>

Activity: 7.3 Systematically publicise the Train to Gain and Skills Pledge offer to employers in an employer-friendly format


Brighton and Hove City Council – City Employment and Skills Plan

Action	Progress	Responsible Person	Status	Start Date	End Date
7.3.1 – Produce and distribute local 1 page publicity materials and web content	The college has produced a one page flyer which is being used to promote the Train to Gain offer. This is also being promoted on our web page and through our teams of College Skills Advisors and Assessors who have daily contact with employers across all sectors in the city.	Vernice Halligan – City College		01/06/09	31/03/10


Activity: 7.4 Working with SESB to ensure that the needs of Brighton & Hove employers are reflected in future provision

Action	Progress	Responsible Person	Status	Start Date	End Date
7.4.1 Provide representation on the SESB and disseminate the new CESSG priorities with the aim of influencing regional policy decisions	SEEDA funding for the ESB's will cease at the end of March 2010, West Sussex County Council has agreed to part-fund the post holder after April; the role and function of the ESB is being reviewed in light of this. The work to provide businesses with an easier reference guide to publicly funded support services is ongoing; a test version is planned for June. The ESB and the Brighton & Hove Chamber of Commerce are jointly working on the project	Cheryl Finella – Lead Economic Development Officer		01/06/09	31/03/10

Activity: 7.5 Housing Management Improvement Programme and Maintenance Contracts Procurement – Objectives for community regeneration and wellbeing


Action	Progress	Responsible Person	Status	Start Date	End Date
7.5.1 – Procurement Process – Co-ordination and programme management of identified work, training and employment opportunities prior to contracts coming into effect in April 2010	Initial meeting with Housing/City College Mears contracted to provide 200 apprenticeships over 10 year contract Have already taken on 5 apprentices under the existing contract. EG on Mobilisation Task Group Agreed to set up sub-Task Group to look at apprenticeships, training and employment opportunities with Mears as part of mobilisation period. Task group members identified. EG to meet with Mears Nov/Dec 09 and set date for Sug-group meeting. NO END OF YEAR UPDATE MADE	Emma Gilbert – Housing Needs & Social Inclusion		01/07/09	31/03/10

Activity: 7.6 Develop a flexible and accessible framework of higher level CPD opportunities to increase the take up of workplace training at level 4 and beyond


Action	Progress	Responsible Person	Status	Start Date	End Date
<p>7.6.1 – Consultations with employers to establish and define areas of demand</p> <ul style="list-style-type: none"> - Remodelling of existing curriculum to meet established needs - Delivery of flexible, modular curriculum offer in partnership with employers 	<p>First areas of focus established. Short courses on offer include modules in customer service to meet demand in the hospitality, leisure and tourism sector and supporting apprentices in the workplace, delivered to meet demand in the SHA. New models of post graduate training in areas of leadership and management are under development in consultation with employers, to meet the identified needs for increased flexibility within the existing offer.</p> <p>Although this work is now well underway, it is not likely that it will be a job which reaches a conclusion, certainly not in the next two years.</p>	Viki Faulkner – Sussex Learning Network		01/06/09	31/03/10

Theme : 8 Partnership Working


Activity: 8.1 Relevant Performance updates from all partners against areas of work

Action	Progress	Responsible Person	Status	Start Date	End Date
<p>8.1.1 Performance information at meetings</p> <p>Performance analysis undertaken by CESSG WG and distributed to main board</p> <p>Commitment to interventions and actions from relevant partners</p>	<p>All CESSG theme and action leads have now access to Interplan database and provided a mid year progress report in November 09. A full year report is expected in the next CESSG meeting on 18th March 2010.</p> <p>Theme leads work closely with the action leads of their theme to identify and address any issues or challenges.</p> <p>In the next CESSG meeting members will identify the key activities and actions for next year's action plan, which will be finalised and distributed by the WG.</p>	Angela Gaitani – Economic Development Officer for Employment		01/06/09	31/03/10


Activity: 8.2 Ensure that other partnerships are aware of their contribution to the employment and skills work undertaken by CESSG

Action	Progress	Responsible Person	Status	Start Date	End Date
8.2.1 – Improve the dissemination of the CESSG actions to all related partners - Specific workshops/ events organised between partnerships focusing on links between other themes and employment and skills	CESSG partners sit on various local partnerships and ensure that the activities and actions of the new CESP thematic Action are disseminated. These partnerships include the city's Learning Partnership, Business Retention & Inward Investment Board, the Economic Partnership, the Partnership Managers Group, The Major Providers group, the Machinery of Governance, the 14-19 board, etc. CESSG have a designated representative on the Local Strategic Partnership group. The new CESP thematic Action plan was presented and distributed at the signing of the CESSG Accord and AACS event, which was held on 1 October '09 and is also available from the Council's and LSP websites.	Angela Gaitani – Economic Development Officer for Employment		01/06/09	31/03/10


Activity: 8.3 Annual CESSG workshop

Action	Progress	Responsible Person	Status	Start Date	End Date
8.3.1 – CESSG working group to plan and propose the programme - Review performance and plan future activities	Theme based meetings introduced – themes covered to date, volunteering strategy, social enterprise, the co-ordination of employer engagement and the 2020 Community strategy; this new format has proved useful in helping partners to identify how they can influence / support initiatives. The working group membership has been revised to include a broader range of representatives and the theme leads.	Cheryl Finella – Lead Economic Development Officer		01/06/09	31/03/10


Activity: 8.4 Establish the CESP accord which will outline partners' commitments to deliver the CESP

Action	Progress	Responsible Person	Status	Start Date	End Date
8.4.1 CESSG Members to attend formal signing event for the Accord	<p>Members of the City Employment & Skills Steering Group signed a memorandum of Accord on the 1st October to reiterate their commitment to improving skills and employment opportunities in the city.</p> <p>Each organisation in the Steering Group has promised that the priorities agreed in the City Employment & Skills plan each year will form part of their business planning cycle and will be integral to their operating practices.</p> <p>Through the signing of the Accord each partner made a public declaration that they are prepared to engage in a new way of working.</p>	Angela Gaitani – Economic Development Officer for Employment		01/10/09	31/10/09


Activity: 8.5 Establish key mechanisms to ensure annual sharing of business planning between and with partners to maximise partnership working and impact

Action	Progress	Responsible Person	Status	Start Date	End Date
8.5.1 – CESSG members to share information on business planning cycles and indicate which elements of the CESP will be considered - Timetable agreed and plans shared	<p>Members agreed to have a regular item in future CESSG agendas, when CESSG members could share a project idea or ask for partners' support for the delivery of a project. This way CESSG can access funding more easily and can help the delivery of the CESP activities. It's been agreed that this approach is more creative than sharing business plans which can disappear in the system.</p>	Angela Gaitani – Economic Development Officer for Employment		01/06/09	31/03/10


Activity: 8.6 Improve intelligence sharing regarding the flow of vacancies and the needs of employers

Action	Progress	Responsible Person	Status	Start Date	End Date
8.6.1 Draft list for JCP to consider	<p>It's been agreed that JCP will provide a list of vacancies as and when it's required.</p>	Angela Gaitani – Economic Development Officer for Employment		01/06/09	31/03/10

Activity: 8.7 Evolve Integrating Employment and Skills (IES)


Action	Progress	Responsible Person	Status	Start Date	End Date
<p>8.7.1 1. Introduction of training for 6 month unemployed involving college, JCP and VT.</p> <p>2. Introduction of training for 12 month unemployed</p> <p>3 Launch of 'IES Light' IAG service for unemployed through VT, JCP and AACCS prototype</p> <p>4 Through the Major Providers Network, obtain the optimum working relationship and referral arrangements between LSC providers, JCP providers and VT</p>	<p>The Integration of Employment and Skills (IES) is being developed through:</p> <p>1 LSC funded training for the 6 months unemployed started at City College from April 09 and by 30 Sept 09 there were 180 starts. This has involved several discussions between JCP, VT, LSC and City College on referral procedures.</p> <p>2 Two LSC funded programmes of training for 18-24s only have are due to start at City College from Nov 09. (a) Sector Routeways, with links to the LEPs and Future Jobs for those who have been unemployed for 12 months and (b) 3-6 months of training for 18-24s who are approaching 12 months of unemployment</p> <p>3 IES (the term 'light' now dropped) Information Advice and Guidance services are being developed and delivered in aacs hubs in the east and west of the city, plus a central venue at Working Links office in North Street, with co-located delivery by JCP and other IAG services. A central venue with BHCC Housing at Palace Place is under consideration.</p> <p>4 The Major Providers Network meets regularly every 2 months.</p>	Valerie Koffman – Learning and Skills Council		01/06/09	31/03/10

Activity: 8.8 Work together to access and harness funding from different sources to meet employment and skills needs in the city

Action	Progress	Responsible Person	Status	Start Date	End Date
8.8.1 Joint application for the Future Jobs Fund	<p>CESSG members have successfully bided and are working together on the following projects:</p> <p>Future Jobs Fund – The bid was developed jointly by the City Council's Culture & Enterprise and Children and Young People's Departments and Hove YMCA, together with a wide range of employers and organisations. It will create 350 jobs in the city for young people.</p> <p>Digital media postgraduate course – The University of Brighton and Wired Sussex are developing a Digital Media course which will ensure that it accords with the skills and employment needs of the sector. The course is expected to be developed by July 2010.</p> <p>Innovation & Growth Team (IGT) – The city's Economic Partnership have led on this successful bid. SINC will manage the budget and outputs. From Feb or March 2010 IGT will provide high value intensive support for businesses in East Sussex and Brighton & Hove to support business retention. Businesses will be selected on growth potential, not by sectors.</p> <p>Business Clinics/Lifebelt project – The City's Economic Partnership has successfully bided for CESSG funding and together with the Council's Economic Development, the City's Chamber of Commerce and Business Link developed the award winning Business Clinics/Lifebelt project. The project provides local enterprises with tailored business support in the form of one to one advice sessions, workshops and large-scale events.</p> <p>Breakthrough- The Council's CYPT and ED team successfully bided for LABGI and LPSA 2009/10 to continue the delivery of the Breakthrough project. The project offers pre vocational, vocational and Skills for Life training, Information Advice and Guidance and one to one support to all residents in the city.</p> <p>The Council's Economic Development team, Business Community Partnership and the University of Brighton are looking to apply for Interreg funding to progress the B&H Social Enterprise strategy.</p>	Angela Gaitani – Economic Development Officer for Employment		01/06/09	31/03/10

Action	Progress	Responsible Person	Status	Start Date	End Date
	<p>The Council's Economic Development and CYPT teams together with City College have submitted an £1.2 million Interreg bid, which aims to create a robust framework of support for workless residents to access employment, training, work experience and traineeship opportunities linked to development sites and council owned housing stock across the city.</p> <p>The CESSG approved the WG's proposal for the LPSA 2010/11 allocation which focuses on four priority areas: Business Support through the work of the Hove Town Centre Manager and Business Clinics/ Lifebelt programme Apprenticeships – 65 Apprenticeships delivered by City College 121 support to 150 residents delivered by Breakthrough Response to redundancies</p> <p>CESSG has also approved the following projects to receive LABGI funding for 2010/11 Brighton & Hove Diamond for Growth and Investment – managed by BHEP Employer Engagement conference – managed by City College Tourism Futures led by CCBH Graduate Brighton website managed by the two Universities</p>				

Activity: 8.9 Ensure all relevant activities are tracked by LA

Action	Progress	Responsible Person	Status	Start Date	End Date
8.9.1 – Interplan database will monitor the progress of the CESP action plan - Lead partners to get training and start using the Interplan database	Most partners involved in delivering activities as set out in the 09/10 action plan have received training. There are a few gaps and these will be addressed when the action plan has been refreshed for next year. Mid year and full year progress reports have been produced through Interplan.	Lisa Shaw – Performance Analyst		01/06/09	31/03/10

Abbreviations

AACS	Adult Advancement and Careers Service
B&H	Brighton & Hove
BCP	Business Community Partnership
BHCC	Brighton & Hove City Council
BHEP	Brighton & Hove Economic Partnership
BL	Business Link
BRII	Business Retention & Inward Investment (Strategy)
BSSP	Business Support Simplification Programme
CCBH	City College Brighton & Hove
CESP	City Employment & Skills Plan
CESSG	City Employment & Skills Steering Group
CVSF	Community Voluntary Sector Forum
CYPT	Children & Young Peoples Trust
DWP	Department for Work and Pensions
ED	Economic Development (Team)
ESF	European Social Fund
FJF	Futures Jobs Fund
FND	Flexible New Deal
GVA	Gross Value Added
IAG	Information Advice & Guidance
IDM	Investment Development Manager
IGT	Innovation and Growth Team
JCP	Job Centre Plus
JSA	Jobseekers Allowance
LAA	Local Area Agreement
LABGI	Local Area Business Growth Incentive
LEA	Local Economic Assessment
LEP	Local Employment Partnership
LPSA	Local Public Service Agreement
LSC	Learning Skills Council
LSP	Local Strategic Partnership
NEET	Not in Education, Training or Employment
PCT	Primary Care Trust
SEEDA	South East England Development Agency
SESB	Sussex Employment and Skills Board
SLN	Sussex Learning Network
SPD	Supplementary Planning Document
SSE	Skills South East
WNF	Working Neighbourhoods Fund
YMCA	Young Men's Christian Association