



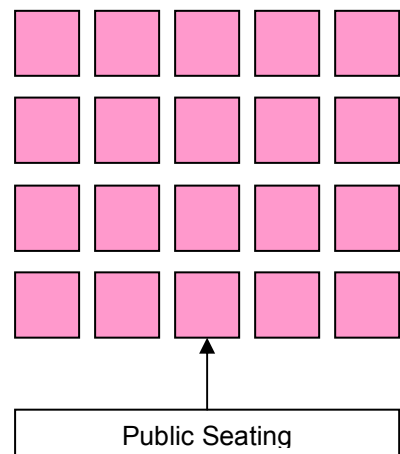
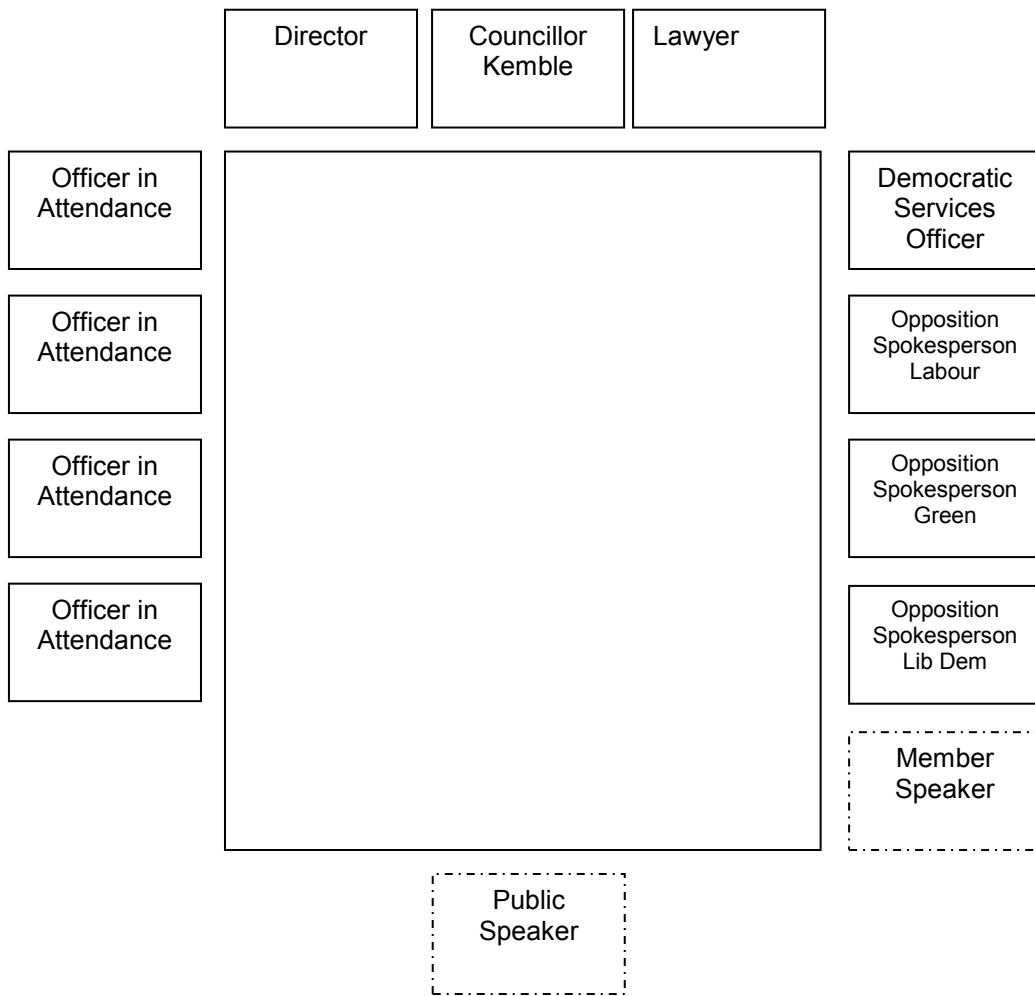
Brighton & Hove
City Council

Cabinet Member Meeting

Title:	Enterprise, Employment & Major Projects Cabinet Member Meeting
Date:	5 May 2009
Time:	5.00pm or at the conclusion of the CMM – Culture, Recreation & Tourism, plus 15 minutes break (will not meet earlier than 5.00pm).
Venue	Committee Room 3, Hove Town Hall
Members:	Councillor: Kemble (Cabinet Member)
Contact:	Caroline De Marco Democratic Services Officer 01273 291063 caroline.demarco@brighton-hove.gov.uk

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Democratic Services: Meeting Layout



AGENDA

56. PROCEDURAL BUSINESS

- (a) Declarations of Interest by all Members present of any personal interests in matters on the agenda, the nature of any interest and whether the Members regard the interest as prejudicial under the terms of the Code of Conduct.
- (b) Exclusion of Press and Public - To consider whether, in view of the nature of the business to be transacted, or the nature of the proceedings, the press and public should be excluded from the meeting when any of the following items are under consideration.

NOTE: Any item appearing in Part 2 of the Agenda states in its heading the category under which the information disclosed in the report is exempt from disclosure and therefore not available to the public.

A list and description of the exempt categories is available for public inspection at Brighton and Hove Town Halls.

57. MINUTES OF THE PREVIOUS MEETING

1 - 6

Minutes if the Meeting held on 23 March 2009 (copy attached).

58. CABINET MEMBER'S COMMUNICATIONS

59. ITEMS RESERVED FOR DISCUSSION

- (a) Items reserved by the Cabinet Member
- (b) Items reserved by the Opposition Spokesperson
- (c) Items reserved by Members, with the agreement of the Cabinet Member.

NOTE: Public Questions, Written Questions from Councillors, Petitions, Deputations, Letters from Councillors and Notices of Motion will be reserved automatically.

60. PETITIONS

No petitions have been received by the date of publication.

61. PUBLIC QUESTIONS

(The closing date for receipt of public questions is 12 noon on 28 April 2009)

ENTERPRISE, EMPLOYMENT & MAJOR PROJECTS CABINET MEMBER MEETING

No public questions have been received by the date of publication.

62. DEPUTATIONS

(The closing date for receipt of deputations is 12 noon on 28 April 2009)

No deputations have been received by the date of publication.

63. LETTERS FROM COUNCILLORS

No letters have been received.

64. WRITTEN QUESTIONS FROM COUNCILLORS

No written questions have been received.

65. NOTICES OF MOTIONS

No Notices of Motion have been received by the date of publication.

66. UPDATE ON THE CITY EMPLOYMENT & SKILLS PLAN - MID YEAR EVALUATION 7 - 84

Report of Director of Culture & Enterprise (copy attached).

Contact Officer: Cheryl Finella *Tel:* 29-1095

Ward Affected: All Wards;

The City Council actively welcomes members of the public and the press to attend its meetings and holds as many of its meetings as possible in public. Provision is also made on the agendas for public questions to committees and details of how questions can be raised can be found on the website and/or on agendas for the meetings.

The closing date for receipt of public questions and deputations for the next meeting is 12 noon on the fifth working day before the meeting.

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Meeting papers can be provided, on request, in large print, in Braille, on audio tape or on disc, or translated into any other language as requested.

For further details and general enquiries about this meeting contact Caroline De Marco, (01273 291063, email caroline.demarco@brighton-hove.gov.uk) or email democratic.services@brighton-hove.gov.uk

Date of Publication - Friday, 24 April 2009

ENTERPRISE, EMPLOYMENT & MAJOR PROJECTS CABINET MEMBER MEETING

Agenda Item 57

Brighton & Hove City Council

BRIGHTON & HOVE CITY COUNCIL

ENTERPRISE, EMPLOYMENT & MAJOR PROJECTS CABINET MEMBER MEETING

4.00pm 23 MARCH 2009

BANQUETING SUITE, HOVE TOWN HALL

MINUTES

Present: Councillor Kemble (Cabinet Member)

Also in attendance: Councillor Turton (Opposition Spokesperson)

PART ONE

44. PROCEDURAL BUSINESS

44a Declarations of Interests

44.1 There were none

44b Exclusion of Press and Public

44.2 In accordance with section 100A of the Local Government Act 1972 ("the Act), the Cabinet Member for Enterprise, Employment and Major Projects considered whether the press and public should be excluded from the meeting during an item of business on the grounds that it was likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the press and public were present during that item, there would be disclosure to them of confidential information (as defined in section 100A (3) of the Act) or exempt information (as defined in section 100I(1) of the Act).

44.3 **RESOLVED** – that the press and public be not excluded from the meeting.

45. MINUTES OF THE PREVIOUS MEETING

45.1 **RESOLVED** – That the minutes held on 9 December 2008 be agreed and signed by the Cabinet Member.

46. CABINET MEMBER'S COMMUNICATIONS

Progress on Economic Task Force

46.1 The Cabinet Member reported that the Economy Task Force, since its first meeting in November, had steered the successful delivery of the council's recession relief activity. The Be Local, Buy Local campaign had been well supported by both businesses and residents alike; the Business Lifebelt Support workshops, clinics and events were the envy of every authority in the region and the Cabinet Member congratulated all of the organisations who had been working with the council. The council would be suspending roadworks over the bank holiday periods again and were continuing to offer different payment schedules for local businesses, if they pay the council rent or rates to help their cashflow. The Task Force continued to meet regularly and the Cabinet Member was also delighted to report that representatives from the Community & Voluntary Sector had joined.

Business Rates

- 46.2 The Cabinet Member reported that around 875 Businesses were visited by the Revenues Inspection team during January/February and all others were written to. The number of current Small Business Rate Relief cases was 2959. The Council had made refunds or adjustments to accounts totalling some £407K.
- 46.3 The Small Business Rate Relief form had been printed inside the additional information leaflet sent out recently with the Annual Bills and the Business Rates team were already getting some of these back. The Business Lifebelt leaflet also went out with the Annual Bills.

City College Pelham Street Planning Approval

- 46.4 The Cabinet Member reported that City College was successful in its planning application for a new Pelham Street campus, to replace the existing unsightly and unsuitable Pelham Tower building.
- 46.5 Officers in the council's Capital Projects team had worked hard in partnership with the college and colleagues in City Planning to get to this point and ensure that the college was well placed in the ongoing consideration of funding bids by the Learning and Skills Council. The Council should have a better understanding of the availability of funding following a review of funding applications in April. The city council was confident about the case that the city and the college could work together to show the regeneration benefits that capital funding of new Further Education facilities would bring. It was understood that the LSC has made it clear that it sees City College as an important provider of vocational education.
- 46.6 If the college was successful in its bid to the Learning and Skills Council then the city as a whole would benefit from a considerable investment, both in terms of jobs and education opportunities. Officers would continue to work with the college on their plans for sites across the city to ensure everyone had access to vocational education in modern fit-for-purpose facilities.

Directorate Name Change

- 46.7 The Cabinet Member reported on the proposed change in name of the Directorate that supported the Cabinet Member Meeting. From 1 April 2009 the Directorate's title would change from Cultural Services to Culture & Enterprise.
- 46.8 The Cabinet Member believed that this was a positive and forward looking reflection of the work of the directorate and the city council in driving a strong and vibrant cultural offer that is inter-linked and inter-dependent on sustainable economic growth.
- 46.9 The Enterprise element would capture the work the council leads in promoting economic development, business support and growth and in the delivery of major projects.

47. ITEMS RESERVED FOR DISCUSSION

- 47.1 All items were reserved for discussion.

48. PETITIONS

- 48.1 The Cabinet Member had before him the following petition presented at Council on 29 January 2009 by Councillor Davey and signed by 1067 people.

"We the undersigned, being local residents, shoppers and traders, urge Brighton and Hove City Council:

1. To support our plans for an improved London Road, retaining and enhancing its unique qualities as a culturally diverse area with a thriving market and a large number of small businesses, shops and amenities serving the local community.
2. To reject any moves by large companies to turn the area into a "clone town" with the demolition of historic frontages and structures, the displacement of local businesses, the privatisation of public spaces and the building of another large store or supermarket.
3. To reject any proposals that would bring more vehicles into the area through the provision of a large car park and modifications to traffic flows in adjacent streets."

- 48.2 The Cabinet Member reported that as the petition related to the supplementary planning document it would be forwarded to the Environment Cabinet Member Meeting for consideration.

- 48.3 **RESOLVED** – That the petition be noted and forwarded to the Environment Cabinet Member Meeting for consideration with the Supplementary Planning Document.

49. PUBLIC QUESTIONS

- 49.1 There were none.

50. DEPUTATIONS

50.1 The following deputation had been forwarded from full council on 29 January 2009 as follows:

“St. James’s Investments (SJI) has been steadily buying up property along the London Road and has produced proposals for regenerating the area ostensibly based on two public consultations. Brighton & Hove City Council has an ongoing ‘Masterplan’ for this area that lays down definite parameters for any regeneration proposal. ‘Another London Road’ Campaign (ALR) is concerned that SJI is not only ignoring these parameters, but is also pursuing a pre-planned agenda that includes a Tesco superstore which does not reflect the needs and wishes of the local residents and businesses.”

50.2 The Cabinet Member reported that the deputation and accompanying material be forwarded to the Environment Cabinet Member Meeting for consideration with the Supplementary Planning Document.

50.3 **RESOLVED** – That the deputation be forwarded to the Environment Cabinet Member Meeting for consideration with the Supplementary Planning Document.

51. LETTERS FROM COUNCILLORS

51.1 There were none.

52. WRITTEN QUESTIONS FROM COUNCILLORS

52.1 There were none.

53. NOTICES OF MOTIONS

53.1 There were none.

**54. BUSINESS RETENTION & INWARD INVESTMENT STRATEGY &
IMPLEMENTATION PLAN**

54.1 The Cabinet Member considered a report of the Director of Cultural Services which presented the Business Retention and Inward Investment (BRII) Strategy and Implementation Plan (for copy see minute book). The Strategy set out a more proactive role for the city council in safeguarding and developing existing businesses together with attracting new businesses to the city. It would provide a framework for the economic development function of the city council to work with partners, both internally and externally to safeguard and develop the economic base of the city.

54.2 Councillor Turton asked why GVA Grimley Ltd was commissioned to develop the strategy and why they were considered relevant to Brighton & Hove? The Economic Development Officer explained that there had been 34 expressions of interest in the brief. Around 16 or 17 full submissions had been made. A detailed analysis had taken been carried out and four firms had been selected for final interview. GVA Grimley Ltd had been appointed out of this process. They were an internationally known consultancy agency.

- 54.3 Councillor Turton noted that manufacturing was a growth area, especially in food and drink. He referred to page 27 – Targeting, and asked what was the rationale for having 50 employees as a benchmark. Why not have a lower fresh hold of 20. The Economic Development Officer replied that he would review the core data and provide information to Councillor Turton about this issue.
- 54.4 Councillor Turton referred to paragraph 1.10 on page 31. He asked if there would be further information provided to the Cabinet Member Meeting on the identification and development of sufficient and appropriate start up and grow-on floorspace. The Head of Tourism and Venues confirmed that this matter would be revisited at a future Cabinet Member Meeting.
- 54.5 Councillor Turton referred to paragraph 1.16 relating to the key requirements for a more effective set of tools to collate, manage and utilise information etc. He asked if it was possible to purchase an off the peg software system. The Head of Tourism and Venues replied that it might be possible to use existing tools but this matter would be explored further.
- 54.6 **RESOLVED** - (1) That the Business Retention and Inward Investment Strategy and Implementation Plan be approved.
- (2) That the Director of Cultural Services provides updates on the actions contained within the Implementation Plan.

55. ECONOMIC STRATEGY

- 55.1 The Cabinet Member considered a report of the Director of Cultural Services which requested agreement to the Economic Strategy for Brighton & Hove produced by the Economic Partnership. The strategy covered the period 2008-2016 (for copy see minute book). The purpose of the strategy was to agree a direction for the economic development of the City among the private sector, local and regional public agencies, higher and further education and others with an interest in the local economy.
- 55.2 Councillor Turton referred to page 87 – D12 which referred to the definition of “key worker” to be widened to include some private sector employees. He asked for more details about this matter. The Head of Tourism and Venues replied that he would investigate this further and contact Councillor Turton. He thought that it would apply to companies that provided an essential public service such as bus companies.
- 55.3 Councillor Turton asked the Cabinet Member if there had been Cabinet level meetings to discuss development projects in the city. The Cabinet Member replied that he was not able to discuss specific planning applications but assured Councillor Turton that talks were taking place to try to ensure that some major development projects which would provide economic benefit to the city were progressed in the near future.
- 55.4 **RESOLVED** - (1) That the actions contained within the strategy and specifically those that require the direct support of the city council be agreed.

The meeting concluded at 4.25pm

Signed

Chair

Dated this

day of

**ENTERPRISE
EMPLOYMENT &
MAJOR PROJECTS
CABINET MEMBER
MEETING**

Agenda Item 66

Brighton & Hove City Council

Subject: Update on the City Employment & Skills Plan
Mid-year evaluation
Date of Meeting: 5 May 2009
Report of: Scott Marshall, Director of Culture & Enterprise
Contact Officer: Name: Cheryl Finella Tel: 29-1095
E-mail: cheryl.finella@brighton-hove.gov.uk
Key Decision: No
Wards Affected: All

FOR GENERAL RELEASE

1. SUMMARY AND POLICY CONTEXT:

- 1.1 This report updates Members on the mid-term evaluation of the City Employment & Skills Group (CESSG), and the process underway for agreeing the priorities for 2009/10.
- 1.2 The City Employment & Skills plan accords with two council priorities;
- 'Protect the Environment whilst growing the economy'
 - 'Reduce inequality by increasing opportunity'

2. RECOMMENDATIONS:

- 2.1 To note the City Employment & Skills Plan mid-term evaluation report and agree the Thematic Action Plan for 2009/10.

3. BACKGROUND INFORMATION

- 3.1 The City Employment and Skills plan (CESP) brings together a range of existing strategic documents in the city concerning skills, employment and economic growth.
- 3.2 Produced at the end of 2007 the CESP document contains a thorough socio-economic analysis of employment and skills trends in Brighton & Hove. This research highlights a number of challenges for the city

which can only be addressed if key strategic agencies work collaboratively.

3.3 The City Employment & Skills Steering Group is a multi-sector partnership with a remit to ensure that the aspirations and targets set out within the CESP are delivered. The Group is comprised of representatives from a range of agencies and organisations including the City Council, Jobcentre Plus, the Learning & Skills Council, the Voluntary & Community Sector, the Business Community Partnership, the Economic Partnership, SEEDA, City College Brighton & Hove and Business Link.

3.4 The CESSG recognises that the existing resources available in the city can be redirected to address the priorities in the CESP but this requires long term planning and meaningful joint working.

3.5 The Mid-Term evaluation

The purpose of the mid-term evaluation is to review the activities undertaken by the partners against the priority actions for 2008/09; identify good practice and data gaps and make recommendations for the future monitoring and measuring of CESSG partner activities and performance.

The report was commissioned six months into the life of the plan which is too early to show significant outcomes however it was considered vital to undertake the work early so that effective systems can be put in place across the partnership to capture information on progress and improve partnership working.

The full report is attached in Annex 1. Below are some of the key findings from the research:-

3.6 Review of Member activities

Good progress is being made in identifying complementarities and overlaps between partners work

A number of organisations are still working in isolation; there is a need to improve the way that information is shared

3.7 Review of Monitoring, Measuring Performance and Outcomes

The list of performance indicators is too numerous

There is a need to streamline the indicators used to measure the progress of the CESP while ensuring that the measures used are compatible with those included in other strategic plans such as the LAA

There is progress against all of the 2008/09 CESP priorities with 40% showing green defined as, '*evidence of good levels of progress with positive outputs reported*';

3.8 Review of Evidence of Good Practice

A number of projects are cited in the report highlighting good practice in partnership working in supporting businesses and residents. Examples include:

Commissioning of the Business Retention & Inward investment study and implementation plan

A partnership established to encourage greater levels of co-operation amongst agencies that offer services to the community via outreach

The evolution of Hospitality Futures to Tourism Futures enabling hoteliers and retailers to recruit skilled staff by providing pre-employment training

Strengthening the role of the voluntary and community sector in helping to deliver against the CESP priorities

3.9 Review of Outcomes

In addition to the qualitative outcomes above, some hard outcomes have been achieved including projects that have received funding via the CESSG.

Examples include:

- **850** direct engagements with businesses through the Chamber of Commerce
- **263** residents facing disadvantage in the labour market receiving one-to-one-support
- **35** residents facing multiple disadvantage into employment
- **25** graduates with work experience placements in 23 local digital media firms
- **20** businesses receiving tailored advice on making energy efficiency savings

3.10 Future Priorities

The priorities for 2009/10 have been influenced by the current economic downturn and reflect the need to ensure that businesses are able to keep staff and grow their businesses and whilst equipping residents with the skills they need to stay in or access employment.

In line with the recommendations of the mid term evaluation the number of priorities has been reduced. The strategic priorities are set

out in themes with an identified lead organisation responsible for taking forward the actions with appropriate partners. The priorities will also be tied more firmly to the LAA and colleagues from the Council's policy team will be working with Economic Development to establish a more robust data system for monitoring activity.

3.11 Draft Strategic Priorities and proposed Lead organisations 2009/10

Theme	Lead Organisation (TBC)
Business Support	BHCC Economic Development
Entrepreneurship	BHCC Economic Development
Inward Investment & retention	BHCC Economic Development
Information, Advice and Guidance	BHCC Children & Young Peoples Trust
Volunteering	Community & Voluntary Sector Forum
In-employment training & support	Learning & Skills Council
Pre-employment training & support	Learning & Skills Council / Jobcentreplus
Partnership working	BHCC Economic Development

4. **CONSULTATION**

- 4.1 The draft thematic action plan for 2009/10 will be considered at the CESSG meeting on 14 May along with a new partnership 'Accord' designed to clarify the roles and responsibilities of the CESSG partners.
- 4.2 In the coming months the CESSG is seeking to establish a more formal link with the Local Strategic Partnership (LSP) so that more of the groups activities can be reported up to the LSP and linked to the Local Area Agreement monitoring process.

5. **FINANCIAL & OTHER IMPLICATIONS:**

- 5.1 The mid-year review and evaluation framework was funded through the Local Area Business Growth Initiative (LABGI) 2008/09, City Council activities in 2009/10 to support the plan will be achieved with the budget and contribute to LAA objectives.

Finance Officer consulted: Anne Silley Date 8th April 2009

5.2 Legal implications:

There are no legal implications arising from this report at this time.

Legal Officer consulted: Bob Bruce Date 9th April 2009

5.3 Equalities Implications:

An Equalities Impact Assessment (EIA) is underway within Economic Development which will include a review of the City Employment & Skills Plan. The EIA will be complete in July 2009.

5.4 Sustainability Implications:

The City Employment & Skills Plan seeks to create a sustainable framework for enhancing the economic prosperity of the city. The partnership is working towards an 'Accord' which will facilitate greater levels of collaboration in planning and commissioning.

5.5. The plan covers four main themes:

- Support the creation, retention and development of local business & enterprise
- Increase the Employment Rate from 75.6% to 76.6%
- Develop & Improve Skills for Work
- Develop the Infrastructure and intelligence to support the delivery of CESP

5.6 Crime & Disorder Implications:

There are no adverse crime and disorder implications, the CESP supports activity that is designed to increase employment opportunities and the success of local businesses.

5.7 Risk and Opportunity Management Implications:

The Mid-year evaluation was commissioned to provide a framework for monitoring the progress of the plan thus reducing the risk of underachieving against the agreed priorities.

Officers in the Performance and Improvement team will be working with Economic Development to ensure that outcomes from the CESP activities are captured and linked to the LAA.

5.8 Corporate / Citywide Implications

The majority of the projects proposed have a citywide impact in terms of their effect on the economy.

6. **EVALUATION OF ANY ALTERNATIVE OPTION(S):**

- 6.1 The CESSG considered a range of options for capturing the outcomes from partner activities but these were discounted in favour of a review that would establish a common framework that responds to the complexity inherent in capturing data across multiple organisations with varying data management systems. The framework will provide guidelines for the future monitoring of the programme.

7. REASON FOR REPORT RECOMMENDATIONS

- 7.1 The CESP is a key strategic document for the city; the revised priorities seek to address the challenges created by the current economic climate while planning for the future upturn. The impact on the cities economy will be affected by the implementation of the plan. Members are asked to consider the draft priorities and the proposed framework for action.

SUPPORTING DOCUMENTATION

Appendices:

City Employment and Skills Plan Mid-term Evaluation/ Interim Report - December 2008

City Employment and Skills Plan Future Priorities and Evaluation Framework Draft - March 2009

Documents in Members' Rooms

None

Background Documents

City Employment & Skills Plan 2008 – 2010/11

Brighton and Hove City Council

**City Employment and Skills Plan
Mid-term Evaluation**

Interim Report

prepared by

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December 2008



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1. Introduction

1.1 Background

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

In September 2008, Brighton and Hove City Council, with the CESP Working Group, commissioned Rubicon Regeneration, in partnership with Arad Consulting, to undertake a mid-term evaluation of the City Employment and Skills Plan.

Although in its infancy – the CESP was launched in December 2007 - the Mid-term evaluation is seen as providing an important context and framework for the future development of the CESP specifically in terms of:

- assessing the impacts of partner actions in achieving targets set out under the four strategic priorities,
- identifying areas of good practice and
- making recommendations regarding future monitoring and measuring of activities and performance.

The Mid-term evaluation is critical in terms of assessing the impact of the CESP and specifically partner activities in support of the plan. This is essential to improve project performance, achieving best value for money from public resources, improve decision-making and partner working and learn lessons.

1.2 The Brief

The focus of the work is threefold:

- To review performance and impact of the CESP, specifically in terms of partner commitment and early actions;
- To establish a robust framework for monitoring and on-going evaluation of the CESP to 2011, and
- To assess the infrastructure to support delivery of the CESP.

1.3 Interim report

The Interim Report is based on desk research and an extensive programme of consultation. (Appendix 1 shows the organisations consulted during this initial phase and Appendix 2 outlines the consultation ‘template’ in terms of issues covered.) Importantly, it provides an understanding of the relevance and continued commitment to the CESP among partners and stakeholders as well as a commentary on the impact of current projects and priorities. Clearly, as the plan is still in its infancy, the review of projects provides a snap-shot of performance as opposed to an in-depth analysis of impact.

Chapter 2 provides a review of the CESP, including an analysis of external (and internal) factors that will influence future employment and skills interventions;

Chapter 3 summarises the main comments made regarding strategic objectives and priorities set out within the CESP;

Chapter 4 provides a general review of performance, including a suggested framework for future evaluation, and

Chapter 5 summarises the main economic challenges and priorities facing the city that need to be addressed in the future action plan.

2. City Employment Skills Plan (CESP) Review

2.1 Background

In broad terms, the CESP was prepared at a time when the local economy was experiencing a period of growth. With an annual GDP of £3.7 billion¹, the city's economy continued to flourish and was seen as key driver of the South East coastal economy. The strengths and prospects for the city's economy is based on its position as an international business and tourist destination, a steady increase in business and financial services and a growing, high-value creative industries sector.

The city benefits from the two well-established universities that provide an attractive source of graduate labour and world class research facilities.

Much of the future prospects of the city's economy was based on an estimated £2 billion investment in over twenty infrastructure projects that were projected to bring new investment, jobs, homes, community facilities, leisure and retail opportunities to all parts of the city. Many of the capital projects being planned are designed to ensure that more modern, environmentally friendly and technologically up-to-date premise will come on stream in the near future.

Although the city economy was growing, the CESP was prepared in an attempt to address a number of current and projected challenges:

- Finding sufficient jobs for the increasing number of working age people
- Providing better paid jobs (average earnings in the city are below the national average)
- Addressing economic inactivity (there are under 20,000 people who are not in work, but who would like a job)
- Addressing skills development at all levels

¹ Brighton & Hove Business Directory 2007-2008

As outlined in the CESP, the most pressing issue is the need to create sufficient jobs to support the city's growing working population and to ensure that these are of sufficient value-added so that the highly qualified resident population is better employed in more productive activities.

The initial focus of the Plan, best demonstrated in the priority actions, has been on designing and better co-ordinating the delivery of social welfare interventions to tackle worklessness, inequality and disadvantage.

In many respects, the over-riding objective of the CESP was to bring together the key strategic partners from across Brighton and Hove to better co-ordinated the design and delivery of employment and skills interventions to meet current and future needs.

2.2 Continued relevance of CESP

There is agreement that the CESP report provides an excellent review and analysis of the context, issues and future employment and skills challenges facing the city.

During our consultations with members of the City Employment and Skills Steering Group (CESSG), we discussed the continued relevance of CESP to their organisations as a strategic plan for employment and skills. The overwhelming response was that CESP is still seen as being vitally important in leading to improve coordination of employment and skills services and interventions. This was re-affirmed at the CESSG meeting, which took place at Stanmer House in November, where there was unanimous support for the need for co-ordinating approaches to tackle employment and skills issues. Indeed, SEEDA highlighted CESP as being a regional "model of good practice".

CESP continues to be extremely relevant particularly in providing a clear picture of the employment and skills challenges facing the city. The CESP has provided a framework for re-focusing actions and priorities on current and future challenges (particularly the need to create high end jobs).

2.3 Collaboration and 'buy-in'

The consensus is that preparation and delivery against the strategic priorities set out within the CESP is leading to improved coordination of employment and skills services. CESP is helping to bring agencies together: "integrating employment and skills delivery". Although still at an early stage, CESP is improving partnership working amongst service providers. This is apparent on a number of levels:

- CESP provides a shared vision, context and route map for improved partnership working;
- The support infrastructure, specifically the CESSG, provides an important forum for discussion, debate and joint action, and
- CESP has helped to build the capacity among front-line delivery staff, particularly by providing a common understanding about 'who does what'.

Although the CESP hasn't changed the way partner organisations work, it is beginning to influence planning of future activities (including lobbying) and opening up future collaboration opportunities.

There is a clear distinction between local city-wide partners and national / regional partners, such as Job Centre Plus, particularly regarding programme flexibility and the ability of bend or modify mainstream programmes to meet employment and skills needs of the city. CESP has been more successful in securing ownership and commitment from local partners in the city (as opposed to sub regional / regional / national partners).

There is recognition about the role and contribution made by the third sector towards the economic and social prosperity of the city. *Taking Account: A Social and Economic Audit of the Third Sector in Brighton and Hove* (September 2008) demonstrates the social and economic importance of the third sector in Brighton and Hove. Based on the audit:

- Approximately 8,000 people work in the third sector in Brighton and Hove (about 50% of these employees live in the city);
- Estimates suggest that the third sector contributes about £96 million to the Brighton and Hove economy each year.

The third sector is particularly well-placed to engage and support those people who are furthest away from the labour market. As set out within the CESP, and reinforced during discussions with stakeholders, a balance is needed between providing community based support services (and developing employment opportunities in local neighbourhoods) with encouraging people to seek opportunities across the city and beyond. The community and voluntary sector is keen to ensure that outreach provision builds on the structures and local intelligence already in place.

While the role of the sector is recognised in policy and contracting, the CVSF feel there is less recognition of the value of their contribution at planning and design stage.

One of the biggest challenges facing the sector is the move towards 'intelligent commissioning'. Government is seeking to reduce the number of main contractors delivering employment and skills related services, with the majority of the recent public sector contracts related to worklessness tendered for on a regional or sub-regional basis. Organisations will need support in adapting to the changing situation facing the third sector and in preparing bids for public service contracts and collaborating on tenders.

The Community Voluntary Sector Forum provides the mechanism for ensuring dissemination and information flow among the range of third sector organisations involved in employment and skills support. It is hoped that the involvement of Working Together, (with resource input from CESSG), will improve buy-in from the many organisations involved in employment and skills provision.

2.4 Action Plan

Concerns were expressed regarding the City Employment and Skills Action Plan (Annex 1 within the Plan).

There is general consensus that the Action Plan is disparate and too numerous. Clearly, this is a consequence of how the plan was formulated where partners were invited to submit 'lists' of all projects currently being delivered which contributed to the strategic priorities of the CESP. It is important to recognise the contribution made by partners to employment and skills needs in the city; however, the plan only offers limited additionality in terms of responding to new challenges facing the city.

All partners feel it is necessary to consolidate, up-date and refresh the plan in line with changing circumstances. In addition, there is a need for revising targets and indicators too better evaluate the contribution of the action plan specifically in terms of outcomes. An assessment of the Action Plan is provided in section 4.

2.5 Policy and programme context

Although the CESP has only been in existence for just over 12 months, its future development and delivery sits within an evolving policy and programme agenda. The Brighton & Hove Sustainable Community Strategy – Creating a City of Opportunities, sets the overall vision, priorities and actions for Brighton & Hove to 2020. It is underpinned by the Local Area Agreement (LAA), which acts as the delivery framework for the Community Strategy. However, there

are a plethora of new strategies, plans and programmes which will influence the design and delivery of CESP. The issue of 'strategic fit' has been highlighted in terms of understanding priorities, roles and responsibilities.

The 'new' relevant strategies and plans, which impact on the CESP include:

The Reducing Inequality Review (2008)²

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 on the city's prosperity and are not left behind. Reference is made about the need to develop a strong link with the CESP, drawing together both...

"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 (as set out within Strategic Priority 4) by acting as exemplar employees, e.g. targeted recruitment initiatives, apprenticeships, etc.

Raising Our Game - Brighton and Hove Economic Strategy(draft 2008)³

The third Economic Development Strategy prepare by the BHEP, 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 identified three core themes, which frame a comprehensive action plan:

² Reducing Inequalities in Brighton & Hove. OCSI

³ Brighton & Hove Economic Partnership 2008

- Distinctive
- Ambitious
- Reducing inequality

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

The Social Enterprise Strategy⁴

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 under 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

The first phase of this plan has been to map out the various schemes underway in the south east and their alignment with the proposed portfolio. This has allowed partners to assess the degree of fit with the portfolio and the scale of the work necessary to move to the new framework by 2010.

⁴ Brighton & Hove Social Enterprise Strategy. 2008. Brighton & Hove Business Community Partnership

The announcement of the new portfolio and associated branding is therefore an important milestone in the transition to a new simplified landscape. It is important to note, however, that the announcement does not constitute the launch of the portfolio to the business market. It signals the start of the implementation phase of the BSSP whereby as different products in the portfolio reach 'Go Live', public bodies procuring business support will be obliged to use the BSSP product specification and branding guidelines. Given procurement timelines, actual BSSP compliant services will take time to reach the market and the target date for full compliance is 2010.

BSSP may provide an important stimulus for coordinating effective support interventions, but success will depend on an active Business Link which responds to local SMEs needs and requirements.

Learning and Skills Council is to be abolished in 2010, with responsibilities for 14-19 education and learning being transferred to local authorities and two new agencies, Skills Funding Agency and Young People Learning Agency, established to drive forward actions to raise skills levels, including ensuring that the learning system is demand –led and responds to employers needs.

The Government has set in place a package of **Welfare Reform** to enable as many people as possible to “share in the rewards of work, because paid work is the best route for independence, health and well-being for most people.”⁵ In addition to replacing incapacity benefits for new claimants with the Employment and Support Allowance, further reforms are expected to be published in January 2009, which are likely to adopt in full recommendations made by the Freud Review, which said private and voluntary organisations should be paid to get people back to work. Reforms are expected to focus on ensuring that most people on incapacity benefit and lone parents on income support should be looking for work or preparing for it through courses and regular interviews.

⁵ DWP website

2.6 Economic prospects

Probably the biggest challenge facing CESP partners is responding to the new economic conditions facing the city. The current economic recession is (and will continue) impacting on the city.

A core element of the future development of the city's economy is largely based on the successful delivery of a large number of regeneration schemes. The credit crunch has reduced the availability of debt for property investment and development and increased the cost of borrowing to be more in line with associated risks. The credit crunch and housing market collapse is having a major impact on these schemes in the city, with a large number being postponed indefinitely. Indeed, alongside the financial sector, the construction sector continues to be one of the hardest hit during the financial crisis.

Employment in retail, restaurants and hotels is also forecast to drop significantly, which is of particular concern for Brighton & Hove. Business failures in the non-food retail sector rose by 17.4% compared with October 2007⁶. A particular concern is for the large independent retail sector (a particular strength of the city's retail offer) post Christmas.

At a national level, unemployment currently stands at 1.83m (November 2008), the highest level since labour came to power. The city has experienced the highest quarterly increase in Jobseekers Allowance since September 2004.

However, there is a general feeling that the city is now better prepared to cope with the recession. It currently has a broader economic base than during the last recession: a strong financial and business sector and expanding niche digital media sector; a well-established cultural offer, two high quality universities with a new medical school, one of the most highly educated working age population in the south east etc.

⁶ Insolvency Report and Distress index. Experian October 2008.

What are the implications for the CESP?

The tougher economic conditions will impact on the ability to deliver against the CESP headline targets. For example, the current economic climate means that it is will be extremely difficult to reach the CESP target of increasing employment rate from 75.6% to 76.6%.

Partners recognise the need to respond to the economic slowdown, which could have serious and damaging effects on the city's economy. For example, the Council has put together a 'recession relief' package to help businesses with cash flow.

In addition, there is likely to be a shift in emphasis towards measures to support business survival and job retention. An immediate requirement is the need for specific interventions and support for the 'new' unemployed.

The revised CESP Action Plan will need to both integrate with the new policy / programme agenda and take into account the immediate economic priorities facing the city.

3. Strategic Priorities and Action Priorities

3.1 Strategic Priorities

The CESP sets out a series of targets and actions based on four strategic priorities:

1. Supporting the creation, retention and development of local business and enterprise
 - a. Ensure that there is sufficient and appropriate employment space to support the creation of new jobs
 - b. Increase the level of entrepreneurship and business performance
2. Increasing the employment rate in the city;
 - a. Increase the number of jobs in the city that can be accessed by priority groups
 - b. Increase the number of people with labour market disadvantage accessing and remaining in sustainable employment
 - c. Develop partnerships with employers to promote diversity in the workplace and to respond to their recruitment and retention needs
3. Developing and improving skills for work;
 - a. Improve the skills and employability of young people
 - b. Improve the skills of the city's workforce
 - c. Improve the skills of disadvantaged residents in the city
4. Developing the infrastructure and intelligence to support the delivery of actions in the CESP.
 - a. Develop and sustain effective arrangements between partners
 - b. Improve intelligence, data-sharing and a common understanding of city employment and skills needs

Our discussions with partners on the CESSG confirm continued support for the four strategic priorities. They represent a broad framework within which

coordinated actions can be designed and delivered to improve employment and skills in the city. However, there is a general consensus that the 4 strategic priorities need to be measurable (currently, it is difficult to assess measurable impact, except for SP 2).

A further issue raised is with regard to SP 4, the 'setting the example' priority. The key issues section within Annex 1 does provide an explanation on the priority focus of SP4. However, the priority covers a range of strategic actions, i.e.

- a. Develop and sustain effective arrangements between partners (Strategic Objective 4a), particularly by putting in place the support infrastructure to manage and monitor delivery of the CESP and provide a platform (s) for collaboration among partners;
- b. Improve intelligence and data-sharing (Strategic Objective 4b)
- c. Ensure that partner organisations as employers put in place proactive measures to improve the employment prospects and skills of disadvantaged residents.

There is uncertainty among partners about the nature of the priority caused by a lack of clarity regarding the 'disparate objectives' of the strategic priority.

The other main comments relate to:

Translating the priorities into action

There is general agreement that the focus of activities has been on SP 3, specifically 'welfare to work' provision, which reflected:

- priorities at the time
- planned actions by partners and
- availability of discretionary funding.

There is agreement to re-focus actions to address the tougher economic conditions (i.e. SP 1) and design and implement actions which address demand-side employment challenges.

Performance measures

Headline performance targets and measures need to be introduced to enable partners to effectively monitor and evaluate the impact of the CESP.

4. Performance Review

Less than a year into the operational life of the CESP it would be premature to seek to draw definitive conclusions on the impacts and outcomes achieved by the Plan. However the Mid-term evaluation has sought to understand the progress made to date against key objectives and priority actions and this section summarises the main findings to date.

4.1 CESP as a catalyst for partnership working

One of the objectives of the CESP was to ensure a coordinated approach between agencies involved in commissioning and delivering initiatives linked to employment and skills training. The evaluation team has heard evidence of positive developments, with City Council departments and partner agencies working together more effectively:

“Whereas previously we competed with other organisations for funding, we have now started to take a more strategic approach. Through closer dialogue and better communication, we have gained a greater understanding of the strengths of our partners – this has led to us submitting a joint bid with our department as a junior partner, providing the expertise we are best placed to deliver.”

[City Council representative]

Other evidence suggested that the CESP and the CESSG meetings have served as a useful mechanism or forum for closer networking between partners involved. It can be said that there are a number of stages on the way to more effective partnership working between organisations:

- 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 some cases this may involved planning joint delivery of initiatives that link directly to the CESP priorities;
- iv. Embedding cross-organisational review and monitoring to ensure that the outcomes can be captured and improved over time.

To date it would appear that good progress is being made in relation to stages i. and ii. (above). The challenge following the outcomes of this Mid-term evaluation (and the identification of priority actions for 2009/10) will be to tighten coordination and delivery between different agencies.

Therefore the balance of opinion indicates that, while there is evidence of positive action being taken, 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.

4.2 Monitoring and measuring performance and outcomes

While the CESP aims to provide a strategic framework for encouraging employment, skills and enterprise in the city, it is imperative that this is supported by an equally robust framework for measuring the outcomes from CESP actions. The emerging view is that the list of performance indicators that form part of CESP is currently too numerous. There is a need to streamline the indicators used to measure the progress of the CESP, while ensuring that the measures used are compatible with those included in other key strategic plans, notably the LAA. The latter part of the evaluation will focus on these issues in greater detail, although it is anticipated that a tiered approach may be taken. This would involve agreeing headline measures linked to the four CESP strategic priorities and, within each of these headline measures, a set of specific performance indicators would be used, which relate to the identified priority actions.

4.3 Progress in relation to 2008/09 priority actions

The evaluation has considered progress in relation to the actions identified as priorities during the CESP’s first year. By consulting with key partners and reviewing monitoring data submitted to the City Council, we have colour-coded progress using a traffic-light classification:

- **Red:** Little or no evidence of progress in relation to this priority.
- **Amber:** Some evidence of progress with scope for further action in relation to this priority.
- **Green:** Evidence of good levels of progress with positive outputs reported

The table below summarises progress against 2008/09 actions, based on the evidence reviewed by the evaluation team. Further commentary is provided below.

PRIORITY ACTIONS 2008/09	
1) Map the profile of city’s available employment workspace	Amber
2) Provide targeted outreach services to help disadvantaged people back into work	Green
3) Provide a fast track housing benefit service to ease financial hardship	Green
4) Support businesses to employ inactive welfare claimants	Amber
5) Encourage employers to adapt flexible working practices	Amber
6) Increase participation to E2E programmes and strengthen progression routes	Green
7) Strengthen progression opportunities from Level 3 and 4	Green
8) Work with universities to develop higher level skills programmes	Amber
9) Review the impact of partners organisations as employers	Amber

1. Map the profile of city's available employment workspace

An audit of industrial estates has been completed as part of the Employment Land Study, led by the City Council's Economic Development department. Research has also been commissioned to examine sectoral trends and growth in Brighton and Hove. The Business Retention and Inward Investment plan (BRII) will provide the work plan for the Council's economic development team, specifically in terms of building on and support cluster strengths in the city. The outcomes of the research and evolving work plan will inform CESP actions and interventions during 2009/10.

2. Provide targeted outreach services to help disadvantaged people back into work

A number of specific actions have taken place to contribute to this priority. They include the production of a strategic action plan for the delivery of outreach services (April 2008) and meetings of 'commissioning' partners to improve the coordination of funding for outreach provision in Brighton & Hove. This has involved close working between the Council, Learning and Skills Council, PCT and Jobcentre Plus.

A range of community and voluntary organisations are involved in the delivery of outreach services to individuals in disadvantaged areas of the city. They are keen to ensure that their knowledge and intelligence is used in developing improved coordination of outreach services. It is essential that outreach support is continued as the economic conditions are likely to present additional barriers to work for those furthest from the labour market.

Tourism Futures (£70,000 WNF)

Tourism Futures supports a number of project, including a Pre-Employment Training Programme run alongside the services of JC Plus and the LSC and with employer engagement through the Tourism Forum. The programme has a number of component elements:

Individual client support: each client is given individually tailored support to help them develop key employability skills such as CV-writing, job search and interview techniques.

Bespoke training: clients are then placed onto a tailored course of sector-specific training delivered by City College and Care-Coops to gain essential skills based upon accredited courses.

Work Placement: Engage Solutions engage employers, agree work placements for course-participants and ensure guaranteed interview for completers.

During 2008/9 this project will deliver 45 trainees and 30 job outcomes into the local Tourism Industry. Post training support is provided to all participants through the Working Links ESF/DWP Stepping Stones contract in order to maximise potential for securing and sustaining employment.

The project started in September 08 and to date 25 local residents have finished the courses and 5 have entered into employment.

The project supports the strong tourism and hospitality sector within the city and the model has potential to be rolled-out to other business sectors, e.g. construction.

Strengthening Involvement of the community and voluntary sector

During 2008/09, funding has been made available to support the CVSF engage and involve the growing community & voluntary sector in delivery of the CESP priorities. In addition, the funding enables CVSF to ensure that the sector's views, experiences and expertise are influencing service development and delivery.

Delivery has been via four neighbourhood learning networks, bringing together providers for information and knowledge sharing. The Working Together Project has been contracted by CVSF to undertake the project.

Further work is required to strengthen involvement and engage third sector organisations in CESP, in terms of designing and delivering future projects and effectively linking with existing programmes such as Brighton & Hove Works.

Breakthrough

Breakthrough is a programme that enables outreach workers to give one to one support for individuals to take the next steps towards sustainable employment. Each participant gets an individual Information, Advice and Guidance session and support to draw up their action plan. Ongoing support is offered through the programme so participants can best access existing services and courses.

The programme makes a significant contribution to both reducing health inequalities and increasing skills for life levels in neighbourhoods facing most disadvantage. Working with 8 partners, partners are running 15 health and well-being courses this term, with literacy, language and numeracy embedded in them. Learners can look at different aspects of health and how to manage their health more effectively as well as improving their skills for life.

The projects focus on adults who are unemployed and live in East Brighton. The projects link the community based adult learning outreach workers and the emerging health trainers network in the city to the main learning providers and specialist employment brokerage services in order to support residents to access training to improve their Skills for Life, increase awareness on health related issues and improve employability.

Partners include Whitehawk Inn, the Bridge, Hangleton & Knoll, project, Friends Centre, Varndean College, City College, Portslade Community College and Care Co-ops.

To date 163 residents have benefited from the project, 11 have moved into employment, 14 have begun volunteering and 36 have been offered work placements.

The projects are good examples of joint collaboration across health and worklessness agendas and have the potential to be developed and rolled-out across the city (depending on resources being available).

3. Provide a fast track housing benefit service to ease financial hardship

The City Council's Housing Department has led a series of activities that have resulted in positive outcomes linked to this priority. This includes measures to ease the transition for those moving into work through the establishment of new criteria for the award of discretionary housing payments to people moving into work. Action on this priority has also led to quicker processing of benefits claims. Positive progress is being made.

4. Support businesses to employ inactive welfare claimants

Some innovative approaches have been rolled out under this priority, including Local Employer Panels and Work Trials, which sign up employers and seek to match job vacancies to welfare claimants for job trials without the need for the jobseeker to sign off benefit or for the employer to put the jobseeker on his/her pay roll. This is seen as a low-risk opportunity for both parties and can take place for a maximum of 15 days. 10 out of 44 individuals who have undertaken Work Trials have subsequently entered employment. While this is encouraging, there remains a significant cohort of the city's population that is economically inactive and forging greater links between them and local employers remains an important priority.

5. Encourage employers to adapt flexible working practices

The main activity linked to this priority is the work of Labour Market Recruitment Advisers (LMRA), who liaise with local employers and aim to influence their recruitment activities to include a diverse workforce including flexible working practices. In addition, the LEADER group in the City is an influential group of employers who champion the advantages of employing a diverse workforce. This group is also actively working to support local SMEs by promoting best working practices.

6. Increase participation to e2e programmes and strengthen progression routes

Entry to Employment (e2e) provides a variety of training to young people aged 16-19, and up to 25 for learners with learning difficulties. The training focuses on developing employability, social and life skills, with sector-specific skills options also available. The programme, led by the LSC, has seen an expansion in the range of options available to include art, sport, construction, personal and social development, adult literacy and numeracy, ICT, music, and motor vehicle maintenance.

7. Strengthen progression opportunities from Level 3 and 4

The Sussex Learning Network has reported a considerable amount of work in relation to this priority. SLN has prioritised the development of progression pathways and agreements in six key sectors⁷. Over 300 individual agreements have been set up, which provide a guaranteed interview or offer of a place on HE courses (spanning foundation degree to postgraduate level).

8. Work with universities to develop higher level skills programmes

The evaluation has found relatively limited evidence of impact in relation to this priority. We are aware that HE courses are delivered at further education institutions, providing opportunities for students to access higher level skills in a wide range of settings. Further work is planned through the proposed Centre for Work and Learning being established by the SLN and partners to develop customised provision to support workforce development.

9. Review the impact of partners organisations as employers in improving employment and skills amongst disadvantaged residents

A range of outcomes has been reported under this priority, including:

- 4 apprenticeships provided by the LSC to disadvantaged residents;
- Jobcentre Plus has ring-fenced two new posts for disadvantaged residents from the city;
- BHCC is committed to providing employment opportunities for long term unemployed residents and school leavers. This includes providing accredited training and support.

⁷ IT; Arts/New Media; Bioscience; Health and Social Care; Sport and Leisure; Travel, Tourism and Retail.

This priority underlines the important role that CESSG partners play in setting an example to other organisations in terms of promoting employment opportunities for disadvantaged residents.

4.4 Progress in relation to the Action Plan

The full matrix of actions in support of the CESP's Strategic Priorities 2009-11 illustrates the breadth and range of activities that are linked to the Plan. The CESP has been described by a number of contributors to this evaluation as an amalgam of existing actions and to a considerable extent, the CESP's success will depend on the successful delivery, by all partners involved, of their own internal strategies.

In view of the challenging economic conditions that are faced in 2009, there may be a need to refocus some aspects of the CESP action plan and target support to ensure the sustainability and survival of businesses. Adapting programmes to meet changing needs requires flexibility and dynamism. The issue of flexibility has been raised by a number of partners during interviews. In some cases we have found that organisations have been able to tailor activities to ensure they complement CESP priorities. Other agencies have a slightly more prescribed remit to deliver policies and initiatives set out by central government / the Department for Work and Pensions. Nevertheless, such organisations can also modify the way in which their programmes are delivered to ensure they are best aligned with the objectives and vision set out in the CESP. The Local Employer Panels set up by Jobcentre Plus and which seek to match job vacancies to welfare claimants are one example.

5. Future Challenges and Priorities

As well as assessing progress and general performance of the CESP, an important phase of our work is to identify some of the future challenges facing the city with regard to employment and skills and begin the process of shaping a revised action plan to respond to these new priorities.

All partners agree that the immediate emphasis (and new challenge) is to tackle the current economic downturn and ensure that the city is in a positive position to respond when the economy improves. This was confirmed during one-to-one meetings with CESSG members and at the workshop session in November.

There is general agreement that the skills and employment landscape is (still) far too congested. The design and delivery of the CESP has provided an excellent start but more needs to be done to rationalise and integrate the delivery and funding of skills and employment services.

As set out in section 2, within the city a number of new strategies, programmes and plans have/are being developed to stimulate economic progress and reduce inequality. It is important that the CESP, particularly at the action end, integrates with relevant plans. There needs to be clarity with regard to roles and responsibilities together with a robust and consistent approach to monitoring and evaluation so that the effectiveness of interventions, particularly those concerned with skills and employment services can be properly evaluated.

The publicly funded part of the employment and skills landscape, particularly the LSC and Jobcentre Plus, are part of national arrangements that are themselves being reformed. Although these may cause uncertainty in the short term, they are seen as opportunities for the city to design, develop and deliver arrangements that provide the services Brighton & Hove needs.

At the workshop meeting in November, a list of priorities was identified:

1. Retain, train and sustain employment
2. Clarify communications around funding, train to gain and skills for growth
3. AACS
4. Procurement/ reaching funding
5. Intelligence – Prepare for the future. Role and support to business support organisations
6. Keep positive about long-term opportunities
7. Role of self-employment/ creative options, capitalise on volunteering strategy
8. Business support / inward investment (e.g. BRII action planning)

A coordinated approach is required to tackle economic recession through deliverable projects and programmes, which respond to current economic needs, e.g. support to the independent retail sector in B&H (particularly post Christmas).

In addition, the emphasis of the Action Plan needs to shift towards mainstream economic development /employment programmes, including proactive business support.

An important next phase of our work is to work with the CESSG to develop the priorities that reflect future challenges into a revised CESP Action Plan for the short and medium term.

6. Next Steps

Following consideration of the Interim Report, our next phase of work will focus on:

- Designing a future framework for monitoring and evaluation of the CESP, including data sources / gaps
- Working with the CESSG in prioritising actions to improve the performance of the CESP

Appendix 1: Consultees

Jonathan Stevenson: JobCentre Plus, Senior Business Manager

Kerry Kyriacou : Business Link

Sean Jarrett: Business Link, Head of Strategy

Caroline Wood: SEEDA, Deputy Area Director-Sussex

Gilly Bartrip: SEEDA

Donna Keenan: CCBH, Work Based Learning Manager

John Evans: CCBH, Deputy Principal

Sarah Hardman: Sussex Learning Network

Thea Allison: Director B&H Business Community Partnership

Tony Mernagh: CEO B&H Economic Partnership

Sally Hiscock: CVSF

Michelle Pooley: Working Together

Tom Scalon: Acting Dir of Public Health

Lydie Lawrence

Michael Nix: LSC, Partnership Director

Paul Stoggles: LSC, Economic Development Manager

Scott Marshall (Chair CESP) BHCC, Director Cultural Services

Adam Bates: BHCC, Head of Tourism

Cheryl Finella: BHCC, Economic Development Lead Officer)

Angela Gaitani: BHCC

Paula Black: BHCC, Interim Analysis and Intelligence Manager Policy

Simon Newell 2020 Community Partnership Officer

Paul Brewer: BHCC, LAA

Rob Dawson: BHCC

Dan Shelley: CYPT, Learning Partnership Manager

Emma Gilbert: BHCC, Single Homeless & Work & Learning Manager

Appendix 2: Consultation questionnaire

City Employment and Skills Plan (CESP): Consultation with Partner Organisations

Name	
Organisation	
Position / Job title	
Telephone Email	
Please tick the relevant box(es) to denote your involvement with the CESP. Are you...	
a) A member of the City Employment and Skills Steering Group	<input type="checkbox"/>
b) A member of the City Employment and Skills Working Group	<input type="checkbox"/>
c) A member of an organisation delivering specific projects identified within the CESP Action Plan	<input type="checkbox"/>

Q1 How would you summarise the contribution that your organisation has made to the delivery of the City Employment and Skills Plan?

--

Q2 How relevant is the City Employment and Skills Plan to the strategic objectives and activities of your organisation and how have you used it?

Tick box

Extremely relevant

Fairly relevant

Not relevant

Please provide further details as to how you have used the CESP:

--

Q3 The CESP has identified the following strategic priorities.

- i) Support the creation, retention and development of local business and enterprise
- ii) Increase the employment rate in the City
- iii) Develop and improve skills for work
- iv) Develop the infrastructure and intelligence to support the delivery of the actions in the CESP

Do you think the strategic priorities adequately reflect the challenges facing the city?
Yes/No

Please use the space below to provide further details to explain the reasons for your answer:

Q4 The CESSG has identified the following priorities for action during 2008/09

- Map the profile of the city's available employment workspace
- Provide targeted outreach services to help disadvantaged people back into employment and training
- Provide a fast track housing benefit service to ease financial hardship when people are making the transition to work
- Support businesses to employ inactive welfare claimants
- Encourage employers to adopt flexible working practices as a means of diversifying the workforce
- Increase participation to Entry to Employment programmes and strengthen progression routes
- Strengthen progression opportunities from Level 3 and 4 onto Higher Education
- Work with universities to develop higher level skills programme that are relevant to the needs of the City's fast growing businesses
- Review the impact that partner organisations have as employers in improving employment and skills amongst disadvantaged residents

What contribution has (is) your organisations making in support of these priorities?

Please insert any other actions that you think should be addressed as a matter of priority?

.....

Q5 Has the CESP changed the way that you design, develop and deliver projects in the City? Tick one box only

	Tick one
Yes	<input type="checkbox"/>
No	<input type="checkbox"/>
Don't know / Too early	<input type="checkbox"/>

Please provided details to explain your answer:

--

Q6 Please provide an example of a project that your organisation is involved with and which is contributing to delivering the strategic priorities outlined in the CESP.

Project:
Impact to date:
Performance measure / indicator:

IMPACT

Q7 How could / should the impact of the CESP be measured? What, in your view, would success look like?

Please provide details:

COLLABORATION

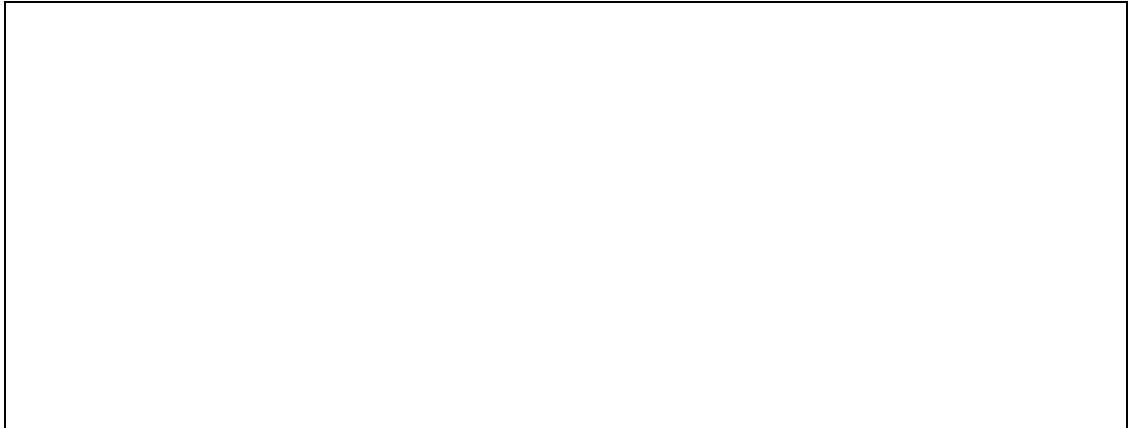
Q8 Please indicate whether you agree or disagree with the following statements by ticking the appropriate box and inserting any relevant comments.

1 = Strongly agree; 2 = agree to an extent; 3 = neither agree nor disagree;
4 = disagree to an extent; 5 = strongly disagree

	1	2	3	4	5	Notes / comments
The CESP has facilitated the development of new partnerships with a range of other service providers and agencies						
Communication with other partners involved in the delivery of the CESP has been good throughout						
The CESP has ensured that organisations are working together effectively in the pursuit of common objectives						
The Steering Group provides an important focal point and infrastructure to drive forward delivery of the CESP						

Q9 What are the main challenges facing the City which relate to the strategic priorities set out in the CESP? Please provide brief details.

Q10 Are there any further points you would like to make with regard to the CESP?



THANK YOU FOR YOUR TIME & CO-OPERATION, WHICH IS GREATLY APPRECIATED

Brighton and Hove City Council

**City Employment and Skills Plan
Mid-term Evaluation**

**Future Priorities and
Evaluation Framework**

prepared by

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Appendix 1: CESP Strategic Priorities and Objectives

Appendix 2: CESP Memorandum of Accord

1. Introduction

The City Employment and Skills Plan (CESP) Mid-term Evaluation Interim report (December 2008) provides a commentary and analysis on the CESP, including a review of current projects and priorities. Following the presentation of the Interim Report, the CES Working Group, reporting to the CES Steering Group, has focused on re-defining future employment and skills priorities in light of changing economic circumstances and partner commitment.

Building on the discussions and the outcomes of the Interim Report, this final report sets suggested recommendations on:

- a re-focused Action Plan, specifically priority actions;
- a future framework for monitoring and evaluating the CESP and
- the future support infrastructure for managing and driving forward the CESP.

2. Future Priorities

The Mid-term Evaluation Interim report highlighted a number of factors, which need to be taken into consideration when up-dating and revising the CESP Acton Plan. The immediate challenge facing CESP partners is addressing current economic and social priorities facing the city, whilst at the same time integrating activities within the new policy / programme and reform agenda.

2.1 Addressing current economic priorities

All partners agree that the immediate emphasis (and new challenge facing the city) is tackling the current economic downturn, whilst at the same time ensuring that the city is in a positive position to respond when the economy improves.

The UK is now in its first recession in 15 years and is set to experience significantly more volatile economic conditions in the years ahead. Some of the key impacts for the city are likely to include:

- a significant increase in unemployment (one estimate is that Brighton could suffer around 3,000 job losses)
- closures and job losses in the city's independent retail sector
- job losses in financial and business services, the most important source of private sector employment in Brighton
- further slowing in the commercial property market leading to delays in bringing forward key developments in the city

The expected severity of the recession underscores the vulnerability of Brighton & Hove's economic position. Research prepared by the economic 'think tank' Centre for Cities presents a worrying outlook for the city. Brighton, which has built a reputation for high quality independent shopping, could shed up to 7,400 jobs by 2011, up to 40% of which could be in retail and leisure.

A recent report prepared by the Council's Policy Unit sums up the short and long-term growth challenges facing the city¹ :

“Weaker macroeconomic performance; slower growth (or decline) in public spending; a less buoyant property market; and ever increasing competition from businesses and workers elsewhere in the UK and overseas all point towards a challenging economic future for Brighton.”

The recession will leave the city with a much larger group of newly unemployed people, as well as exacerbating the challenges involved in getting disadvantaged groups back into work.

2.2 Maximising impact

The overwhelming consensus is that the Employment and Skills Action Plan contains too many actions and projects, and needs to be re-focused to maximise impact through a smaller number of strategic projects. The Plan needs to recognise the complex skills and employment landscape of mainstream programmes and discretionary activities being delivered by partners in the city. The focus needs to be on improved collaboration and designing and implementing interventions that add value to core activities.

The design and delivery of the CESP has provided an excellent start but more needs to be done to rationalise and integrate the delivery and funding of skills and employment services to achieve maximum impact.

2.3 Clarifying roles and responsibilities

A number of new strategies, programmes and plans have/are being developed to stimulate economic progress and reduce inequality. A plethora of new national programmes continues to be rolled-out by the Government to address current economic priorities. For example, the £500M package to

¹ B&H City Council: Brighton's key challenge: enabling growth through managed change

support those unemployed for more than 6 months, the 'Golden hellos', will mean potential support to the 1,665 people (DWP Nov 2008) in Brighton and Hove who have been unemployed for more than 6 months.

It is important that the CESP, particularly at the action-end, integrates with relevant plans and programmes to ensure take up of national programmes. There needs to be clarified with regard to roles and responsibilities together with a robust and consistent approach to monitoring and evaluation so that the effectiveness of interventions, particularly those concerned with skills and employment services can be properly evaluated.

2.4 Responding to reform

The publicly funded part of the employment and skills landscape, particularly the LSC and Jobcentre Plus, are part of national arrangements that are themselves being reformed. Although these may cause uncertainty in the short term, reform is seen as presenting opportunities for the city to design, develop and deliver arrangements that provide the services Brighton & Hove needs.

In particular, there is a need to prepare for the devolution of 14-19 skills funding and the introduction of the new 19+ skills infrastructure in 2010.

3. CESP Action Plan

3.1 Introduction

Over the past months, there has been much discussion within the CESSG and CESWG on the form and content of the revised CESP Action Plan. Appendix 1 sets out the strategic priorities and revised objectives for action as agreed at the CESSG meeting in January 2009.

The key delivery principles which guide the 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.

The City Employment and Skills Plan is primarily a tool for changing and improving the way partners work together to address skills and employment priorities. The Action Plan provides a 'light touch' framework for action, which focuses on those priority programmes over and above core business or where there is a need (and opportunity) to enhance core provision to meet the city's priorities.

There is an opportunity to better coordinate and integrate core provision by improving communication and intelligence and information sharing particularly at the business / investment planning stage. Programmes to improve the delivery infrastructure and intelligence are set out in Strategic Priority 4.

3.2 Thematic Action Plan

In terms of immediate actions (over the next 18 months), a decision was 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 thematic programmes are:

SP1:

Themes

- Business Support;
- Entrepreneurship, and
- Inward Investment and Retention.

SP2+3:

Themes

- Information, Advice and Guidance (IAG);
- Volunteering;
- In-work or Employer training, and
- Pre-employment training.

SP4:

Themes

- Partnership working.

The attached (draft) tables outline the priority activities under each of the themes. Each of the thematic programme areas will include a range of activities / projects. A designated Lead Partner(s) will be responsible for scoping the activities and projects to be delivered as well as setting out monitoring and evaluation procedures to measure success.

Strategic Priority: SP1 Theme: Business Support	Lead Organisation: BHCC-ED
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Key City Employment and Skills Steering Group (CESSG) partners / other partners

- **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

- 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?

- 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. City council Recession Relief package to support Businesses
- f. 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
Establish an Innovation and Growth Team to service the needs of the businesses in the city	- Work with partners to access SEEDA funding	SEEDA, BHCC-ED, BHEP, BL, Universities	4/09-06/09
Deliver against the priorities of Social Enterprise	-	BHCC-ED, BCP, CVSF	04/09-
Extend the recession relief package	- Implement Business Lifebelt project	BHCC-ED, BL	02/09 – 07/09

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

LAA National Improvement Indicator	Baseline	08/09	09/10	Stretch target possible?
L2 Increase GVA per head	£18,883	£20,185	£20,760	No – targets will fail due to recession

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

- **CYPT**
- **BHEP**
- **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. Training, advice and support programmes delivered by Brighton & Hove Chamber of Commerce, InBiz etc.
- c. Sussex Innovation Centre – providing support for the creation and growth of technology and knowledge based companies in Sussex
- d. Support provided through national programmes, e.g. Shell LiveWire (16-30 yrs old), The Prince's Trust etc.

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

Activity	Action	Partners	Timeframe
Develop City Entrepreneurship Action Plan supported by City Entrepreneurship Partnership	<ul style="list-style-type: none"> - Host partnership meeting to agree format / terms of reference - Jointly produce Entrepreneurship Strategy and Action Plan - Strategy and Action Plan signed-off by Partnership - Implement collaborative actions 	BHCC lead co-ordinators	4/09 – 9/09
Co-ordinated design and delivery of start up clinics and workshops	<ul style="list-style-type: none"> - Rolling 12 month programme of clinics 	BL BHCC SIC	4/09

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

LAA National Improvement Indicator	Baseline	08/09	09/10	Stretch target possible?
NI 171 New Business registration rate	71.8	N/A	65	No – this target is highly challenging and takes CESSG's work into account

Strategic Priority: SP1/SP2		Lead Organisation: BHCC-ED	
Theme: Inward Investment and Retention			
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 <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 c. 2A: Increase the number of jobs in the city that can be accessed by priority groups 			
2. Current activities to address this theme? <ol style="list-style-type: none"> 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>) 			
3. What additional areas of joint/partnership activities should/could add value in 2009/10?			
Activity	Action	Partners	Timeframe
Take forward the BRII Implementation Plan	-	BHCC-ED, BHEP, BL, SEEDA	05/09-05/12
Maximise the support of IDM manager	-	SEEDA	

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

LAA National Improvement Indicator	Baseline	08/09	09/10	Stretch target possible?
NI 171 New Business registration rate	71.8	N/A	65	No – this target is highly challenging and takes CESSG's work into account
L3 Increase number of people in employment	125,300	127,000	124,000	No – likely to fail target given number of job losses across UK

Strategic Priority: SP1/SP2 Theme: Information, Advice and Guidance	Lead Organisation: BHCC- CYPT
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Key City Employment and Skills Steering Group (CESSG) partners / other partners

- LSC
- JCP
- CVSF

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. 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?

- a. Next Step service providing Careers advice and guidance in the city
- b. Breakthrough – a partnership of city council and third sector organisations providing 1:1 support and advice to unemployed residents
- c. Connexions Service providing careers advice and support to 13-19 year olds

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

Activity	Action	Partners	Timeframe
Implement the pilot Adult Advancement and Careers Service (aacs) prototype	<ol style="list-style-type: none"> i. Host launch event ii. Ensure all commissioned services link with aacs to explore co-location, joint CPD and databases 	JCP/LSC contractors, PCT and wider Advice services	23/3
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)	<ol style="list-style-type: none"> iii. Jointly produced LMI iv. Strategy developed v. Strategy signed off by 14-19 Partnership Board 	ED/CYPT	August 09 March - June October 09

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

LAA National Improvement Indicator	Baseline	08/09	09/10	Stretch target possible?
NI 79 - Achievement of a Level 2 qualification by the age of 19	69%	78%	80%	
NI 117 - 16 to 18 year olds who are not in education, training or employment (NEET)	9.3%	7.60%	7.10%	

Strategic Priority: SP2 Theme: Volunteering	Lead Organisation: CVS Forum
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Key City Employment and Skills Steering Group (CESSG) partners / other partners

- BCP
- JCP
- 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

1. 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

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

Activity	Action	Partners	Timeframe
Develop and Implement Volunteering Strategy	Partners to contribute to the development	Strategy steering group	
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.	Volunteer Centre, Brighton & Hove Volunteers, Active Student, ProjectV, JCP, Employment support contractors, Working Together Project	
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	

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

LAA National Improvement Indicator	Baseline	08/09	09/10	Stretch target possible?
NI 6 Participation in regular volunteering	27.8%	27.8%		2010/11 target 30.6%
NI 7 Environment for a thriving third sector	23.9%	23.9%		2010/11 target 26.6%

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

- JCP
- City College Brighton and Hove
- Sussex Enterprise/Business Link/South East Skills

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

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

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

Activity	Action	Partners	Timeframe
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 	City Council LSC Skills South East BHEP City College	
Increase the number of employers in the city signing both the Skills Pledge and Local Employment Partnerships.	<ul style="list-style-type: none"> • 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 • 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 	LSC JCP	
Systematically publicise the Train to Gain 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	

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

LAA National Improvement Indicator	Baseline	08/09	09/10	Stretch target possible?
NI 79 - Achievement of a Level 2 qualification by the age of 19	69%	78%	80%	
NI 117 - 16 to 18 year olds who are not in education, training or employment (NEET)	9.3%	7.60%	7.10%	
NI 152 Working age people on out of work benefits	24,672 (14.5%) (May 07)	20,630 12.3%	20,115	
NI 163 Working age population qualified to at least Level 2 or higher	75.3%	76.9%	77.9%	

Strategic Priority: SP2/3		Lead Organisations: LSC and JCP	
Theme: Pre-employment training and support			
Key City Employment and Skills Steering Group (CESSG) partners / other partners			
<ul style="list-style-type: none"> • BHCC • City College Brighton and Hove • Working Links • VCS Forum members (e.g. Together Project) 			
1. City Employment & Skills Plan (CESP) Priorities that this theme will address			
<ul style="list-style-type: none"> 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 			
1. Current activities to address this theme?			
<ul style="list-style-type: none"> a. Outreach working and courses developed through the BHLP Adult Learning Group b. JCP Pathways to Work c. DWP ESF contracts d. LSC ESF Skills for Jobs contracts (Albion, BHCC, Working Links) e. JCP New Deal f. JCP Programme Centres g. LSC funded courses for 16-18s and 19+ including 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 			
1. What additional areas of joint/partnership activities should/could add value in 2009/10?			
Activity	Action	Partners	Timeframe
Outreach funders group			
Drive welfare to work resolutions through the provider network obtaining commitments from members to work in partnership and to provide realistic projections for delivery of results		Regional Contractors Network	
Obtain performance commitments from Welfare to work and Adult Skills providers within the city , and use this information to promote partnership working and programme development		Regional Contractors Network	
Develop a legally enforceable obligation for developers (S106) linked to the provision of skills and employments opportunities for residents			

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

LAA National Improvement Indicator	Baseline	08/09	09/10	Stretch target possible?
NI 79 - Achievement of a Level 2 qualification by the age of 19	69%	78%	80%	
NI 117 - 16 to 18 year olds who are not in education, training or employment (NEET)	9.3%	7.60%	7.10%	
NI 152 Working age people on out of work benefits	24,672 14.5% (May 07)	20,630 12.3%	20,115	
NI 163 Working age population qualified to at least Level 2 or higher	75.3%	76.9%	77.9%	

Strategic Priority: SP4		Lead Organisation: BHCC-ED	
Theme: Partnership working			
Key City Employment and Skills Steering Group (CESSG) partners / other partners			
<ul style="list-style-type: none"> • All CESSG members 			
<ol style="list-style-type: none"> 1. City Employment & Skills Plan (CESP) Priorities that this theme will address <ol style="list-style-type: none"> b. 4a: Develop and sustain effective arrangements between partners c. 4b: Improve intelligence, data-sharing and a common understanding of city employment and skills needs 			
<ol style="list-style-type: none"> 2. Current activities to address this theme? <ol style="list-style-type: none"> a. CESSG Meetings and activities b. CESSG working group activity c. Partnership data group meetings with focus on economic, employment and learning data d. Regular updates to LSP/PSB to ensure commitment at the highest level 			
<ol style="list-style-type: none"> 3. What additional areas of joint/partnership activities should/could add value in 2009/10? 			
Activity	Action	Partners	Timeframe
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		
Ensure that other partnerships are aware of their contribution to the employment and skills work undertaken by CESSG	Some activities listed below Specific workshops/ events organised between partnerships focusing on links between other themes and employment and skills		
Annual CESSG workshop	-	All CESSG partners	
Establish the CESP accord which will outline partners' commitments to deliver the CESP	-	All CESSG partners	
Establish key mechanisms to ensure annual sharing of business planning between and with partners to maximise partnership working and impact	-	All CESSG partners	
Improve intelligence sharing regarding the flow of vacancies and the needs of employers	-		
Evolve Integrating Employment and Skills Protocol	-	LSC	
Work together to access and harness funding from different sources to meet employment and skills needs in the city	-	All CESSG partners	
Improve the dissemination of the CESSG actions	-	All CESSG partners	

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

LAA National Improvement Indicator	Baseline	08/09	09/10	Stretch target possible?
L3 Increase the number of people in employment	125,300 (Jul 06-Jun07)	127,000	124,000	No – likely to fail target given number of job losses across UK
L2 Increase GVA per head	£18,833 (2005)	£20,185	£20,760	No – targets will fail due to recession

4. Evaluation Framework

While the CESP aims to provide a strategic framework for encouraging employment, skills and enterprise in the city, it is imperative that this is supported by an equally robust framework for measuring the outcomes from CESP actions. The emerging view is that the list of performance indicators that form part of CESP is currently too numerous.

In line with new priorities and recognising resource implications, there is a need to streamline the indicators used to measure the progress of the CESP, while ensuring that the measures used are compatible with those included in other key strategic plans, notably the Local Area Agreement.

The Evaluation Framework will need to be structured and implemented in a way which:

- builds on current intelligence;
- is flexible and responsive; and
- is cost effective.

We recommend that a tiered approach is implemented, which will measure success in three ways:

- A. Contribution to specific headline targets set out within the LAA (specifically ‘Promoting Enterprise & Learning’)**

- B. Specific targets and indicators set out within the City Employment and Skills ‘themed’ Action Plan in order to evaluate the impact of individual projects and programmes**

- C. Organisational outcomes and targets to demonstrate effective partnership working**

4.2 Contribution to specific headline targets set out within the LAA (specifically ‘Promoting Enterprise & Learning’)

Local Area Agreements set out the priorities to be addressed at a local level (local authority area and LSP) through a combination of central government programmes and activities led by other key partners in the area in question. The Brighton & Hove LAA covers the 3 year period, between 2008 – 2011, and has been developed and agreed with all of the key delivery partners in the city. The LAA recognises the importance of economic and enterprise development and sets specific targets under the Promoting Enterprise and Learning theme, which will play 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.

The table below recommends the specific headline targets that are appropriate in terms of measuring the success of the CESP.

Brighton and Hove LAA 2008 – 11: CESP Indicators

National Improvement Indicator	Baseline	08/09	09/10	10/11	CESP Strategic Priority
New business registration	Target to be confirmed				SP1
Increase GVA per head	£17,230 (2005)	£18,418	£18,943	£19,484	SP1, 2, 3
Increase number of people in employment	127,000 (July 2006 – June 2007)	129,316	130,474	131,632	SP2/3
Achievement of Level 2 qualification by the age of 19	69%	78%	80%	82%	SP2/3
16-18 year olds who are not in education, training or employment (NEET)	9.3%	7.6%	7.10%	6.7%	SP2/3
Working age people on out of work benefits	21,702 (average of four quarters to May 2007) 12.9%	20,630 12.3%	20,115 12%	19,612 11.7%	SP2/3
<i>Working age people claiming out of work benefits in the worst performing neighbourhoods</i>	30.6%				SP2/3
Proportion of men aged 19-64 and women aged between 19-59 qualified to at least Level 2 or higher	75.3%	76.9%	77.9%	79%	SP2/3

Comparisons with national data will provide a snap-shot as to how successful the CESP is at addressing the headline employment and skills priorities facing the city. The fact that regular quarterly Performance Reports are prepared will enable the CESSG to regularly review performance. However, there are a number of issues, specifically:

Measuring performance during the recession.

It is likely that during the current economic recession the LAA will not deliver against the baseline targets set within the plan, e.g. working age people on out of work benefit is expected to rise significantly. Information will need to be presented to benchmark the performance of Brighton & Hove against areas with similar socio economic characteristics. Good performance in comparison to the region and nation will be a strong indicator given the global nature of the economic crisis.

Additional indicators

A limited number of additional headline indicators could be introduced to more adequately reflect the comprehensive nature of the CESP. Additional indicators that could be included as part of headline targets include:

% of unemployed claiming JSA who have been out of work for more than one year

Purpose: to monitor the CESP aim of tackling unemployment, focusing on long-term unemployment

Annual change in number of jobs

Purpose: to monitor changes job creation in the local economy

Number of business de-registrations

Purpose: Linked with business registration, to monitor the health of the economy through business formation and survival.

In addition, partners will need to consider how to capture headline indicators associated with inward investment and business retention (hopefully, a steer will be provided through the BRIL strategy.)

There are also a range of indicators which the Performance Team has a duty to report on that aren't included within the LAA, including:

- NI166: median earnings of employees in the area;
- NI172: % of small businesses within an area showing growth, and
- NI173: flows into incapacity benefits from employment.

4.3 Targets and indicators set out within the CESP Action Plan

It will be the responsibility of lead partners to identify specific evaluation indicators and targets within the themed CESP Action Plan. It will be important that these indicators demonstrate:

- Clear customer / beneficiary feedback arrangements
- Evidence of success
- Value for money

Individual projects and initiatives will have their own monitoring and evaluation processes in place. However, it is crucial that CESP partners understand the 'gross' impact of the thematic programmes as a whole.

It is generally agreed that the LAA does not provide a particularly helpful set of indicators on the economy. Below, we suggest a range of indicators which can be used to measure the effectiveness of partner interventions through the thematic Action Plan.

Business Support

Indicators will need to be agreed to assess the impact and effectiveness of partners' actions in supporting new and existing businesses in the area. Any future indicators should reflect current performance measures adopted by Business Link. Suggested indicators include:

Start ups:

- Number of new business start-ups supported in the local area per 1,000 VAT registered businesses
- User satisfaction with business start up support

Indigenous businesses:

- Number of business enquiries for advice and information received in the financial year (per 10,000 economically active population);
- Number of jobs created / safeguarded in which business support provided has made a substantial contribution;
- Number of businesses assisted through business support initiatives and services during the financial year;
- User satisfaction of customers receiving business support services.

Entrepreneurship

In addition to the indicators set out regarding support for start ups, an additional mix of quantitative and qualitative indicators could include:

- Number of young people receiving enterprise and entrepreneurship education;

- Number of young people considering self-employment as a viable career option;
- Levels of entrepreneurial activity among different groups (e.g. under 25s, women, over 50s etc.).

Inward investment and retention

The Business Retention and Inward Investment Strategy will provide a framework and action plan to co-ordinate a proactive service to attract businesses to Brighton & Hove and support those already located in the city. Indicators will need to be set regarding:

- Number and value of inward investment projects;
- Number of businesses relocating to Brighton & Hove;
- Number of jobs safeguarded / created as a result of inward investment / retention activities;
- % of business customers using the inward investment services (including aftercare) expressing satisfaction with the services and support provided.

4.4 Outcomes and targets to demonstrate effective partnership working

In many respects, the over-riding objective of the CESP is to bring together the key strategic partners from across Brighton & Hove to better co-ordinate the design and delivery of employment and skills interventions to meet current and future needs. If this is going to happen (and this evaluation has clearly found that an encouraging start has been made), then partners will need to be committed to making a step-change in the way they collaborate and work in

partnership. Meetings of the CESSG have indicated that joint-planning and sharing of information are fundamental to more effective partnership working.

The monitoring and review function is different in its focus. Here, the aim is to examine and measure not whether the CESP priorities and objectives are being achieved but how well the partnership itself (through the Steering Group and Working Group) is working.

Specific targets need to be agreed by CESSG members for monitoring and reviewing how effectively the partnership itself is working. It is important that the CESSG is formally recognised as one of the LSPs thematic partnerships, which will mean that it is subject to the various protocols in place to ensure that the Steering Group operates effectively and efficiently.

As a first step, we recommend that partners sign a Memorandum of Accord (Appendix 2) to formalise partner commitment to delivering the CESP.

5. Delivery Infrastructure

1.1 The Working Group and Steering Group

The existing management and governance structures, i.e. the CESSG and CESWG, are sound in terms of being charged with responsibility for monitoring and implementing the CESP. However, we recommend that the Terms of Reference of both groups are reviewed, specifically in light of changing priorities and the suggested formalising of partnership working through the Memorandum of Accord. The Working Group (or a newly formed Evaluation Panel working to the Steering Group) needs to take on overall responsibility for disseminating information on performance.

A particular issue has been changes in individual representation on the Steering Group, which could suggest that the CESP exists on the periphery of certain partner organisations. It is vital that partner organisations commit senior officer representation to participate in the CESSG to ensure that the CESP is driven forward at a senior level.

In addition, a further issue is the need to ensure that the actions and activities of the group are cascaded down through partner organisations, ensuring that the CESP's 'reach' and profile is not confined solely to those individuals on the CESSG.

5.2 Resourcing

Partnership working is often expensive as well as difficult. The CESP does not have a budget as such, yet it is clear that the time and effort required to drive forward the CESP is considerable, particularly in terms of servicing the CESSG and CESWG.

To date, much of these costs are borne by the Economic Development Team at the City Council or ad hoc support from partners.

The support infrastructure to service the CESSG and CESWG is lean but consideration needs to be given as to future resource implications. It is important that there is transparency in the financial resources each partner brings to the partnership – both financial and in-kind. Appreciation, not just awareness, of partner's contribution to the CESP is an important element in continued commitment and the willingness to invest in a collaborative response to the employment and skills challenges facing the city.

6. Concluding remarks

The City Employment and Skills Plan (CESP) has as its ambitious mission “the creation of a coherent and coordinated approach to employment and skills, which will benefit the residents of Brighton and Hove and strengthen the city’s economy”. The Mid-term Evaluation report highlights that a good start has been made in coordinating activities to address the skills and employment challenges facing the city.

The immediate challenge facing CESP partners is addressing current economic and social priorities facing the city, whilst at the same time integrating activities within the new policy / programme and reform agenda.

Less than a year into the operational life of the CESP it would be premature to seek to draw definitive conclusions on the impacts and outcomes achieved by the Plan. However the Mid-term evaluation has sought to understand the progress made to date against key objectives and priority actions. In terms of priority projects, good progress has been made, mainly due to the fact that the projects identified were currently underway.

In terms of future evaluation, we recommend that a tiered approach is implemented, which will measure success in three ways:

- D. Contribution to specific headline targets set out within the LAA (specifically ‘Promoting Enterprise & Learning’)**

- E. Specific targets and indicators set out within the City Employment and Skills ‘themed’ Action Plan in order to evaluate the impact of individual projects and programmes**

- F. Organisational outcomes and targets to demonstrate effective partnership working**

In many respects, the over-riding objective of the CESP is to bring together the key strategic partners from across Brighton & Hove to better co-ordinate the design and delivery of employment and skills interventions to meet current and future needs. If this is going to happen (and this evaluation has clearly found that an encouraging start has been made), then partners will need to be committed to making a step-change in the way they collaborate and work in partnership.

The challenge following the outcomes of this Mid-term evaluation (and the identification of priority actions for 2009/10) is to tighten coordination and delivery between different agencies. The focus needs to be on improved collaboration and designing and implementing interventions that add value to core activities.

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.

It is important that the CESSG is formally recognised as one of the LSPs thematic partnerships, which will mean that it is subject to the various protocols in place to ensure that the Steering Group operates effectively and efficiently. In addition, it is vital that partner organisations commit senior officer representation to participate in the CESSG to ensure that the CESP is driven forward at a senior level. As a first step, we recommend that partners sign a Memorandum of Accord (Appendix 2) to formalise partner commitment to delivering the CESP.

Appendix 1:

Strategic Priorities and Objectives

The table below reviews each of the four Strategic Priorities and Objectives for the CESP.

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

Partners recognise the need to re-focus interventions to help local businesses during the economic recession. The severity of the economic downturn and its sharp impact on Brighton & Hove businesses requires urgent practical and co-ordinated action from all CESP partners. The new Economic Development Strategy (BHEP) and Business Retention and Inward Investment (BRII) Strategy provide the economic development context and broad action priorities. Any new programmes will need to fit within these key plans. In addition, any future business support and advice will need to sit within the portfolio of business support schemes designed through the Business Support Simplification programme. BSSP will provide an important stimulus for coordinating effective support interventions, but success will depend on an active Business Link which responds to local SMEs' needs and requirements.

It is essential that the differing needs of small and medium sized firms are adequately met and supported, e.g. independent retailers in the city

SP1: Support the creation, retention and development of local business and enterprise

- Ensure that there is sufficient and appropriate employment space to support the creation of new jobs
- Increase the level of entrepreneurship and business performance

SP 2: Increase the Employment Rate from 75.6% to 76.6%

During the current economic recession, it will be increasingly difficult to meet the particular target set within Strategic Priority 2. The employment rate in the city remains below the regional average and Research Group Centre for Cities has recently suggested that Brighton & Hove could lose about 5% of its jobs during the economic downturn (up to 2011). The indication is that the downturn will now begin to have a greater impact on entry-level jobs e.g. retail and leisure. Partners need to work collaboratively to help people into work and exploit what work opportunities exist.

Clearly, the city will need to maximise take-up of the various national programmes being designed for delivery by stakeholders such as Job Centre Plus. Partners will need to develop effective working relationships with the new providers of welfare-to-work programmes, specifically the Flexible New Deal. The CESSG will need to take account and influence work towards implementing Integrated Employment and Skills (IES) which will ensure that LSC and DWP/JCP programmes will work even closer in future. Integrating Employment and Skills is not a programme and should not be viewed as one. It is the work that is being undertaken to ensure a better level of service can be offered to individuals and employers at all points in the continuum that helps people move from low skills and worklessness through to high skilled sustainable employment. IES will empower JCP advisers to look more broadly at the employment and skills needs of individuals and to identify the most appropriate route to return to employment. In 2010-11 the ambition is to help 100,000 people to gain sustainable employment and a recognised qualification through the new service. This in turn supports the Government goals to achieve an employment rate of 80% of the working age population and halve child poverty.

Benefiting individuals: The IES service will make it easier for people to learn, earn and fulfil their potential through a better signposting of and referral to services to find the help to get into and on in work, break down barriers to improving skills; and break the 'benefit to low income job to benefit' cycle for the most disadvantaged in society. AACS is also part of this initiative.

Benefiting employers: The IES service will support employers' business needs through a single employer offer which will ensure a "no wrong door" service. Improved employer engagement and better identification of business needs will make a positive impact on business performance.

Specific measures are still required to support the most vulnerable to labour market exclusion.

The drive to tackle long-term worklessness must not become diluted as the numbers of newly unemployed increase. Activities such as the collaborative promotion of LEPs will be a key vehicle to ensure that tackling long term worklessness remains a priority.

SP2: Increase the employment rate in the city

- Increase the number of jobs in the city that can be accessed by priority groups
- Increase the number of people with labour market disadvantage accessing and remaining in sustainable employment
- Develop partnerships with employers to promote diversity in the workplace and to respond to their recruitment and retention needs
- Develop appropriate actions to support individuals facing redundancy

SP 3: Develop and Improve Skills for Work

Despite the city having a highly skilled resident population, a key priority remains to support local people improve their skills, job and advancement prospects. Action is required to achieve a social and economic well-being that is vital to developing a prosperous economy. Partners need to ensure design and delivery of appropriate training opportunities for people at all levels and that are of distinct use to the local functional economic area i.e. specific sectors/employment areas.

During the short term, the priority is to maximise the number of people ready for employment at all skills levels, whilst at the same time continually equip them to progress in the labour market. An important priority will be to support and encourage take up of national skills development initiatives such as Train to Gain.

SP3: Developing and improving skills for work

- Improve the skills and employability of young people
- Improve the skills of the city's workforce
- Improve the skills of disadvantaged adult residents in the city

SP 4: Develop the Infrastructure and intelligence to support the delivery of the CESP

CESP is primarily a tool for changing and improving the way partners work together on addressing the skills and employment needs of the city. The CESSG works on the basis of a common understanding of needs and opportunities and a clear direction of travel for key agencies in Brighton and Hove focussed on sustained employment and progression.

A key objective of the CESP is to ensure a coordinated approach between agencies involved in designing, commissioning and delivering initiatives linked to employment and skills training. Evidence suggested that the CESP and the CESSG meetings serve as a useful mechanism or forum for closer networking between partners involved, specifically in terms of raising awareness of the work, priorities and strategic objectives of the partners involved and in identifying complementarities and overlaps between partners' work. To date, good progress is being made in relation to improved communications. The challenge following the outcomes of this Mid-term evaluation (and the identification of priority actions for 2009/10) will be to tighten coordination and delivery between different agencies particularly with regard to core provision. While there is evidence of positive action being taken, there remains room to improve the way in which information is shared and action commissioned. 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.

SP4: Developing the infrastructure and intelligence to support the delivery of actions in the CESP.

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

Appendix 2:

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 and 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.

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 pressure 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;
- 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.

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;
- 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.