

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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<p>Key City Employment and Skills Steering Group (CESSG) partners / other partners</p> <ul style="list-style-type: none"> • CYPT • BHEP • Business Link • SEEDA • Sussex Innovation Centre • Education Business Partnership
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<p>1. City Employment & Skills Plan (CESP) Priorities that this theme will address</p> <ol style="list-style-type: none"> 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

<p>2. Current activities to address this theme?</p> <ol style="list-style-type: none"> 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.

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

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		Lead Organisation: BHCC- CYPT	
Theme: Information, Advice and Guidance			
Key City Employment and Skills Steering Group (CESSG) partners / other partners			
<ul style="list-style-type: none"> • LSC • JCP • CVSF 			
1. City Employment & Skills Plan (CESP) Priorities that this theme will address <ol style="list-style-type: none"> a. 2a – increase the number of jobs in the city that can be accessed by priority groups b. 2b – increase the number of people with labour market disadvantage accessing and remaining in sustainable employment c. 2d – develop appropriate actions to support individuals facing redundancy d. 3a – improve the skills and employability of Young People e. 3b – improve the skills of the City’s workforce f. 3c – improve the skills of disadvantaged adult residents in the city 			
2. Current activities to address this theme? <ol style="list-style-type: none"> a. 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:

<p>% of unemployed claiming JSA who have been out of work for more than one year</p> <p><i>Purpose: to monitor the CESP aim of tackling unemployment, focusing on long-term unemployment</i></p>
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<p>Annual change in number of jobs</p> <p><i>Purpose: to monitor changes job creation in the local economy</i></p>
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<p>Number of business de-registrations</p> <p><i>Purpose: Linked with business registration, to monitor the health of the economy through business formation and survival.</i></p>
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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.