



NOTICE OF MEETING

Thames Valley Berkshire City Deal (Elevate Berkshire) Joint Committee

Friday 23 January 2015, 10.30 am

Green Park Conference Centre - 100 Longwater Avenue, Green Park, Reading RG2 6GP

To: THAMES VALLEY BERKSHIRE CITY DEAL (ELEVATE BERKSHIRE) JOINT COMMITTEE

Councillor Munro, Wokingham Borough Council (Chairman)

Councillor Law, West Berkshire Council (Vice-Chairman)

Councillors Anderson (Slough Borough Council), Brunel-Walker (Bracknell Forest Council), Kellaway (Royal Borough of Windsor & Maidenhead) and Lovelock (Reading Borough Council)

cc: Substitute Members of the Panel

Councillors

Co-optees:

Tim Smith, Thames Valley Berkshire Local Enterprise Partnership

Steve Lamb, Thames Valley Berkshire Local Enterprise Partnership

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If you require further information, please contact: Derek Morgan

Telephone: 01344 352044,

Email: derek.morgan@bracknell-forest.gov.uk

Published: 14 January 2015

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Friday 23 January 2015, 10.30 am
Green Park Conference Centre - 100 Longwater Avenue, Green Park, Reading RG2 6GP

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AGENDA

Page No

1. APOLOGIES FOR ABSENCE AND SUBSTITUTE MEMBERS

To receive apologies for absence and to note the attendance of any substitute members.

2. URGENT ITEMS OF BUSINESS

Any other items which, pursuant to Section 100B(4)(b) of the Local Government Act 1972, the Chairman decides are urgent.

3. MINUTES AND MATTERS ARISING FROM THE LAST MEETING

To approve the minutes of the last meeting held on 18 July 2014 and receive updates on any issues not covered elsewhere on the agenda.

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4. ELEVATE PROJECT UPDATE

To provide Joint Committee with a progress update on key elements of the Elevate programme.

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5. SPOKE AND HUB PROJECT UPDATE

To provide Joint Committee with a progress update on SPOKE (Local Authority projects) and HUB (pan Berks) projects

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Spoke

Elevate Bracknell
Elevate Reading
Elevate Wokingham
Elevate Slough
Elevate West Berkshire
Elevate Windsor and Maidenhead

HUB

Labour market Intelligence
Elevate Me – Presentation by Rohit Paul
Business Growth Hub

6. PERFORMANCE MONITORING

To provide a progress update to Joint Committee on performance against the key outputs of Elevate, across the spokes and wider Elevate programme.

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7. SIGN-OFF OF KEY PROJECT DOCUMENTATION

To sign-off the:

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- 3 Year Elevate Implementation and Performance Plan
- Implementation and Performance template
- Elevate Communications and Branding Plan

NB: The 3 Year Elevate Implementation and Performance Plan will follow.

8. EMPLOYMENT SKILLS PLANS AND PROCUREMENT

To provide Members with an update on work undertaken by Wokingham Borough Council. (Presentation by Rhian Hayes, Wokingham Borough Council)

9. MEMBERS INVOLVEMENT IN ELEVATE

To consider the role of Members as critical friends within their own Authorities:

- Apprenticeship programmes
- Employment Skills Plans and Procurement

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**THAMES VALLEY BERKSHIRE CITY
DEAL JOINT COMMITTEE
18 JULY 2014
10.30 - 11.00 AM**

Present:

Councillor Rob Anderson, Slough Borough Council
Councillor Richard Kellaway, Royal Borough of Windsor & Maidenhead
Councillor Jo Lovelock, Reading Borough Council
Councillor Stuart Munro, Wokingham Borough Council
Councillor Chris Turrell, Bracknell Forest Council

Co-opted Members:

Tim Smith, Thames Valley Berkshire Local Enterprise Partnership
Steve Lamb, Thames Valley Berkshire Local Enterprise Partnership

Apologies for absence were received from:

Councillor Alan Law, West Berkshire Council
Councillor Marc Brunel-Walker, Bracknell Forest Council

9. Apologies for Absence and Substitute Members

The Joint Committee was advised that Councillor Stuart Munro had replaced Councillor Rob Stanton as Wokingham's representative on the Joint Committee. As Councillor Stanton had been elected chairman of the Joint Committee, a vacancy now existed. Nominations were accordingly sought for the chairmanship for the remainder of the municipal year.

RESOLVED that Councillor Stuart Munro be elected Chairman of the Joint Committee for the remainder of the municipal year.

The Joint Committee also noted that apologies had been received from Councillor Marc Brunel-Walker, for whom Councillor Chris Turrell was substituting, and Councillor Alan Law.

10. Declarations of Interest

There were no declarations of interest.

11. Minutes - 21 March 2014

RESOLVED that the minutes of the meeting of the Committee held on 21 March 2014 be approved as a correct record and signed by the Chairman.



West Berkshire
COUNCIL



THE ROYAL BOROUGH OF
WINDSOR AND
MAIDENHEAD



WOKINGHAM
BOROUGH COUNCIL

12. **Urgent Items of Business**

There were no urgent items of business.

13. **Thames Valley Berkshire City Deal Project Update**

The Joint Committee considered a report updating it on the progress made since its last meeting. It was reminded that the Thames Valley Berkshire City Deal was focused on increasing the participation of 16-24 year olds in education, training and work, to develop work-related skills and to streamline the pathway to employment for young people. This was linked directly to a broader objective of delivering economic growth locally, and to addressing local concerns about the number of young people not in employment, education or training.

Amongst the main points noted by the Joint Committee were that:

- The decision around European Social Investment Fund money had been delayed by a legal challenge.
- Reading Borough Council would negotiate directly with a provider to deliver the data tracking function (common reporting framework), as opposed to the Local Enterprise partnership undertaking a competitive tender.
- The definitions for the key deliverables had been agreed.
- Job Centre Plus was now fully engaged with the City Deal and was working closely with all spokes having committed a resource to each co-located hub.
- A Memorandum of Understanding was being drafted to articulate the mutual obligations and agreements each spoke had to the City Deal and at a more local level; highlighted the mutual obligations key partners and providers needed to demonstrate amongst themselves within each locality.
- Agreement had been reached, amongst spokes, that the overarching brand for City Deal was to be 'Elevate', and henceforth City Deal would be referred to as 'Elevate Berkshire'.
- Each spoke had a clear governance arrangement in place.
- The Behavioural Insights Team had supported Reading UK CIC with Elevateme, suggesting ways to increase the number of 'hits' the website received.
- Pilot projects were being established to reach "hard to reach" young people.
- Progress was being made in scoping out possible pilot projects to support lone parents who were NEET sooner than originally intended.

In response to questions, the Joint Committee was advised that:

- The EU's £2.4m match funding was dependent on achieving the intended outcomes and was likely to be subject to robust data proving that the outcomes had been achieved.

- There was, as yet, no clarity around what mechanisms the EU would be putting in place to determine whether or not the outcomes had been achieved to their satisfaction.
- The LEP's EU SIF Strategy had received explicit endorsement of its approach to bringing the two programmes together.
- As the initial targets were likely to be met relatively easily, the officers were aiming to broaden them to achieve more than originally envisaged.
- The allocation of funding to each local authority had been based on what each had requested to deliver their commitments.

The Joint Committee noted the report.

14. **Quarter 1, 2014/15 Monitoring**

The Joint Committee considered a report providing an update on cumulative outcomes achieved by spokes in the first quarter of the City Deal.

There were some gaps in data at a local level as the spokes did not have the systems and processes in place to collect all data, although the project would have a common reporting framework and data tracking function.

The Committee's attention was drawn, in particular, to the fact that the project had:

- Considerably over achieved on the Information, Advice and Guidance target for quarter 1.
- Exceeded the target for the number of young people that had gained an apprenticeship place.

However, the breakdown of outputs by spoke highlighted the need for a higher level of consistency in achieving cumulative targets on a quarterly basis.

Amongst the points made arising from the report were that:

- There was more work required in relation to work experience as the initial quarter's results were disappointing, albeit that the performance was likely to improve as the project progressed, as only persons placed as a result of the project could be counted and therefore some work experience placements did not count towards the figures.
- The Steering Group would be asked to pay particular attention to work experience.
- The officers were working with the Confederation of Small Businesses to address the issue.
- The young people finding it easiest to get work experience were often those who needed it the least and, in many cases, were people who were being placed as a result of family links or contacts.
- The approach to placements depended upon each individual's circumstances as the emphasis was on providing a personal solution for each client.

- There was a need to recognise that people being placed needed to have the right skills for the organisation and that the organisation needed to offer a beneficial experience for both the young person and the organisation during the placement.

The Joint Committee noted the cumulative outputs achieved in quarter 1 and:

RESOLVED that each organisation provide accurate and consistent outcomes data on a monthly basis to the City Deal Project Co-ordinator.

15. **Thames Valley Berkshire City Deal Spoke and Hub Update**

The Joint Committee considered a report updating it on the following projects of the Thames Valley Berkshire City Deal:

Spoke Projects

- Elevate Bracknell
- Elevate Reading
- Elevate Slough
- Elevate West Berkshire
- Elevate Windsor and Maidenhead

Hub Projects

- Labour Market Intelligence
- ElevateMe
- Business Growth Hub

The Joint Committee was advised that each spoke was making reasonably good progress but were at different places.

The Elevate web site had been launched in March and was already drawing interest from beyond Berkshire. The original sponsor, O2, had maintained their interest and were looking at commercial enablement opportunities. It was hoped eventually to roll it out nationally.

The Joint Committee was reminded that the Thames Valley Berkshire Business Growth Hub had four main activities:

- A one stop shop web site as the single gateway for all Thames Valley Berkshire's businesses; providing access to information, an overview of grants and available business support services
www.berkshirebusinesshub.co.uk
- A programme of coaching, advice and training from an experienced team of business people to develop business strategies and plans for growth. The Hub was partnering with national programmes (MAS, UKTI, GrowthAccelerator, TSB), and with the LEP's own Funding Escalator
- A competitive grants programme to fund businesses that needed between £1k and £3k for specialist advice, and between £10k and £40k to develop new products, prove new technologies and get ideas to market.

- A business network delivering relevant events and topical activities across Thames Valley Berkshire, to provide knowledge and information exchange for growth businesses.

The report detailed progress and advised that the LEP had been awarded £250,000 for 2015/16 to allow a Business Growth Hub to continue as part of the Local Growth Deal.

In addition, Caroline Perkins made a presentation to the Joint Committee on Local Market and local business intelligence. The presentation focussed on:

- The role of Local Market Intelligence and Business Intelligence.
- Developing the Intelligence Offer.
- Intelligence Requirements.

Caroline also highlighted examples of the type of data that could be provided. In response to a question, she undertook to check whether data on zero-hour contracts was available, and, in particular, whether some young people were in and out of jobs in rapid succession without gaining sufficient worthwhile experience to give them the skills needed for a sustainable future.

Copies of the first Local Market Intelligence and Business Intelligence reports were to be circulated to the Joint Committee.

That Joint Committee noted the report and presentation, acknowledging the value that the data would provide to its future discussions.

CHAIRMAN

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READING BOROUGH COUNCIL

REPORT BY HEAD OF CUSTOMER SERVICES

TO:	THAMES VALLEY BERKSHIRE ELEVATE (CITY DEAL) JOINT COMMITTEE		
DATE:	23rd January 2015	AGENDA ITEM:	
TITLE:	ELEVATE THAMES VALLEY BERKSHIRE – PROJECT UPDATE		
LEAD COUNCILLOR:	CLLR MUNRO	PORTFOLIO:	
SERVICE:		WARDS:	BOROUGHWIDE
LEAD OFFICER:	Paul Gresty	TEL:	07912 068 916
JOB TITLE:	Elevate Programme Manager	E-MAIL:	Paul.gresty@reading.gov.uk

1. PURPOSE OF REPORT AND EXECUTIVE SUMMARY

- 1.1 This report provides an update on key activity / elements of the Thames Valley Berkshire Elevate programme covering the period July 14 to January 15, and is provided by the Elevate Programme Manager, based at Reading Borough Council.
- 1.2 The Thames Valley Berkshire City Deal (known as Elevate Berkshire) is focused on increasing the participation of 16-24 year olds in education, training and work, to develop work-related skills and to streamline the pathway to employment for young people. This is linked directly to a broader objective of delivering economic growth locally, and to address local concerns about the number of young people who are NEET (Not in Employment, Education or Training).
- 1.3 Elevate Berkshire aims to address the skills gaps and unemployment and underemployment of the 16-24 year old population. Overall the aim is to deliver employment and skills support for 4,500 young people. The deal will deliver improvements in existing schemes to generate:
 - 1,300 new employment opportunities for young people including helping 800 sustain work for at least six months;
 - 1,500 work experience placements
 - 300 additional apprenticeships
 - 800 new Youth Contract wage incentives
- 1.4 New approaches will also be developed to help more young people into sustainable employment ensuring 900 young people do not make a repeat claim within 9 months of their last, and increasing the earnings of 450 young people.
- 1.5 More information on the 'Deal' can be found here - https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/253233/Thames_Valley_Berkshire_City_Region_City_Deal_Document_FINAL_WEB_VERSION_131025_.pdf

2. RECOMMENDED ACTION

- 2.1 That Joint Committee note the progress report (covering the period July 14 to Aug 15) and highlight any areas of concern, or areas they require further information.

3. PROJECT UPDATE

3.1 Finance Update

The combined programme budget is £5.1 million. (Please note – £2.4m is a notional allocation of European Social Investment Fund (EUSIF) money to be drawn down from April 2015 – on the premise that the EUSIF Operational Programme has been signed-off. A further updater is provided below.

£2.4m youth contract funding allocated to Elevate Thames Valley Berkshire, for delivery of agreed outcomes of the deal, has been apportioned as below.

Local Authority	Year 1 Funding	Year 2 Funding	Total
Bracknell Forest	£152,500	£72,500	£225,000
Slough	£131,316	£101,317	£232,632
West Berks	£101,500	£50,500	£152,000
Windsor and Maidenhead	£161,045	£35,500	£196,545
Wokingham	£379,700	£11,400	£391,100
Reading	£208,000	£42,000	£250,000

The £2.4m youth contract money was to be used as 'match' to draw down a further £2.4m of EUSIF from April 2014 – the beginning of the project. However, due to a challenge to allocation of funding by Sheffield and Liverpool councils – the decision around EUSIF money has been delayed. It is anticipated that the agreed programme will be signed off by the end of March 2015; meaning we can begin to draw down EUSIF money from April 2015.

The delay has meant that we are unable to use any youth contract money, spent during year one, as match for EUSIF. We have estimated that £1.2m will be spent in the first year of the programme (April 14 to March 15).

In summary, the programme can still draw down £2.4m of EUSIF funding via the LEP. However, as we can't use any of the youth contract money spent in year 1 as match, we now need to find £1.2m of additional, clean match funding to draw down EUSIF money against. We are in discussion with the Cabinet Office around what can be used as match; and will provide a further update at the next Joint Committee meeting.

An additional £300k was given by the Cabinet Office City Deals team to fund the involvement of the Behavioural Insights Team in the Elevate programme.

3.2 **Overarching Communications Plan and Branding**

An overarching communications plan and branding guidelines have been developed for the Elevate Berkshire project. Each local spoke is expected to market their service and produce a local marketing plan based on the guidelines set out centrally.

From January 2015 local spokes will be implementing their communications plan to market their Elevate projects and Elevate Me websites the primary focus of this will 16-24 year olds in Berkshire.

3.3 **Data Tracking Update**

A specification for the data tracking function has been written and will be wrapped up into the call-off for the Adviza Framework Order. Data tracking will be incorporated into the current CCIS system used to record data on young people who are NEET. Adviza currently manage this system on behalf of four of the six local authorities excluding Slough and Windsor and Maidenhead. This system will be extended to cover age 16-24 year olds and Slough and RBWM will manage their own CCIS system and will continue to provide data and track young people's destinations to reduce the number of unknowns. Adviza will manage the data tracking system for Elevate and be responsible for reporting back each month with output figures and will be responsible for the collection of the evidence relating to the outputs and in preparation for when it may be required to EU SIF funding.

3.4 **Behavioural Insights team (BIT)**

The BIT has been working with local spokes on projects which have been identified in local areas. These trials undertaken have focused on apprenticeships in Slough and work to increase footfall in the Elevate Wokingham Hub.

- **Slough Apprenticeship Trial** - The BIT has been working with Elevate Slough to encourage employers to offer apprenticeships; a trial was carried out on Slough Trading Estate in September 2014, aiming to increase the number of businesses in Slough who are willing to consider offering an apprenticeship, traineeship or work experience. The results of this trial are in Appendix A.
- **Wokingham Hub Trial** - The BIT has been working with Elevate Wokingham, in order to increase the footfall in the Elevate Wokingham Hub. In practice, the BIT undertook a number of approaches / methods of engaging with young people; including text message.

3.5 **Lone Parents**

Gingerbread Marks and Start

Working with JCP and Gingerbread, Elevate will be part-funding an employability programme for Lone Parents. Gingerbread is a specialist Lone Parents charity with a wealth of experience of working with and understanding the needs of Lone Parents. Participants in the programme will be referred via JCP and will receive pre-placement support to help with confidence building and general employability skills before taking part in two weeks work experience in a local Marks and Spencer store. Throughout the

placement participants work to specific guidelines to gain all the experience they need in store, if the placement is judged to be successful the participant will be considered to take any paid vacancy for up to 6 months after their placement.

Participants will receive post placement support for a further 6 weeks after completion of the placement. Gingerbread Marks and Start programmes consistently achieve a job entry rate of 55% of participants.

To remove the barriers to taking part in the programme parents will be assisted to access the support they need; this includes childcare arrangements and travel considerations.

Lone Parents Event

In partnership with JCP and Children's Centres, Elevate will hold a Lone Parents Event in Reading. This will provide lone parents with the opportunity to access information and guidance on education and training options available to them through Reading College and New Directions. Family friendly employers will also be invited to attend to provide a channel for parents to talk to potential employers. Other services such as Children's centres and the Family Information Service will be present offering advice on childcare, benefits and support services.

Lone Parents Course

Elevate Windsor and Maidenhead- A lone parents course will be running out of the Maidenhead Hub. Housing Solutions in Maidenhead will be running a Lone Parents Course for around 16 participants in the Maidenhead Elevate hub.

The course will run for 6 days and will cover a range of topics such as Childcare costs, Travel, Budgeting, Universal Job Match, Confidence and Motivation. Participants will receive a Level 1 Certificate in Employability Skills. After completing the training parents receive assistance with relevant job search and job matching with key employers. Parents will be support with childcare costs to enable them to attend.

3.6 Disability and Supported employment

As part of the work to develop pan Berks models to support young people into employment, we will be scoping out the possibility of developing, and implementing, a pan Berks supported employment and brokerage service for young people with disabilities.

NEET data highlights a disproportionate number of young people who are NEET, have a statement of special educational need or a disability. Early scoping has identified that there is little provision across Berkshire to support young people with disabilities into paid employment

A meeting will be held in Reading in February with representation from all LA's; who will discuss the current service offer and possibility of working more collaboratively, pooling budgets and support – under the umbrella of the Elevate service.

3.8 Elevate Business

Elevate business is the employer facing side of the project and will operate via two elements. An Elevate Business page, linked to the Elevate Me website will provide information to employers regarding the benefits of taking on a young person and will be linked to the Business Growth HUB website, where businesses will be able to access a range of other support services. Employer engagement via local spokes will enable the process of matching young people, who are work ready and with the right skills, to the specific needs of employers. Local employer brokers/business engagement co-ordinators will work with local businesses to meet their needs and simply the pathway for employers.

Elevate Business Website

The Elevate Business website is currently being developed, activity relating to its development are:

- The brand 'Elevate Business' has been agreed.
- The Elevate Business page will take the format of a pan Berkshire page listing with details for a brokerage contact in each spoke. Every Elevate Me website will link back to the same Elevate Business page.
- The Elevate Business brand and logo is being developed.
- A pan Berks logo and landing page is going to be designed, along with the purchase of URL, we have received quotes and are just waiting for sign off to commission this.
- Content of the page will include videos, links to the Business Growth Hub for support to businesses, general information on young people and how businesses can benefit by taking them on/ where they can access support to do so.

Content of the website will guide businesses through the various activities businesses can do to support young people. This could be through:

- Work shadowing/work experience.
- Interview preparation and mock interviews
- Apprenticeships and traineeships
- General recruitment

Elevate Business will show businesses the benefits of employing/ supporting young people and make it easier for businesses to understand how they are able to engage with young people via Elevate.

The Elevate Business page aims to act as a business facing link within the Elevate Me websites.

This will aim to:

- Address the mismatch between what it is that businesses need from potential employees and the skills that young people can bring to their organisations.
- Highlight the benefits of schemes such as apprenticeships and traineeships.

Employer Engagement and Brokerage

Elevate will be hosting an employer event in February, for those working on employer brokerage across Elevate. This will be attended by representatives from all spokes and providers to develop the employer engagement part of Elevate.

3.9 Collaborative Working

(key partners and providers tasked with delivering the Elevate programme)

After some initial issues around resources and capacity, Job Centre Plus (JCP) are now fully engaged with Elevate and are working closely with all local spokes. JCP has committed a resource to each co-located HUB and are actively sign-posting young people to the wider Elevate service. More widely, spokes have ensured there is a mix of both strategic and operational providers within co-located HUBs / within each locality; ensuring a holistic offer for young people resulting in a more streamlined pathway.

3.10 Pilot projects for particular protected characteristics / cohorts of young people

With the number of NEETs reducing as the economy improves; we can make a calculated guess that the young people left will be what some providers and key partners refer to as "hard to reach". With this in mind, it is important that the Elevate programme develops, and implements, creative ways of supporting these young people to move from being NEET to EET.

We are therefore scoping out a number of creative and forward thinking projects focusing on lone parents, SEN young people, looked after children and young people with involvement with youth offending teams.

Trial summary: Encouraging employer interest in apprenticeships through reciprocity

As part of the Thames Valley Berkshire City Deal, the Behavioural Insights Team (BIT) has been working to reduce youth unemployment and underemployment. Encouraging employers to offer apprenticeships was the focus of a trial carried out on Slough Trading Estate in September 2014. This short note describes findings from the trial and lessons that all local authorities can apply as best practise.

Aim

The aim of the trial was to increase the number of businesses in Slough who are willing to consider offering an apprenticeship, a traineeship or work experience.

Specifically, we compared two ways of contacting businesses to see how effective they were in increasing the willingness to consider offering an apprenticeship, a traineeship or work experience. The two ways were:

1. A visit and a free biscuit from a group of young people, as well as information by mail (“visit group”);

This draws on research that has shown that receiving a small gift (in our case a biscuit) creates a sense of reciprocity and makes the recipient more likely to act.¹

2. Just receiving information by mail (“mail only group”).

The BIT worked with East Berkshire College (EBC) who provided the trial materials (brochures and biscuits), and recorded whether businesses contacted their Business Services team after the intervention (by phone or email). Slough Borough Council’s Young People’s Service provided staff and recruited young people (aged 16 to 22) for the day.

The young people attended a half-day training at the Slough Aspire Centre where they learned about the trial and interacting with employers. In the afternoon, they visited businesses in groups of 3-4, handing out information and biscuits.

Results

Businesses were randomly assigned to the two groups: the “visit group” consisted of 144 businesses, and the “mail only group” of 145 businesses. The results show that in the visit group, 3 businesses (equivalent to 2%) contacted the EBC Commercial Service, while in the mail only group zero businesses did so. This suggests that a visit from a group of young people is more effective in encouraging employer interest in apprenticeships than just receiving information by mail. If a similar technique were used across all businesses in Slough who do not yet higher apprentices (93% of all business units), this would lead to around 100 additional businesses taking on apprentices. If each business took on two apprentices, this would create 200 new apprenticeships in Slough.

¹ Falk, A. (2007). Gift exchange in the field. *Econometrica*, 75(5), 1501-1511.

In addition, the trial day was a valuable experience for the young people involved. In the feedback collected at the end of the day, the young people reported having appreciated the opportunity to learn about and practise approaching new people and businesses. Many were also surprised to find out about the number of different businesses on the Slough Trading Estate.

Lessons learned

Although there was a difference between the two groups, the numbers are relatively small. This can be due to two things. First, we did not have full data on the number of businesses that already had apprentices on the trading estate. The response from several businesses was that they already had apprentices. Second, it may be that the team at the EBC Business Services was not able to pick up all calls if the advisers were on a visit or on the phone when a business tried calling.

When using this approach in the future, we therefore recommend:

Ensuring that there is good baseline data on whether businesses already have apprentices. The Skills Funding Agency has recently made this data available through Caroline Perkins at the LEP.

Ensuring sufficient response capacity, such as allocating extra time for responding to phone enquiries.

If these are ensured, we believe that using young people to contact businesses can be a cost effective way to encourage employer interest in apprenticeships, while offering young people a valuable experience for learning employability skills.

To find out more, contact: Paul Gresty - Paul.Gresty@reading.gov.uk

READING BOROUGH COUNCIL

REPORT BY HEAD OF CUSTOMER SERVICES

TO:	THAMES VALLEY BERKSHIRE ELEVATE (CITY DEAL) JOINT COMMITTEE		
DATE:	23rd January 2015	AGENDA ITEM:	
TITLE:	ELEVATE THAMES VALLEY BERKSHIRE – SPOKE (local authority) AND HUB (pan Berks projects) UPDATE		
LEAD COUNCILLOR:	CLLR MUNRO	PORTFOLIO:	
SERVICE:		WARDS:	BOROUGHWIDE
LEAD OFFICER:	Paul Gresty	TEL:	07912 068 916
JOB TITLE:	Elevate Programme Manager	E-MAIL:	Paul.gresty@reading.gov.uk

1. PURPOSE OF REPORT AND EXECUTIVE SUMMARY

- 1.1 This report provides an update on key activity / elements of the Thames Valley Berkshire Elevate programme locally, and is provided by the Elevate Programme Manager, based at Reading Borough Council.
- 1.2 The Thames Valley Berkshire City Deal (known as Elevate Berkshire) is focused on increasing the participation of 16-24 year olds in education, training and work, to develop work-related skills and to streamline the pathway to employment for young people. This is linked directly to a broader objective of delivering economic growth locally, and to address local concerns about the number of young people who are NEET (Not in Employment, Education or Training).
- 1.3 Elevate Berkshire aims to address the skills gaps and unemployment and underemployment of the 16-24 year old population. Overall the aim is to deliver employment and skills support for 4,500 young people. The deal will deliver improvements in existing schemes to generate:
 - 1,300 new employment opportunities for young people including helping 800 sustain work for at least six months;
 - 1,500 work experience placements
 - 300 additional apprenticeships
 - 800 new Youth Contract wage incentives

- 1.4 New approaches will also be developed to help more young people into sustainable employment ensuring 900 young people do not make a repeat claim within 9 months of their last, and increasing the earnings of 450 young people.
- 1.5 More information on the 'Deal' can be found here - https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/253233/Thames_Valley_Berkshire_City_Region_City_Deal_Document_FINAL_WEB_VERSION_131025_.pdf

2. RECOMMENDED ACTION:

That Joint Committee Members note the report and progress made within their own Authorities

3. Local Authority (spoke) update

Elevate Berkshire is the physical place for 16-24 year olds in Berkshire to seek help, advice and support on employment, work experience, volunteering and mentoring. This is part of a Berkshire wide project supporting young people on their journey to employment.

Implementation of the local spoke projects began in April 2014; local spokes continue to make progress in implementing their project and are at various stages.

Delivery of the Elevate service is tailored to meet the needs of each local area; local spokes agreed in the City Deal to deliver their Elevate service as follows:-

Bracknell - Sustainable Employment

Complement existing provision by providing independent, co-ordinated business engagement that will support current providers to successfully 'convert' their contact with young people into long-term employment.

Elevate Bracknell progress update

- A Business Relationships Co-ordinator has been employed by BFC to coordinate the launch of Elevate (Hub and Website) and to undertake the Business Brokerage after launch.
- An interim hub in the current Connexions premises has been rebranded the Elevate Bracknell Hub and partners have been relocated.
- The website Elevate Me Bracknell Forest went live at the end of 2014
- Elevate Me training has been provided and the website will be updated regularly by partners

- Verbally signed Adviza, NACRO, Bracknell and Wokingham College, Jobcentre Plus, BFC Department for Children and Young People and Learning to Work; MoU is finished as a draft and will be signed early 2015
- Further partners for co-location and referral have been liaised with; possible co-location of Bracknell Forest Homes and Breakthrough after final Hub launch
- Exploring options for the new hub location
- Working on the recruitment of a Hub coordinator.

Reading - “Productive Pathways”

Building on an existing approach that delivers a cohesive approach to employment and training services, with a focus on young people who are not in education, employment or training. It will have a physical base at our local careers service (Adviza). This is based in the town centre with customer facing premises that are highlight accessible to young people who are accustomed to accessing services there.

Elevate Reading progress update

- Reading Jobs Fair was held in October, this was attended by 3000 visitors – Elevate Reading, Adviza/NCS promoted at the event.
- Elevate Reading working with CITB on accreditation for construction skills delivery.
- Continued outreach work includes presentations to 2 secondary schools, business groups and the council ‘Narrowing the Gap’ event. Agreed a pilot project with community partners on a programme of outreach projects.
- New Elevate Reading hub set to proceed in Reading Central Library, partnering with DWP, New Directions, Reading Voluntary Action and Adviza.
- Employment and training propositions with University of Reading and Royal Berks Fire and Rescue Service.
- Took forward work with Prince’s Trust, BITC, CBEBP and YMCA, amongst others to align Elevate with partner projects
- Agreed outline proposals for joint Elevate projects with Wokingham Borough Council.

Slough – Aspire

Slough Aspire will work to increase opportunities for young people to engage with the business community building on existing commitment and joint working with local businesses and enable all 16-25 year olds, whether or not they are in employment, education or training to develop the right skills to meet the needs of business now and in the future.

Elevate Slough progress update

- Project Officer commenced work in December who has been joining up all areas of Elevate Slough by updating Slough's Project Plan; identifying gaps in provision; bringing Elevate Me to a launch position; arranging marketing and planning for the launch of Elevate Slough and organising sector based pathways in construction for year 1.
- Two Construction Pathways (sector based academies) will be held in Slough (spring and autumn). Live vacancy feeds and LMI will be used to inform this process.
- Elevate Me due to launch end January 2015 – workshop with key employment support services such as JCP and Learning to Work held in December 2014 – informed content and future signposting use with clients. Elevate Me presentation to JCP advisers being held start of February.
- Slough Elevate launching on 4 February at Aspire Careers Fair with a large presentation and a 'day long' Elevate stand, further launch events are being planned – targeted briefings for different groups (Feb – March 2015).
- A City Deal lone parents task and finish group has been set up, JCP in Slough will be co-ordinating lone parents work.
- An employment support practitioner task group (currently internal SBC) ELA (Employment Learning and Advice) and YPS (Slough Young People's Service) has been set up in January 2015 to join up areas of working to target 19+ gap.
- Project Officer steering the delivery of City Deal outreach worker who is targeting lone parents and 19 to 24 year olds and supports the ELA and YPS teams.
- The Prince's Trust have delivered the Prince's Trust Team Challenge Programme. This started with 15 people in September, 13 completed the programme in December. 4 have moved on into employment, 1 has started college and 1 is volunteering.

West Berkshire – West Berkshire Futures

West Berkshire will continue to work to reduce the number of young people who are not in education, employment or training, but the main focus of City Deal will be to tackle the increasing problem of young people in jobs without training.

Elevate West Berkshire progress update

- The Elevate Me West Berks website is now live and a communications plan has been developed
- Some Elevate funding will be used to deliver core services and remaining funding will be used to employ or contract with an individual or organisation that has experience working with local businesses to promote

the ethos of Elevate and to cross refer to Adviza when opportunities for Young People are identified.

- Expressions of interest have been received for the work; Targets and a detailed outline requirement will then be issued to interested parties to apply later in January.
- The Mentoring programme will be developed in late January following a planning meeting with Sovereign, who are likely to lead on this element of Elevate.

Windsor and Maidenhead - 'Grow our own'

The Grow our Own service manages the Council's Apprenticeship and Work Experience schemes providing employment and training opportunities for over 100 young people as well as working with local employers to establish similar schemes. We will use the city deal to deepen and broaden employer engagement to greatly increase the range and number of opportunities for our young people.

Elevate Windsor and Maidenhead progress update

- Focus has been on driving young people into the Maidenhead hub.
- Ways into Work and Directions are now operating from the Elevate Windsor and Maidenhead hubs.
- The Maidenhead hub is being used to deliver alternative services; Housing Solutions will be using the hubs to deliver training to start-up businesses.
- The practitioners group in RBWM will be focusing on work experience placements, which remains a concern.
- A workshop/networking event will be held in January to raise the profile of the Hub but also to ensure that all partners are fully aware of the services available in the area.
- The centre manager has been talking to Independent High Street recruitment consultants about the Hub and working in partnership to understand what they are looking for from young people.
- The Economic Research Analyst from the LEP is running a session on 'using LIM to inform career choices' at a Windsor and Maidenhead Career Co-ordinator Event (for career co-ordinators working within schools).

Wokingham - Construction Hub Wokingham

A focus on maximising the local employment benefits of significant residential and town centre development schemes in the pipeline, securing employment for those who need it most and to improve the skills pool through work based

training opportunities. There will also be a parallel emphasis on reducing the numbers of young people who are underemployed or in jobs without training.

Elevate Wokingham progress update

- The Elevate Me website is now live, a communications plan for this is being developed
- My Journey transport advisor has started work at Elevate Wokingham, and will be able to give free travel tickets to support travel for journeys to job interview or during the first 4 weeks of employment etc. The advisor will be present at the hub for 4 days a week until the end of March.
- Employment Skills Plans for procurement and planning as well as WBC apprenticeships working well.
- Chamber of Commerce are interested in providing apprenticeships/other skills opportunities in exchange for the hire of meeting rooms.
- The Economic Research Analyst from the LEP is running a session on 'using LMI to inform career choices' at the Wokingham Hub for advisors working out of the hub.
- Construction and Skills Broker started in post.
- A new centre manager will be starting in post in January, who will be working with the targeted youth service for apprenticeships and work experience.
- New partners have co-located in the hub including Job Centre Plus and Central Berkshire Education Business Partnership.
- WBC will launch its own apprenticeship scheme and is planning to employ 10 apprenticeships working with Bracknell and Wokingham College to do this.

4.0 Hub Projects Update - Pan Berkshire

Elevate Me

The Elevate Me website is made of three core elements for young people

1. A place to contact local hubs and book an appointment with an advisor.
2. A repository of information on education, employment and training for young people.
3. 'Build My City'- a virtual city which young people can use to access information by different subject area represented by a different building, as buildings are completed their individual city grows. Allowing a young person to track their journey to employment or training.

The roll-out of the Elevate Me website continues, local websites have been launched in 5 of the local areas. These are

- Bracknell Forest
- Reading
- West Berks
- Windsor and Maidenhead
- Wokingham

The Elevate Me Slough is expected to be live by the end of January. A pan Berkshire landing page has been produced for Elevate Me, an interactive geographic map enables people to pass through to their local Elevate Me website. This is accessible via berkshire.elevateme.org.uk.

The pan Berkshire landing page will be used to advertise Elevate Me at Berkshire wide events.

Following a partner meeting, Elevate Me is being developed further to be a more interactive website for young people. The following changes are being made:

- Landing page to be redrafted.
- Will include signposting to local hubs, capacity to book IAG through the site and reduction of text.
- Listing of direct services available in hubs with a map to show their location

Elevate Me will act as a gateway for young people to get access to the Elevate Service as well as a personal planning tool for young people to use as part of face-to-face IAG sessions with an advisor via hubs and outreach or on their own.

A digital slider mechanism is also being added to allow for transition from one website to another, helping to promote the pan Berks element of the project, whilst raising awareness of a holistic offer across all six geographical locations.

All six spokes will be marketing their project locally. A centralised marketing plan has been produced, in tandem with a branding toolkit, to promote consistency in marketing and branding across all areas. Each local authority will produce a local marketing plan, which adheres to the guidelines set out centrally, setting out strategic aims and the ways in which they will promote the website within their area.

Thames Valley Berkshire Business growth HUB

Background:

Thames Valley Berkshire Business Growth Hub has 4 main activities:

- A one stop shop web site as the single gateway for all Thames Valley Berkshire's businesses; providing access to information, an overview of grants and available business support services www.berkshirebusinesshub.co.uk
- A programme of coaching, advice and training from an experienced team of business people to develop business strategies and plans for growth. The Hub is partnering with national programmes (MAS, UKTI, Growth Accelerator, TSB), and with the LEP's own Funding Escalator
- A competitive grants programme to fund businesses that need between £1k and £3k for specialist advice, and between £10k and £40k to develop new products, prove new technologies and get ideas to market.
- A business network delivering relevant events and topical activities across TVB, to provide knowledge and information exchange for growth businesses

Key Updates:

Key results and milestones on track at the end of December 2014;

- 117 businesses engaged
- 78 businesses assisted
- 9 jobs created/safeguarded
- £343k awarded to 15 businesses
- 31 business leaders trained via Berkshire Business Accelerator

Full Business Growth Hub updates in Appendix A.

LMI and Business Intelligence Update

Background

LMI is required by the LEP, Local Authorities, City Deal Spokes and Education partners to understand and utilise LMI data in their planning. LMI and Business Intelligence will be used to:

- Support the employment brokerage functions of the City Deal in each local authority spoke and link to LMI needs.
- Support business engagement/inward investment by BEDOG.
- Inform TVB's Strategic Economic Plan (SEP) and monitor the ongoing impact of the SEP, including the City Deal and the Business Growth Hub.
- Allow targeted marketing of the City Deal Growth Hub to specific SME groups/sectors

An Economic Research Analyst (ERA) supports the Elevate project by providing LMI and Business Intelligence reports to inform the work of the Elevate project and ensure that it addresses the need in Thames Valley Berkshire.

Labour Market and Business Intelligence Update

1. Youth unemployment in Berkshire (further details are provided in the accompanying paper)

Headlines

- Overall youth unemployment in Berkshire increased in the year to June 2014
- Only approximately 20% of all young unemployed people claim unemployment benefit (Jobseekers Allowance)
- The number of young unemployed people in Berkshire claiming Jobseekers Allowance (JSA) decreased considerably in the year to November 2014

Implications

- The City Deal proposition includes a commitment to reducing youth unemployment by 50%.
- The intention was to measure the number of young people claiming JSA to track progress towards this target
- However, if we are judging success purely in terms of JSA claimants, we are potentially missing a large pool of unemployed young people who may require support.

2. Labour market conditions

Headlines from the October Labour Market Update report - circulated to the Joint Committee via e-mail in November 2014

- The Thames Valley Berkshire labour market is buoyant. Business confidence is high and employers are recruiting.
- Following approximately four years of employment growth and declining unemployment, we look to be entering a period of stability. Berkshire's employment rate has stabilised at around 77% of the working age population, whilst the unemployment rate¹ has remained at approximately 4.5% for the last five quarters.
- There were 3,360 Apprenticeships started by Berkshire residents between August 2013 and January 2014. Approximately a quarter of these were Engineering and Manufacturing Technologies Apprenticeships started with the Army through the Arborfield Garrison in Wokingham. Other sectors with comparatively high numbers of Apprenticeship starts in Berkshire are Business, Administration and Law; Retail and Commercial Enterprise; and Health, Public Services and Care.
- Some key sectors to highlight in terms of the volume of medium to long-term opportunities within Berkshire, particularly for young people, are listed below:

¹ ILO definition used by the Office for National Statistics. Data is collected through the Annual Population Survey

- **ICT:** There continues to be high demand for staff from Berkshire's tech companies with the number of people employed in the sector increasing by approximately 6,000 between 2012 and 2013².
- **Construction:** There is predicted to be an increase in demand for construction workers across Berkshire due to ongoing and new regeneration projects. Major players within the sector (including contractors and local authorities) are reporting a lack of skilled staff to meet demand.
- **Hospitality and leisure:** A number of new hospitality, leisure and retail outlets are opening across Berkshire and hotel room occupancy rates³ are at their highest level for the past four years. Employment within the sector is growing, with a 10% increase in employment in the 'accommodation and food services' in Berkshire between 2012 and 2013⁴.
- **Logistics:** Driver shortages continue to be reported (nationally and locally) in the road haulage industry and experts predict shortages will continue due to the large proportion of the workforce due to retired within the next two years. Salaries are increasing as a result.
- In terms of job vacancies advertised on-line across Berkshire, the top five occupations between August and October 2014 were:
 - IT business analysts, architects and systems designers
 - Programmers and software developer professionals
 - Nurses
 - IT user support technicians
 - Business sales executives

3. Business conditions

Headlines from the October Business Intelligence report - circulated to the Joint Committee via e-mail in November 2014

- Business within Berkshire is thriving.
- Approximately 8,600 businesses started up the sub-region in the year to October 2014, compared with 5,800 the previous year.
- Berkshire has one of the highest proportions of 'fast growing'⁵ firms in terms of employment and the highest proportion of small businesses significantly increasing their turnover over a three year period of all Local Enterprise Partnership (LEP) areas.
- Berkshire has been a key contributor to recent national economic growth.

4. Future reports

² Source: Business and Employment Register, ONS (released September 2014)

³ Source: Tourism South East (data for the South East region)

⁴ Source: Business and Employment Register, ONS (released September 2014)

⁵ Annualised average growth in employment of 20% or more over a three year period

The next quarterly reports will be circulated at the end of January 2015. In response to feedback, the reports will summarise key findings for each Spoke / local authority area.

The ERA has produced a report on the Story of Youth Unemployment in Berkshire; this can be found in Appendix B.

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Thames Valley Berkshire Business Growth Hub

Focused, coordinated and sustainable business services offer to
boost economic performance in Thames Valley Berkshire

Coherence and visibility for local business support, and refer
clients efficiently and effectively into national and local
programmes

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Update to City Deal project group – December 2014

www.berkshirebusinesshub.co.uk

Growth Hub

- **Single focal point** for Thames Valley Berkshire's businesses; information, events calendar, overview of grants and business support services
- **Coaching, support & account management** from an experienced team of business experts to develop strategies and plans for growth
- **Competitive grants** programme to help fund businesses that need between up to £40k to develop new products, prove new technologies and get new ideas to market.
- **Business leadership training** through the Berkshire Business Accelerator at Henley Business School.
- **Business network** delivering relevant events and topical activities across the area

Key results and milestones on track as at end December 14

- Business engaged : target 139
 - 117 businesses engaged with ‘light touch’ support
 - At least 275 businesses attended events delivered or supported by the Growth Hub
- Businesses assisted: target 107
 - 29 – 78 businesses being coached & supported incl 9 pre start/start up
 - 40+ enquiries/leads in the pipeline for business coaching & support, grants & business training
- Created/safeguarded: target 24
 - 9 jobs created/safeguarded
 - 37 jobs forecast by clients to be created as a result of the Growth Hub grant funded projects now underway

Key results - October 14

- Berkshire Business Accelerator: project target 97
 - 31 business leaders trained
 - 8 booked for Jan/Feb 15 programme
 - 10 enquiries in pipeline
 - Testimonials:

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Stephen Hickey, Cookie Reports | *Excellent. Very insightful. Raises self awareness. Reassuringly complex. Well delivered and very informative. New ideas stretched thinking and the content will serve as an excellent checklist. Also gave a great opportunity to work with (new) colleague and therefore align our thinking.*

Jonathan Haskell, Bodyfire | *Excellent course, good structure and content. Very valuable and helpful.*

Tom Johnson, Jargon PR | *[Berkshire Business Accelerator] was so valuable; I would recommend it to any growing SME.*

Anon | *Overall today was fantastic. Has allowed me to view the business from an objective stand point.*

Anna Rasmussen, Open Blend Method | *Excellent. Would have loved to have had more time to put pen to paper.*

Simon Corbett, Jargon PR | *Excellent. Fantastic two days!*

Key results - December 14

- Grants: £478k allocated
 - £343k awarded to 15 businesses
 - Pipeline of over £250k applied for at Jan/Feb grants panels
- Events:
 - Seven events in pipeline for January & February 2015 delivered at touch point locations across area
 - Plus joint events working with Growth Hub partners & touch points : incl University of Reading, Henley Business School, BEDOG, Slough Aspire, FE colleges, MAS, UKTI GrowthAccelerator, IoD, FSB, Business Biscotti etc

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Success stories



*“It was like **physiotherapy for business**. The Berkshire Business Accelerator gave us the time and tools to develop our core strengths and identify areas where we needed to invest resources. And with **input from an experienced business coach we’ve completely changed how we think about the business** and identified those areas where best to invest. It’s provided an impetus for us to make changes. [For example] immediately we thought about what more could be offered to existing customers which led to a £45,000 order”* Dr Aine Aherne, MD Envirodat. Air pollution specialist consultancy.



*“The **Product Market Matrix** was the key framework we rolled out to our sales team. It’s given them a **much stronger sense of ownership and better alignment between our strategy and our tactical sales engagements**.”* David McLeman, MD Ancoris. Award winning Google Enterprise Partner.



The Growth Hub provided **grant support of £27k that is enabling Lein to develop their existing technology and expertise to address a potential lucrative new market.** The Growth Hub also assisted Lein to approach the LEP's Thames Valley Funding Escalator and secure an expansion loan. *"This funding has come at a crucial time as we capitalise on the commercial opportunities open to us. There is a growing demand for our products both in terms of new customers and existing customers highlighting how further development could open up wider markets."* Dr Dan Daly, CEO Lein Applied Diagnostics.

innovative products for non-contact micro measurement.



*"Prefer2Watch has developed an 'on-line market place for ethnic content owners to monetise their content (films & TV) for the ex-pat video-on demand market. The Growth Hub has provided coaching to **develop an investment ready business plan and we are now helping P2W to raise equity finance for expansion.** £20k grant funding is supporting the beta product build to secure the IP associated with this innovative platform technology."* Saibabu Malisetti, Founder Prefer2Watch

Working across the area & with national partners

Spread of clients & enquiries by Borough

Bracknell	11%
Reading	20%
Slough	12%
West Berkshire	14%
Windsor & Maidenhead	10%
Wokingham	34% (<i>includes business centres at University of Reading</i>)

Referrals to and from, and/or joint working with national business support providers in 30% of client companies

Summary & next steps

- Business Growth Hub is established and has strong traction with our business audience
- Key targets and milestones on track
- Building a programme for the long term
- 35 • Strengthening partner relationships will simplify business support for client companies
- Building a sustainable Business Growth Hub that delivers direct economic benefit to our area

Thames Valley Berkshire Business Growth Hub

Susan Elliott

susan.elliott@berkshirebusinesshub.co.uk

Ed Cooper

ed.cooper@berkshirebusinesshub.co.uk

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www.berkshirebusinesshub.co.uk

Delivered by VitalSix

www.vitalsix.co.uk



The Story of Youth Unemployment in Berkshire

KEY MESSAGES

- Only approximately 20% of unemployed young people claim Jobseekers Allowance
- The number of young unemployed people claiming Jobseekers Allowance fell considerably over the course of 2014
- However, overall youth unemployment in Berkshire actually **increased** over the 12 months to June 2014

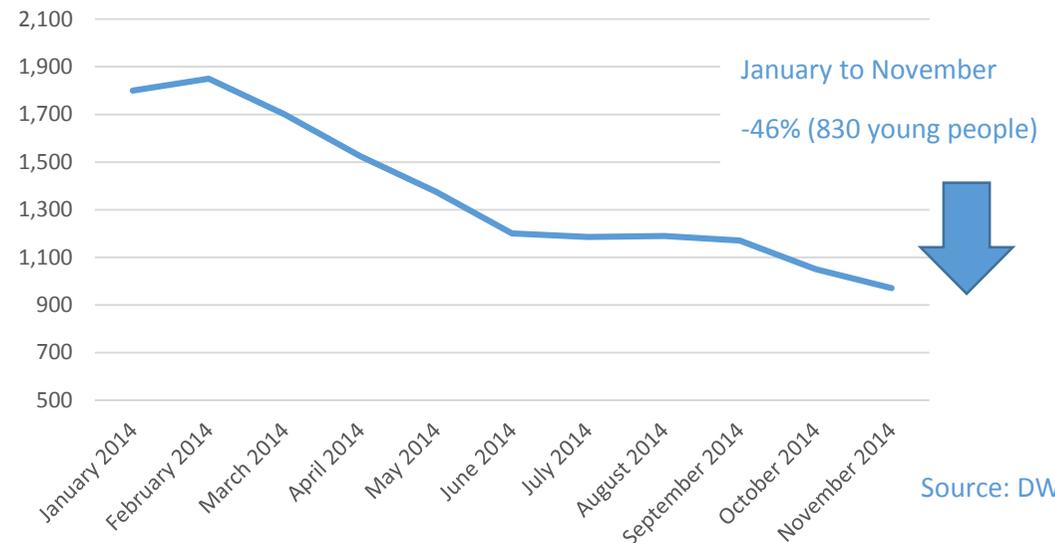
1. The number of young people (aged 18-24) claiming unemployment benefit (Jobseekers Allowance) in Berkshire has decreased substantially over the last year (Figure 1)

2. **However**, only approximately 20% of all unemployed* young people claim Jobseekers Allowance (JSA). When students are excluded from the total, this rises to 33% (Figure 2)

In total, there are estimated to be 4,000 young people who are unemployed, are not students, and are not claiming unemployment benefit. They are therefore unlikely to be receiving official help with their job search.

A small proportion of all young unemployed people (2%) are claiming Employment and Support Allowance or Incapacity Benefit and have been deemed by DWP as being able to work.

Figure 1. JSA claimant count unemployment (18-24 year olds)



Source: DWP

Figure 2: Estimates of overall number of young unemployed people*

	Number	%	% non-students
Students**	3,255	35%	
JSA claimants	1,850	20%	33%
ESA / IB claimants deemed able to work	180	2%	3%
Non students and non JSA claimants	4,015	43%	66%
Total unemployed	9,300	100%	
Total unemployed excluding students	6,045		100%

Source: Annual Population Survey, Office for National Statistics and DWP

*All those who are not working, but would like to, and are actively seeking work. This is the ILO (International Labour Organisation) definition of unemployment.

**Estimate based on national proportions

3. In contrast to the downward trend in the number of JSA claimants, the **overall***** number of unemployed young people in Berkshire **increased** over the 12 months to June 2014 (**figure 3**). Also in contrast, total unemployment (for all ages) in Berkshire fell over the same period. This suggests that the Berkshire labour market isn't currently as accessible for young people as it is for those over the age of 24.

4. **So why are the two measures of youth unemployment going in different directions?** One explanation could be the introduction of the JSA sanctions regime in October 2012. National research shows that across England the proportion of unemployed people **not** claiming JSA rose from 37% in October 2012 to 49% in August 2014. So some people who would previously have claimed may no longer be doing so. Sanctions can be applied if applicants:

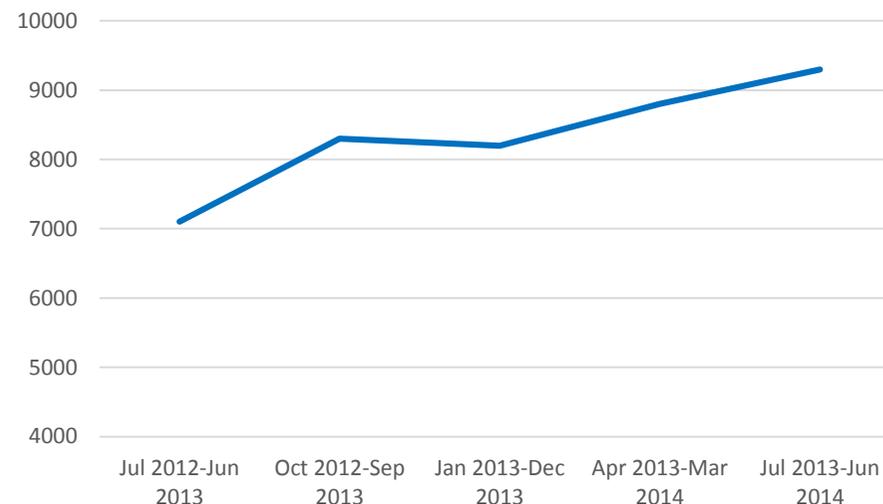
- left their job voluntarily
- lost their last job due to misconduct
- fail to apply or accept a job that was offered to them
- fail to show they are actively seeking work
- fail to attend compulsory training or an employment scheme

5. **And why don't all young unemployed people attempt to claim Jobseeker Allowance?** Many are likely to be ineligible. Young people may be ineligible if:

- they are under 19 and their parents are claiming Child Benefit on their behalf
- they are migrant workers
- they have recently returned from a period overseas

In addition, some will be being supported by their parents.

Figure 3. Total unemployment (16-24 year olds)



Source: Annual Population Survey, Office for National Statistics (some fluctuation will be a result of sampling error)

IMPLICATIONS FOR ELEVATE

- The City Deal proposition includes a commitment to reducing youth unemployment by 50%.
- The intention was to measure progress towards this target based on the number of young people claiming JSA.
- However, if we are judging success purely in terms of JSA claimants, we are potentially missing a large pool of unemployed young people who may require support.
- Furthermore, this analysis highlights the importance of marketing Elevate to young unemployed people who are not claiming JSA.

***Note that the time periods for the two measures differ slightly, with data for JSA claimants being more current. The next 'total unemployment' figures will be released on 21 January 2015.

READING BOROUGH COUNCIL

REPORT BY HEAD OF CUSTOMER SERVICES

TO:	THAMES VALLEY BERKSHIRE ELEVATE (CITY DEAL) JOINT COMMITTEE		
DATE:	23rd January 2015	AGENDA ITEM:	
TITLE:	ELEVATE OUTPUTS UPDATE		
LEAD COUNCILLOR:	CLLR MUNRO	PORTFOLIO:	
SERVICE:		WARDS:	BOROUGHWIDE
LEAD OFFICER:	Paul Gresty	TEL:	07912 068 916
JOB TITLE:	Elevate Programme Manager	E-MAIL:	Paul.gresty@reading.gov.uk

1.0 PURPOSE OF REPORT AND EXECUTIVE SUMMARY

- 1.1 This report provides Joint Committee with a progress update on local, and collective, outputs achieved to date (as of December 2014)
- 1.2 City Deal (known as Elevate) is focused on increasing the participation of 16-24 year olds in education, training and work, to develop work-related skills and to streamline the pathway to employment for young people. This is linked directly to a broader objective of delivering economic growth locally, and to address local concerns about the number of young people Not in Employment, Education or Training.
- 1.3 Elevate Thames Valley Berkshire aims to address the skills gaps and unemployment and underemployment of the 16-24 year old population. Overall the aim is to deliver employment and skills support for 4,500 young people. The deal will deliver improvements in existing schemes:
- Generate 1,300 new employment opportunities for young people including helping 800 sustain work for at least six months;
 - 1,500 work experience placements
 - 300 additional apprenticeships
 - 800 new Youth Contract wage incentives

New approaches will also be developed to help more young people into sustainable employment ensuring 900 young people do not make a repeat claim within 9 months of their last, and increasing the earnings of 450 young people.

2. RECOMMENDED ACTION:

Joint Committee is asked to note the local, and collective, outputs achieved to date and challenge their own authorities where necessary.

3.0 Outputs

The tables set out in Appendix 1 show achievement set against the collective Elevate targets, broken down to a local level.

- 3.1 Joint Committee Members will note the number of gaps in data at a local level. The reason for this is that spokes are at implementation stage and don't currently have the systems and processes in place to collect data. Going forwards, the project will have a common reporting framework and are currently in negotiation with a provider to deliver a data tracking function.

Highlights -

- The majority of spokes are over achieving on the number of Information, Advice and Guidance (IAG) sessions delivered in the first 9 months.
- In general there is over achievement against the number of apprenticeships sustained for 6 months.
- There is significant over achievement against the target for 6 months sustained.
- In summary – on course to achieve year 1 targets (end of March 15)

Lowlights -

- There is a general under achievement and inconsistency across spokes against the work experience target. Despite the first year target for work experience already being met, figures from West Berks distort the performance for this measure.
- If figures from West Berks are excluded the number of work experience placements to date is only 102, this is less than 30% of the target for the first 6 months of the project. Consequently, work experience will be a priority for Elevate.
- There is an inconsistency among spokes in achieving the targets for new employment starts resulting in the target for the first 9 months being narrowly missed.

- 3.2 Due to a change in Central Government legislation, Elevate is no longer required to meet the target for Youth Contract Wage Incentives.

Appendix 1 - City Deal Year 1 Cumulative Outputs

Target	Definition	Q1	Q2	Q3	Year 1 Target	Year 1 Outputs to date
IAG Contact	Number of 16-24 year olds offered initial IAG or Employment brokerage	879	428	475	1500	1782
Work Experience	Number of work placements delivered as a direct result of the CD and not funded from elsewhere. Recipients need to be NEET. Work placement defined as a brokered experience over 5 days. Days do not need to be consecutive but the experience does need to be with the same employer and for meaningful activity.	172	450	150	500	772

Apprenticeship Start	Number of apprenticeships starts for 16-24 year olds delivered as a direct result of the CD. Recipients need to be NEET.	79	152	121	100	352
Apprenticeship sustained 6 months	Number of 16-24 year olds in an apprenticeship for 6 consecutive months or more.	NA	NA	216	50	216
Increase earnings of 450 young people by 10%	10% increase in wages of 450 16-24 year old CD Clients between April 14 – April 17 18-24 year olds 16-18 year olds	51	51	62	Annual target not set	164
New employment Start	Number of 18-24 year olds in employment via CD intervention. Employment is defined as working for 16 hours or more per week	94	130	94	433	318

New employment sustained 6 months	Number of 16-24 year olds in employment for 16 hours or more per week for 6 consecutive months.	N/A	N/A	709	217	709
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Bracknell Forest

Elevate Bracknell Forest											
Target	Quarter 1			Quarter 2			Quarter 3			Year 1 Target	Year 1 Outputs to date
	April	May	June	July	Aug	Sep	Oct	Nov	Dec		
IAG Contact			157 (April-June)		85	13	24	21	17	185	317
Work Experience						13		10		62	23
Apprenticeship Start			4		9	1	7	4	7	12	32
Apprenticeship Sustained 6 months							9	12	18	6	39
Increase earnings of 450 young people by 10%						22	14	10	14	No local target set	14
New employment start					45	25	5	5	10	54	20
New employment sustained 6 months							49	69	94	21	212

Reading

Elevate Reading											
Target	Quarter 1			Quarter 2			Quarter 3			Year 1 Target	Year 1 Outputs to date
	April	May	June	July	Aug	Sep	Oct	Nov	Dec		
IAG Contact	74	120	64	28	26	29	52	16	33	352	442
Work Experience	6		4	1				11	8	117	30
Apprenticeship Start	2	1	3	2		3	1	26	3	24	41
Apprenticeship Sustained 6 months							4	7	14	12	25
Increase earnings of 450 young people by 10%				11	6	12	8	5	18	No local target set	60
New employment start	11	17	15	9	6	10	8	3	15	102	94
New employment sustained 6 months							43	72	87	51	202

Wokingham

Elevate Wokingham											
Target	Quarter 1			Quarter 2			Quarter 2			Year 1 Target	Year 1 Outputs to date
	April	May	June	July	Aug	Sep	Oct	Nov	Dec		
IAG Contact	32	34	31	12	13	13	14	10	10	164	169
Work Experience										54	0
Apprenticeship Start	6	5		1	0			9	10	12	31
Apprenticeship Sustained 6 months							18	25	36	5	79
Increase earnings of 450 young people by 10%	18	23	10	17	3	2	11		6	No local target set	90
New employment start	12	20	14	17	3	2	11	11	2	47	92
New employment sustained 6 months							70	80	100	23	250

READING BOROUGH COUNCIL

REPORT BY HEAD OF CUSTOMER SERVICES

TO:	THAMES VALLEY BERKSHIRE ELEVATE (CITY DEAL) JOINT COMMITTEE		
DATE:	23rd January 2015	AGENDA ITEM:	
TITLE:	ELEVATE THAMES VALLEY BERKSHIRE SIGN-off OF 3 YEAR IMPLEMENTATION AND ACTION PLAN, COMMUNICATIONS PLAN AND SPOKE PERFORMANCE TEMPLATE		
LEAD COUNCILLOR:	CLLR MUNRO	PORTFOLIO:	
SERVICE:		WARDS:	BOROUGHWIDE
LEAD OFFICER:	Paul Gresty	TEL:	07912 068 916
JOB TITLE:	Elevate Programme Manager	E-MAIL:	Paul.gresty@reading.gov.uk

1. PURPOSE OF REPORT AND EXECUTIVE SUMMARY

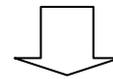
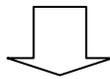
- 1.1 This report provides an update to Joint Committee Members on the activities to deliver the key outcomes of Elevate (City Deal) over the next 3 years. The report also provides a summary of the overarching Communications and Branding Plan and performance monitoring framework, and is provided by the Elevate Programme Manager, based at Reading Borough Council.
- 1.2 The Thames Valley Berkshire City Deal (known as Elevate Berkshire) is focused on increasing the participation of 16-24 year olds in education, training and work, to develop work-related skills and to streamline the pathway to employment for young people. This is linked directly to a broader objective of delivering economic growth locally, and to address local concerns about the number of young people who are NEET (Not in Employment, Education or Training).
- 1.3 Elevate Berkshire aims to address the skills gaps and unemployment and underemployment of the 16-24 year old population. Overall the aim is to deliver employment and skills support for 4,500 young people. The deal will deliver improvements in existing schemes to generate:
 - 1,300 new employment opportunities for young people including helping 800 sustain work for at least six months;
 - 1,500 work experience placements
 - 300 additional apprenticeships
 - 800 new Youth Contract wage incentives
- 1.4 New approaches will also be developed to help more young people into sustainable employment ensuring 900 young people do not make a repeat claim within 9 months of their last, and increasing the earnings of 450 young people.
- 1.5 More information on the 'Deal' can be found here - https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/253233/T

2. RECOMMENDED ACTION

- 2.1** Joint Committee are asked to sign-off the project documentation and acknowledge that the implementation and action plans are 'live' documents; with outputs and activity being reviewed on a monthly basis.

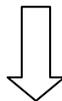
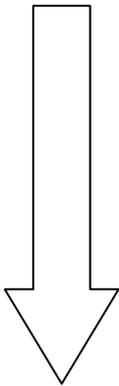
3. Implementation Plan Structure

3 Year Implementation Plan
This document contains the higher level outputs of the programme over the next 3 years – concerning the 'main' deliverables of Elevate (City Deal)

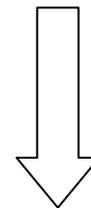


3 Year Implementation and Performance Monitoring Document (activity)
Sat beneath the overarching implementation plan is the 3 year action / performance plan. This plan puts the meat on the bones of the outcomes in the above plan. This doc contains all the deliverables to achieve the City Deal outcomes over the next 3 years

3 Year Performance Management of City Deal outputs (numbers)
Sat beneath the implementation plan, and alongside the project performance plan, from March 2015 we will have implemented a common reporting system across the wider project that will allow us to report on Elevate outputs on a monthly basis

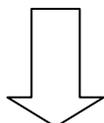


3 Year Financial Plan
Profiled spend over the 3 years of the project



Spoke – 3 Year Implementation and Performance Plans
Spokes are in the process of developing their local action plans. RBC have provided a template for spokes to report back on each month – (as part of the reporting requirements for EUSIF and the Cabinet Office City Deals team)

Local Financial Planning
Each spoke has responsibility to profile spend and report to RBC, as the accountable body for City Deal



Local Marketing Plans
Each spoke is responsible for marketing Elevate locally (in line with the overarching Comms and Branding guidance)

Marketing Plan

Introduction

The Elevate project acts as part of the Thames Valley Berkshire LEP's City Deal. All six unitary authorities are currently working on a three year scheme focusing on 16-24 year olds. This marketing plan sets out aims and suggestions for engagement from young people, to help us reach our overall aim of putting young people in to suitable work and training, via support from Elevate.

Key Marketing Aims

- To raise awareness of the Elevate service
- To establish a consistent brand across Berkshire
- To increase engagement and use of the Elevate service across all spokes (primarily through use of Elevate Me and the Elevate hubs/outreach service)

Key Marketing Messages

The messages we are trying to display to young people across Berkshire are as follows:

- Elevate is a service that can offer support to young people searching for employment or training.
- Elevate Me is a website available as part of the Elevate service that can provide information and guidance on employment and training.
- Elevate hubs are locations where young people looking for employment or training can receive additional face to face support as part of the Elevate service.
- All of the conventional support services needed for employment (e.g. careers advice, CV guidance, interview tips, volunteering opportunities etc...) are available under one service (as well as in one location for the hubs)

Target Market

As Elevate is a service that will run across different geographic locations in Berkshire, certain areas may have their own unique demographics and target markets. The local marketing plans will reflect the local demographics and target markets as methods of engagement may vary according to these.

The primary focus of Elevate is 16-24 year olds. Our generic targets across Berkshire remain:

- 16-24 year olds NEETS
- Graduates
- Young people considering next steps/career prospects
- Local businesses

Additionally we may look to engage with:

- Lone Parents
- Parents
- People in need of supported employment
- Young people in underemployment
- BME's

Language

Language for all marketing materials produced with the aim of engaging young people should avoid acronyms and public sector terms. Phrases such as 'one stop shops', 'pathways' and 'brokerage' will have very little meaning for our target market (including parents, graduates and some employers). It is imperative that the language is kept short and simple to clearly reflect what the service offer is and how this will be of benefit to young people, however it is just as important that the language is not deemed patronising or perceived to be talking down to young people (e.g. substituting the letter 's' for 'z' on branding).

Unique Selling Proposition

What is unique about our service offer? What separates this from other products and moves away from 'business as usual'?

Our unique selling points are:

- Elevate Me is a website that provides information and guidance on employment and training in one platform, therefore there is no need to visit various websites.

- Elevate hubs are locations where young people can receive face to face support for different topics (e.g. work experience, volunteering, CVs and interviews etc...) all in one place.

The benefits of this service to young people are they can access guidance online and in person. The hubs and the website look to bring the relevant information and support needed in to one place. Young people will not have to travel around town to various locations and can access a form of support from their own home. Guidance on their journey to employment or training is now readily available in two forms for free!

Elevate Branding

Elevate is the overarching brand for the project formerly referred to as City Deals. The pan Berkshire wide project has been branded Elevate Berkshire. All six spokes have come under the Elevate brand in the following form:

- Elevate Reading
- Elevate Slough
- Elevate RBWM
- Elevate Wokingham
- Elevate West Berks
- Elevate Bracknell

Each spoke then has its own sub brands through Elevate Me (e.g. Elevate Me Bracknell) and Elevate Business for the employer engagement service. Use of the overarching brand of Elevate for all authorities is important in terms of establishing consistency across Berkshire.

Each spoke also has its own unique logo for Elevate Me and Elevate. These have been designed to reflect their local areas, with the letter 'L' replaced in Elevate with a local iconic building, along with a unique cityscape (see branding toolkit).

Pan Berkshire:

Elevate Berkshire refers to the overall Berkshire wide project that the six local spokes stem from. A pan Berkshire landing page has been produced for Elevate Me to act as a gateway passing people on to the local versions of Elevate Me via an interactive geographic map of Berkshire. The website has taken the URL of berkshire.elevateme.org.uk to remain consistent with the local spokes.

The Pan Berkshire approach is a useful tool to have particularly when attending Berkshire wide events. It also provides a practical way of advertising the project without distributing six different sets of marketing materials or having six separate stands at events. However

the visual nature of the landing page emphasises that this is a Berkshire wide offer without taking people further away from their local spokes. This is preferable to ideas such as an additional landing page on each local site which then puts young people one more click away from what they expect to see.

Project and Marketing Structure

Please appendix A for the Elevate project structure.

Elevate has three key components that will act as the focus of local marketing.

Elevate Me and the face to face support via hubs/outreach are they key components for engaging young people as this is where they can physically access support for finding employment or training.

Elevate: *The outward facing part of the project via the forms of local hubs and the outreach service.*

The hubs, which will act as a physical entry point for Elevate service, will all be branded Elevate and focus upon providing support for young people age 16-24 (though nobody will be turned away). This remains the key target group; however there could be scope in the future to increase the service offer to people of all ages looking for employment and skills advice as well as IAG.

Local marketing should focus on bringing people in to the hubs to access support available under the Elevate service. The hubs should also signpost people to the website. It is expected that providers based at the hubs will utilise Elevate Me as part of their IAG. Elevate Me will be on display and therefore young people will be able to access the site directly when visiting hubs.

Elevate Me: *Elevate Me is a website that aims to provide information and guidance on employment and training. This website is primarily young person facing and will form an integral part of the IAG offer, as well as act a signpost to both local service providers and the Elevate hubs.*

The website highlights the key steps that need addressing on a young person's journey to employment. All sites should also promote the pan Berks message and advertise the service provision available via their local hubs. This way people who visit the site and wish to access further assistance will be signposted to somewhere they can access advice and guidance directly.

Much of the content will remain the same in terms of the information available. However there is flexibility here to adjust the content and writing style to cater for the local target groups. There is also flexibility to create new buildings with new topics and rename pre-

existing ones. For example, West Berkshire may wish to add buildings on graduate schemes or underemployment, due to the nature of their local demographics.

This may well be the first point access in to Elevate for young people and this will be rolled out via schools to encourage uptake. The websites will also be on display in the hubs where young people will be encouraged to browse the site. It is imperative however that providers and partners assist with the roll out of the website. Agencies that see young people as part of their day to day work are already engaged with the target market and have the perfect opportunity to both display the site and encourage use. Support on how to use the site can be provided.

All websites have an individual URL. They have all taken the following format to ensure consistency across Berkshire:

- rbwm.elevateme.org.uk
- slough.elevateme.org.uk
- westberks.elevateme.org.uk
- wokingham.elevateme.org.uk
- bracknell.elevateme.org.uk
- reading.elevateme.org.uk

Reading previously launched under elevateme.org.uk but will change to the URL listed above.

Elevate Business: TBC

Elevate Business will focus upon brokerage and employer engagement. The exact nature of this has not been determined yet. This is the third segment of Elevate but unlike the other two branches this targets a different audience of businesses rather than young people and those searching for employment or training. The way in which this is marketed will differ due to the nature of the target market and therefore a separate marketing plan will be produced for this. However this branch will still act as a segment of the overarching Elevate brand.

Local Marketing

Local marketing plans will be needed to strategize the roll out of Elevate as a service across the local spokes. Here each spoke has the opportunity and flexibility to tailor the plan according to their local area. A proposed marketing template has been attached at Appendix C. Each plan should set out the following:

- Aims (the overall aim is to put 16-24 in to employment and training/education but there may be more specific aims for local areas such as addressing underemployment)
- Target market (again the broad target is 16-24 year olds but this could be in tandem with a specific interest in targeting a more selected market e.g. NEETS or graduates).
- Methods of communication/engagement for young people in their area
- Main messages to be presented
- An action plan listing the key activities and timescales for delivery

The plans should set out specifically how each spoke will encourage engagement via their local Elevate Me website and how to increase the use of service provision available in their hubs. These can include plans on how to utilise the local press, social media (for which guidance has been set out centrally), newsletters, events, posters/leaflets. Suggestions for such methods have been made on ...

Spokes providing an outreach service should set out:

- Plans for engagement with those deemed 'hard to reach'
- Where they will be signposted to if hubs are not available
- What will be advertised on materials along with Elevate Me if there is no hub (e.g. the outreach service itself, existing providers etc...)

Branding Toolkit

Attached at Appendix B.

Media and Marketing

Website:

The Elevate Me website is currently launching across Berkshire via a staggered process (one website launching at a time). This is one of the key components of the Elevate service and must act as one of the focal points for all young person facing marketing materials. The web address should be listed on all marketing materials. Young people are more likely to visit a website as a first point of entry than physically travel to a location therefore it is imperative that all local materials promote the website and its benefits.

Elevate Hubs:

Some spokes are launching hubs where young people can come and access the Elevate service in person. Materials that are marketing physical locations for young people to drop in and receive IAG should clearly list the address. This can be advertised in tandem with the

website as both the hubs and websites will signpost to each other. Please see ... for an example.

Press:

Local spokes could utilise the press for the following:

- Advertisements for the website and hubs (particularly around the release of exam results, peak time for apprenticeships etc...)
- Build up and launch of the hubs
- Good news stories/case studies (examples of people who have found work through Elevate)

Events:

It may be helpful for local spokes to identify a list of events they can attend to advertise the Elevate service offer (e.g. local job fairs or skills show). Many of these are likely to be events in which there will be footfall from young people and provide a perfect opportunity to market both the website and the hubs via printed materials such as branded postcards or pens.

Pop Up/Public Stands:

Another method of engagement could be to utilise pop up shops/stands in public spaces (e.g. shopping centres). Factors to consider are areas in which there will be significant footfall from young people and the desired target market, as well as an appropriate time of the year to target the desired demographics.

Printed Materials:

Possibilities include:

- Posters
- Leaflets
- Roller Banners
- Branded pens

In addition to local hubs these can be displayed around:

- Secondary schools/sixth forms
- Libraries
- Youth groups
- Community centres
- Colleges
- Universities

Newsletters:

Potentially a way of informing people about the progress of Elevate, in particular developments around hubs. It may be beneficial to establish a database of relevant contacts in terms of employers, providers, partners, youth groups, community groups, schools and any potential partners to keep them informed of recent developments and any success stories.

Case Studies:

A powerful way of highlighting the benefits of the service may be to utilise case studies, listing examples of people who have come in to contact with some aspect of the Elevate service (e.g. visited the hubs and received IAG/support and later found employment). Specific examples of young people using the service display real life cases and clarify how the process can support 16-24 year olds in different ways.

This may be particularly useful for raising awareness about the journey to employment via cases in which young people were not work ready or even aware that they were not work ready. It could also be a powerful technique for reflection of the benefits of work and training (e.g. financial gain, self-confidence, career progression etc...). There is potential to add case studies to the website.

Direct Communications:

Direct contact is one of the most effective ways of engaging with people. They are typically very cost effective but do rely upon having good contact information for your target market. Elevate partners will have a variety of contact information that can be used to increase the number of young people using our service. Once you have looked at what data is available you could consider using one of the contact methods below:

Letters – Sending letters by post has proven to be an extremely effective way to communicate with people (but it isn't cheap!). Young people are unlikely to receive many letters each week. This means that each letter we send them is going to stand out a lot.

SMS – Unlike letters or emails, most people read every SMS that they receive. It is easy to dispose of a piece of print but most people will at the very least look at the texts they receive. We are typically limited to sending 140 characters which can impose some restrictions on the type of message. People with smartphones can also click links that we text them.

Email – Emails are free to send. Take advantage of this whenever you have a large audience. The Behavioural Insights team have found that you can get around 5-15% of recipients to click a link within an email.

Social Media:

Spokes should be careful when considering using social media. In order for social media to be effective it requires frequent updates and well thought out content. Social media feels 'free' because you can add content without spending money. However, keeping it interesting can take a lot of time. It is hard to generate a significant following for social media because people mainly use it for entertainment (not job-search or careers advice).

It is also imperative that any forms of social media utilised are monitored regularly and thoroughly. Each spoke will need to assign responsibility to somebody to check the content and this can be a very time consuming process.

Many people associate social media strongly with young people. However it is important to acknowledge that whilst this is a popular area with young people, the nature of their engagement is primarily focused around leisure and recreational activities. Engaging young people for local brands via social media can be difficult. Nevertheless there are some opportunities here to utilise the strengths of digitalisation, especially through the use of partners promoting Elevate via their own existing mediums. It may be useful to discuss social media strategies with focus groups consisting of young people from your area to determine how effective it could be in your spoke.

If you are going to use social media here is what to consider for each channel:

Twitter: This is most effective when it is highly responsive and the content is something people will use. The most effective Twitter accounts will Tweet a few times every day. Make sure that you can maintain this level of interaction if you want to build followers. Twitter works best when it is collaborative – staff across Elevate hubs should be able to respond to Tweets from young people directly.

Facebook: People predominantly use Facebook for leisure and to interact with friends. Brands that have a lot of success on Facebook typically spend a lot of money to build a large following. Be wary of using Facebook because it can create quite a large time burden for staff with very little reward.

YouTube: YouTube works if you have good videos to share. People do use YouTube for educational and professional development and so this could be a good channel for you to use. As with the other channels, content is king. It's easy to create a following if you spend the time to create up to date and high quality content.

LinkedIn: LinkedIn is the primary professional social media website. The Behavioural Insights Team has suggested we could encourage young people to create LinkedIn profiles. LinkedIn is increasingly being used for entry level jobs and apprenticeships so this may be something to consider.

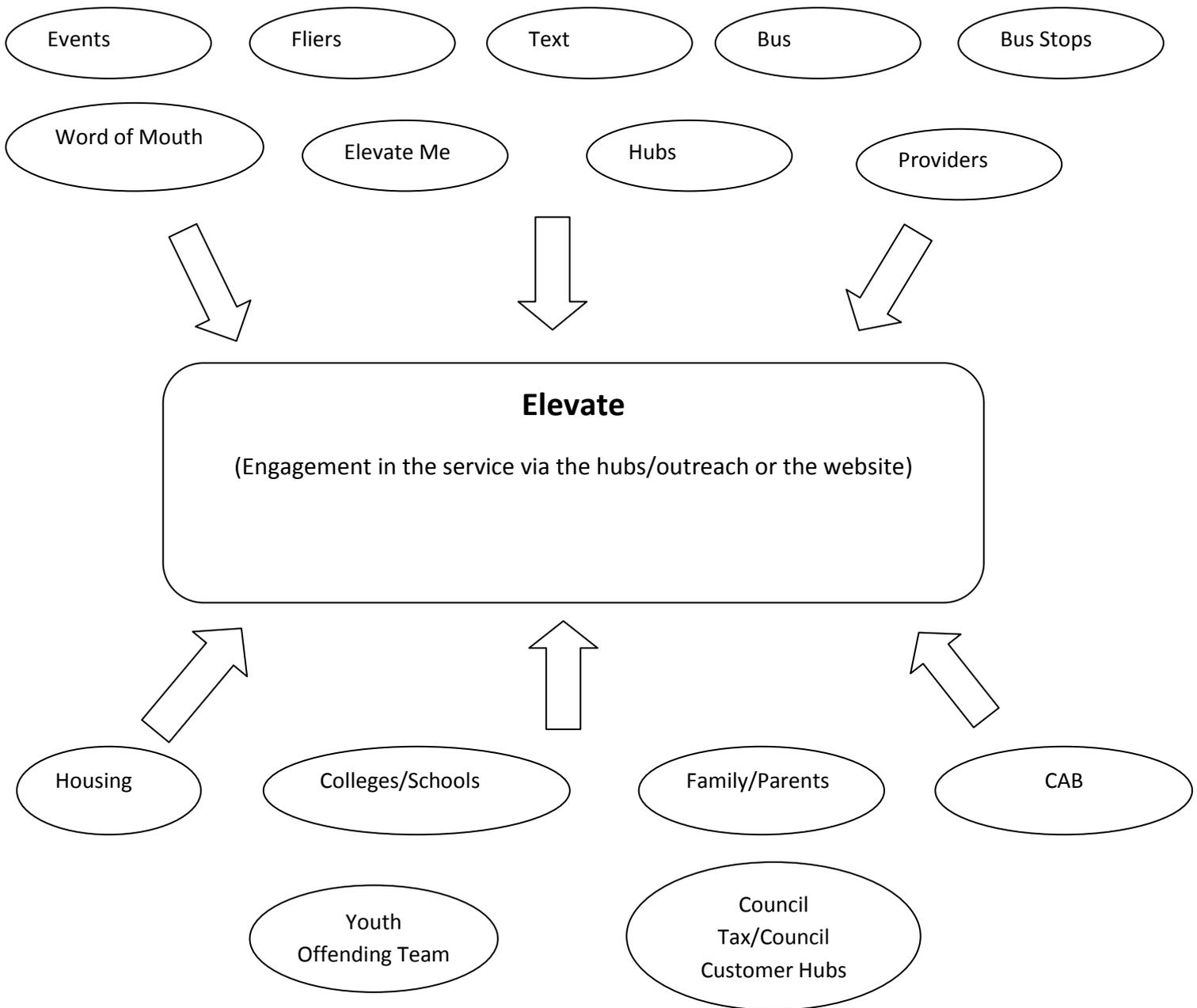
Providers

The role of service providers and partners will play an integral part in the success of the project. Many service providers have their own unique brand and the use of Elevate as an overarching brand should in no way impact upon this negatively. Elevate is about bringing the strengths of different providers together (many of whom have a unique offer) in to one service to provide ease of accessibility for young people.

Providers can offer assistance via promoting the Elevate service through their locations (physically with roller banners and printed materials etc... if they are not in the hubs) but also through their social media and digital mediums (many of which are pre-existing and said to be used thoroughly via existing customers, which has an advantage to brands launching as new).

Elevate Me can signpost to these providers. Their support will be needed in rolling out the website as part of their day to work with young people in order to ensure that Elevate Me is well used amongst the target market.

Marketing Methods

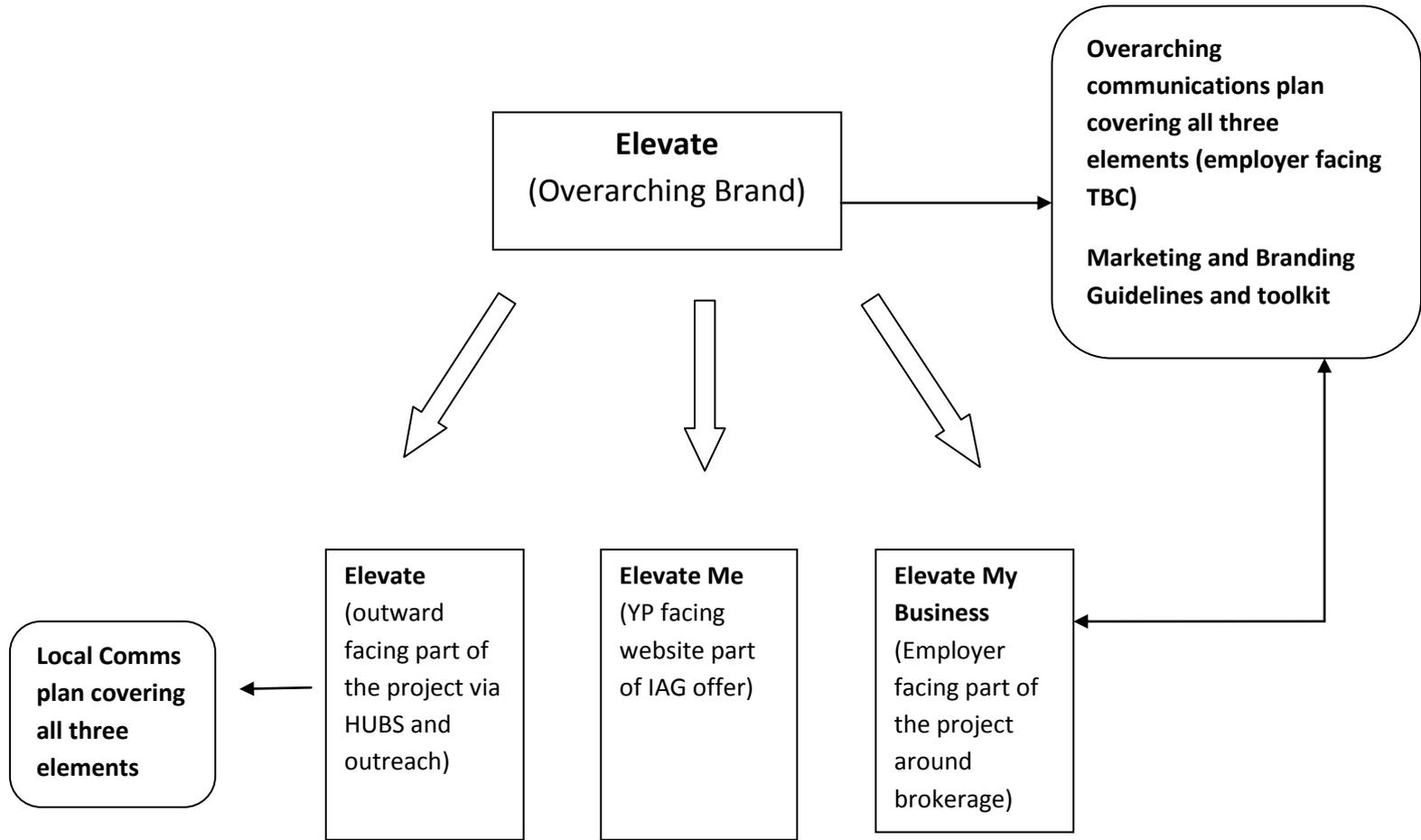


Should we be targeting the groups above in tandem with our conventional marketing methods to reach young people at their base?

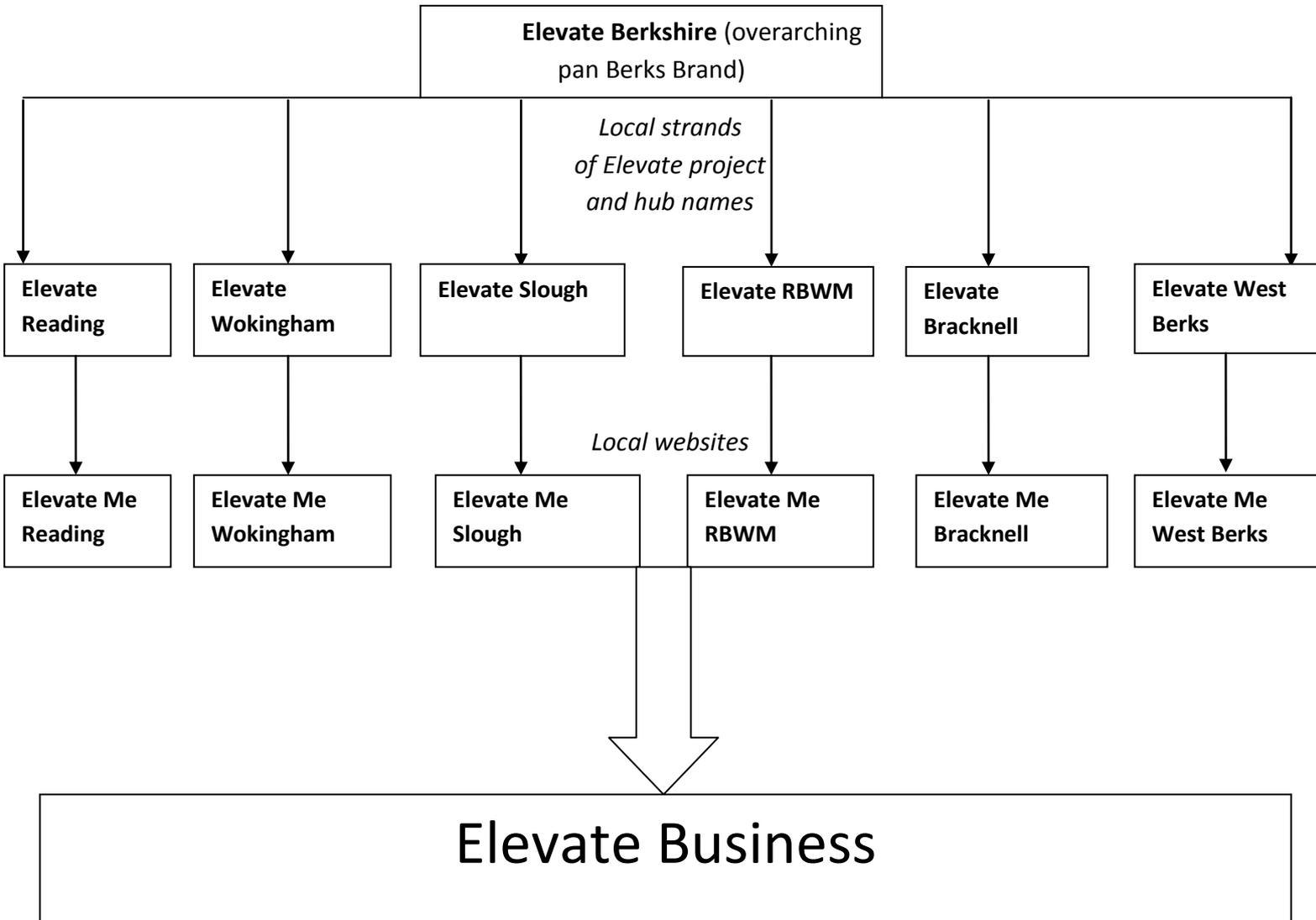
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Appendix A

Marketing Structure



Project Structure





Logo and branding guidelines

These logo and branding guidelines have been produced to set out appropriate use for the various logos available as part of the Elevate project.

Elevate

Elevate is the overarching brand for the project formerly referred to as City Deals. All six spokes have utilised the Elevate brand and have Elevate logos available, all of which replace the letter 'L' with a local icon, as seen below. Each spoke has its own colour scheme for their logos and this should be consistent for use across all marketing materials (pantones can be provided via Waters Creative).

These logos are for use of marketing the service and outward facing parts of the project such as the hubs and outreach. The local Elevate logos can also be used for purposes such as physical signage and decoration for the local hubs, or when presenting on the wider project to partners. Anytime we are marketing the overall Elevate service rather than just the website or business part by itself, it is the Elevate logo that should be used!

ELEVATE
// BRACKNELL FOREST

ELEVATE
// READING

ELEVATE
// SLOUGH

ELEVATE
// WEST BERKSHIRE

ELEVATE
// ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD

ELEVATE
// WOKINGHAM

Elevate Me

Elevate Me is the website designed as a personal planning tool to provide information and guidance on both employment and training. This is one strand of the wider Elevate service. Each local authority has its unique Elevate Me logo and website, once again utilising a local landmark in place of the letter 'L', in the same format as the Elevate logos. This will ensure association between Elevate as an overall service and Elevate Me as a support strand of this.

These logos are for use of marketing the website. It is recommended that the Elevate Me URL appears on all young person facing marketing materials.

ELEVATE ME
// BRACKNELL FOREST

ELEVATE ME
// READING

ELEVATE ME
// SLOUGH

ELEVATE ME
// WEST BERKSHIRE

ELEVATE ME
// ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD

ELEVATE ME
// WOKINGHAM

Which logo shall I use?

Understandably there has been some confusion as to which logo should be utilised for specific situations and marketing materials. Two separate logos for Elevate and Elevate Me may cause confusion, particularly when attempting to market the hubs and the website together.

When marketing both together it is advisable to utilise the overarching brand logo of Elevate. The website may still be listed with the URL (this is the key part so young people have something they type in to access their desired location). However when marketing both it is important to acknowledge that Elevate Me is a sub strand of the wider Elevate service and therefore that is what should be the predominant brand. Please see below as an example.

The postcard advertises both the website (with the URL clearly listed) and utilises the Elevate logo. Moreover it also markets the venue in which they can physically drop in to access support from various agencies. There is no need to utilise both the Elevate and Elevate Me logo.



ELEVATE
// READING

**ROUTES INTO
CONSTRUCTION**

ARE YOU INTERESTED IN A CAREER
WITH THE CONSTRUCTION SECTOR?
THEN COME TO OUR ROUTES INTO
CONSTRUCTION EVENT ON

Thursday 19th June 2014

10:00 - 12noon

The Shed Café, Merchants Place
(off Friar Street), Reading

Are you looking to find out a little more
about the different routes into construction?

This is your opportunity to talk **one on one**,
to people who are working in construction
from ground work to marketing or even
apprenticeships in the building trades.
You will also be able to **gain support with
CV writing** and find out where you can gain
further qualifications to enter the
construction industry.

To find out more about the event log onto
www.elevateme.org.uk
and register your interest via the events
page for Routes into Construction.

Places are limited so register early.

Our Routes into Construction event is being held in association with Muse Developments
and GallifordTry Construction who are building Chatham Square, Reading.

The poster above provides another example of marketing an event under the Elevate brand. This is not specifically about a website, but about a future career event provided via the Elevate service, hence the use of the Elevate logo, though with the website still on display. Note the consistent use of the colour scheme.



The roller banner above is an example of use for marketing the website alone. In this case it was appropriate to the market the website by itself (hence the use of the Elevate Me logo) for an interactive digital event, whereby a Pan Berks approach was taken to drive people to local sites, rather than market separate hubs etc...

Pan Berks

Pan Berks logos have been produced for both Elevate and Elevate Me. The Elevate Me Berkshire website aims to act as a gateway for visitors, signposting people through to the local websites for each spoke, via an interactive map.

The pan Berks approach may be more sensible for use in events and venues that will have footfall from across Berkshire. Local spokes will have discretion to make judgements on which approach may be deemed more suitable (subject to conversation with the City Deals Manager and Marketing and Branding Co-ordinator). Pan Berks events and marketing will be co-ordinated centrally. The same approach will apply in terms of use for the logos.



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Insert local Elevate logo
here

Marketing Plan

Introduction

Each spoke can utilise their local logo and change the font colour to match the colour of the cityscapes.

Key Marketing Aims

Marketing aims will generally be same the across Berkshire in terms of putting young people in to employment/training. There may be scope here to set out more specific aims linked to the local demographics e.g. putting graduates in to appropriate level jobs etc...

Key Marketing Messages

Similar to the above

Target Market

This will generally be 16-24 year olds but each spoke may have more specific markets they look to engage with such as those who are considered underemployed.

Language

This should be reflective of the target market.

Local Elevate Branding

All six authorities have their own logos and colour schemes. Details around use have been provided in the central branding toolkit.

Local Project and Marketing Structure

Likely to be similar across all spokes, though some may look to tweak this to reflect their outreach service and Elevate Business offer.

Media and Marketing

- Press
- Social Media
- Outreach
- Events
- Printed Materials
- Newsletters
- Case Studies
- Direct Communications

Providers

Providers will form an integral part of the project, particularly in the roll out of Elevate Me and in encouraging engagement for the service.

Action Plan

- List the key marketing activities and timescales for delivery

Elevate Berkshire

3 Year Implementation Plan





Exec Summary

The Thames Valley Berkshire City Deal (known as “Elevate Berkshire”) aims to address the skills gaps, unemployment and underemployment of our 16-24 year old population in order to maximise the impact of our collective investment and unleash growth in this important economic area.

It acknowledges the regions strong track record of delivering growth and seeks to support those existing, and new, businesses in achieving their full potential. The deal we have agreed with Government allows us to maintain and grow our status as a prosperous economic area. Our deal will:

- Aim for a 50% reduction in youth unemployment within 3 years;
- Secure £1.5 million of private sector investment to support employment and up skilling of young people;
- Generate 1,300 new employment opportunities for young people including helping 800 sustain work for at least six months;
- Develop new approaches to help more young people into sustainable employment ensuring 900 young people do not make a repeat claim within 9 months of their last, and increasing the earnings of 450 young people;
- Deliver improvements in existing schemes including 1,500 new work experience placements; create 300 additional Apprenticeships and 800 new Youth Contract Wage Incentives.

More information on Elevate can be found here -

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/253233/Thames_Valley_Berkshire_City_Region_City_Deal_Document_FINAL_WEB_VERSION_131025_.pdf

The 3 year Implementation & Action Plan sets out the key outcomes and deliverables of the programme over the next 3 years. It is a 'live' document and will evolve over time to deliver our collective aspiration that 'Elevate' will become self-sustaining and progress to becoming an ageless, sustainable service in 2017.

Through the dedication and commitment of the 6 Unitary Authorities in Thames Valley Berkshire to work collaboratively, we aim to develop Pan Berkshire model to tackle unemployment and boost the regional economy.

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- **Elevate Me**
- **Elevate Business**

Elevate – 3 Year Implementation Plan

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- **Outcome 1 - Elevate Implementation**

Elevate Berkshire aims to address the skills gaps and unemployment and underemployment of our 16-24 year old population in order to maximise the impact of our collective investment and unleash growth in this important economic area. It acknowledges the regions strong track record of delivering growth and seeks to support those existing, and new, businesses in achieving their full potential. The deal we have agreed with Government allows us to maintain and grow our status as a prosperous economic area.

- **Outcome 2 - Youth Guarantee (a single access point for employment and skills opportunities)**

The City Deal will support the creation of a new approach which will bring together partners, better align services, reduce bureaucracy and duplication to deliver common skills and employment goals. It will deliver improved employment and skills support for 16-24 year olds in order to maximise impact and enable collaboration and alignment rather than duplication and competition.

- **Outcome 3 - Enabling young people to gain sustainable employment**

The Universal Credit will be rolled out across the UK by 2017 bringing the benefit system into the 21st Century and recalibrating incentives for people who are out of work or stuck in low paid jobs to earn more and to progress in work.

- **Outcome 4 – Creation of bespoke local access point to employment and skills opportunities in the area which will provide employment brokerage, labour market intelligence, a professional development network and integrated careers advice provision**

Our approach will have common elements (such as the Elevate Me website) and will be tailored to meet the nuanced needs of each locality embedding the principles of value for money

- **Outcome 5 – Thames Valley Berkshire Business Growth Programme**

The Thames Valley Berkshire Business Growth Programme will increase awareness, and uptake of, business support leading to local business growth. The Business Growth Programme would be governed by a steering group of practitioners and partners, including the national programme lead in Berkshire, University of Reading, local authorities and business representative organisations.

- **Outcome 6 - Elevate Communications and Marketing**

The Elevate brand will be recognised regionally as the service that supports young people on their pathway to employment.

Introduction and economic overview

Thames Valley Berkshire is the Local Enterprise Partnership which brings together business, the university, colleges and local authorities in the area: Bracknell Forest, Reading, Slough, West Berkshire, Windsor and Maidenhead, and Wokingham.

The area is a successful high performing economy second only to London in gross value added (GVA) per capita terms. However, we cannot afford to stand still if we are to continue to contribute to UK growth and remain internationally competitive. Despite a buoyant local economy some of our businesses are struggling to fill vacancies and experiencing skills shortages which are stifling growth potential. Elevate offers a real opportunity to fuel growth where the business sector wants it and where the UK needs it.

Our vision for the City Deal reflects our relative national competitiveness, but acknowledges that growth has not been equally shared within the Thames Valley Berkshire area. This is especially true for many of our young people who have been left behind as a result of the recession. Our vision is to improve impact of our investment in jobs and skills so that we can better meet the expectations of young people and our businesses.

We will achieve this through our Youth Guarantee that aligns our collective local and national investment in order to provide high quality, personalised advice and support so that every young person has the opportunity to undertake the right training, improve their skills, find an apprenticeship or get a job. To do this we will work closely with local businesses to interpret and adapt our collective services to meet their needs.

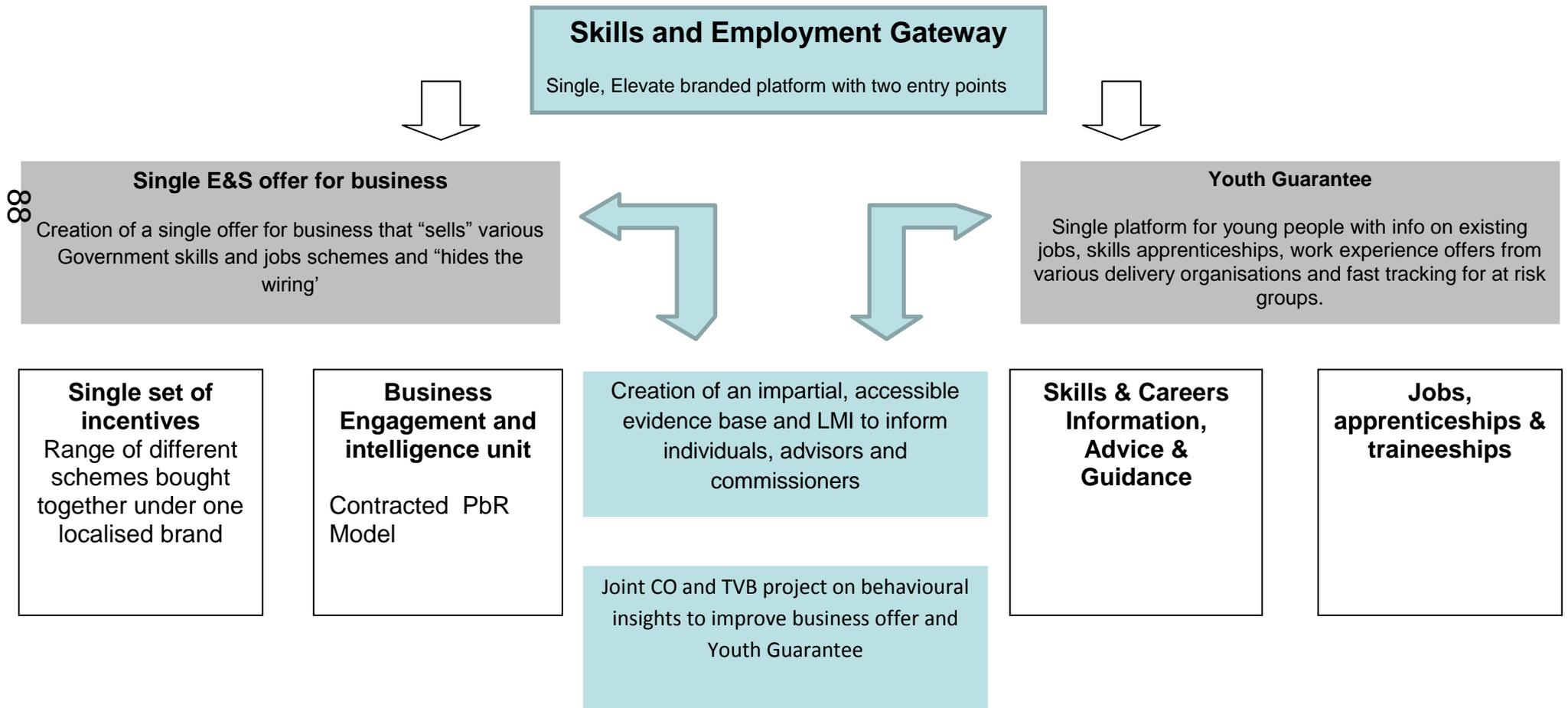
This will be underpinned by an integrated support structure for young people and businesses that is able to match supply and demand, align incentives, reduce duplication and increase impact. This will include a single Local Enterprise Partnership-branded

offer on skills and jobs for local businesses; and a new contracted-out Business Engagement Unit tasked with driving up demand for jobs and skills using a payment-by-results model with an established track record locally.

Elevate will aim to reduce youth unemployment by half within three years by providing targeted support for local employers and engaging 4,500 young people (16-24 year olds), including helping 1,300 into work, 300 additional apprenticeships and 1,500 additional work experience placements. Moreover, we also recognise that some of our young people are underemployed and moving between low paid work and benefits. To address this we will work with 1,500 young people to deliver job sustainability and increase their earnings to take them out of benefit entitlement altogether.

While our focus is on young people and providing our business with the skills they need, we also need to ensure we provide our businesses with the right conditions to remain competitive and productive. Through Elevate, we will develop the speed and impact of locally targeted and delivered business support with an explicit focus on high growth and export-led SMEs.

Elevate Structure – Pathways to Employment



To Include:
Ring fenced Youth Contract
Alignment of local and national skills offer
Single narrative on benefit of investments

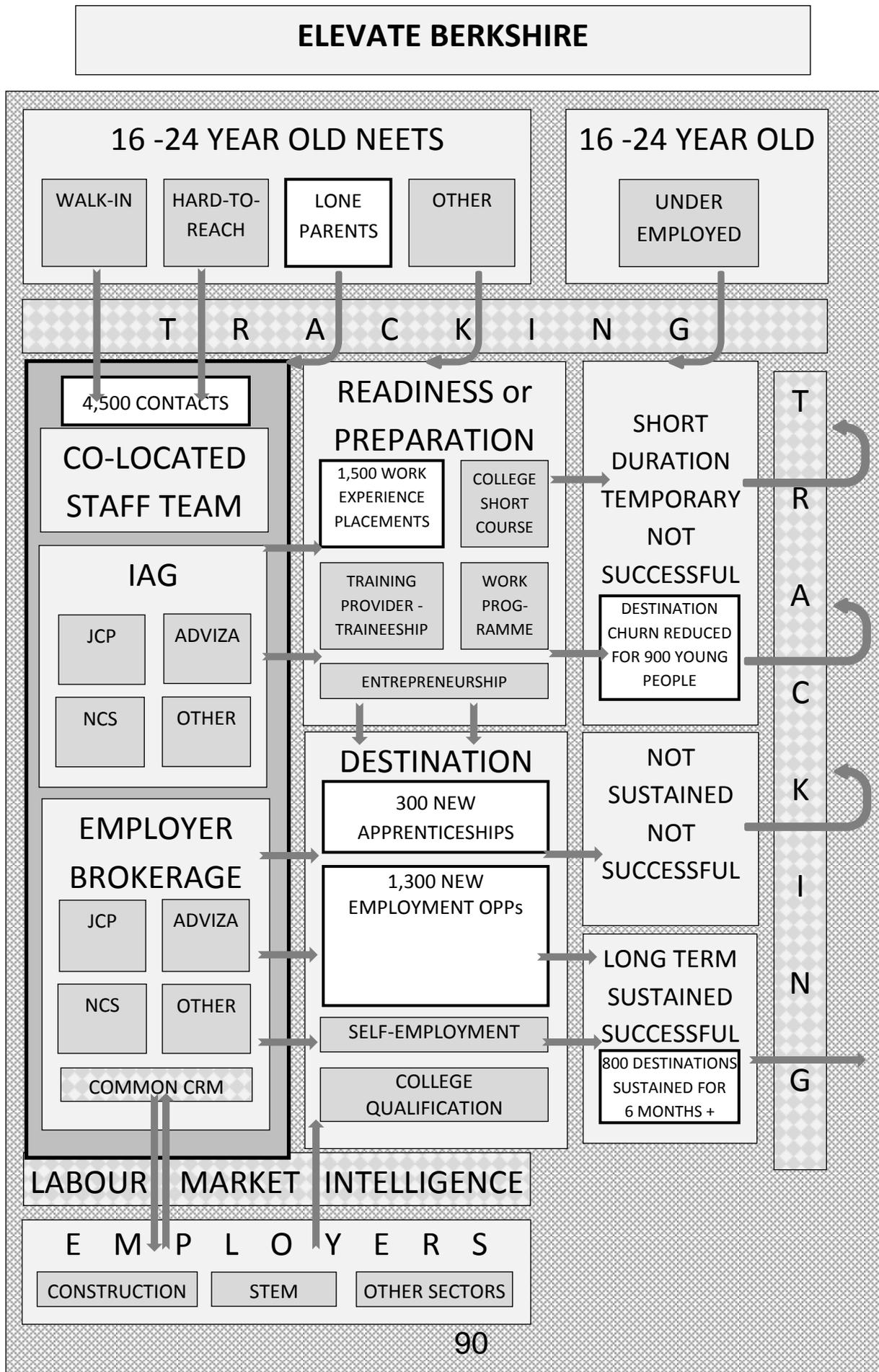
Match 1,300 young people to jobs
Create 300 apprenticeships
Deliver 800 Youth Contract wage subsidies;
Increase business & school

Single LEP branded Education and business partnership (hub and spoke model)

National and local offer on skills linked to growth and opportunity sectors and roles;
Aligned Careers offer incorporating local and NCS schemes

Simplified offer across 16 – 24 age group.
Brokerage of inc. numbers of opportunities via business engagement.

Elevate Collective Outputs – 3 year



Elevate Outputs by Spoke

Target	Definitions	Bracknell Forest	Reading	Slough	West Berks	Windsor & Maidenhead	Wokingham	Elevate Output 3 Yr Target
IAG Contact	Number of 16-24 year olds offered initial IAG or Employment brokerage	Yr 1-185 Yr 2-185 Yr 3-186 Total: 555	Yr 1-352 Yr 2-352 Yr 3-352 Total: 1056	Yr 1-399 Yr 2-399 Yr 3-400 Total: 1198	Yr 1-191 Yr 2-191 Yr 3-191 Total: 573	Yr 1-208 Yr 2-208 Yr 3-208 Total: 625	Yr 1-164 Yr 2-164 Yr 3-164 Total: 492	4500
Work Experience	Number of work placements delivered as a direct result of the CD and not funded from elsewhere. Recipients need to be NEET. Work placement defined as a brokered experience over 5 days. Days do not need to be consecutive but the experience does need to be with the same employer and for meaningful activity	Yr 1-61 Yr 2-62 Yr 3-62 Total: 185	Yr 1-117 Yr 2-117 Yr 3-118 Total: 352	Yr 1-133 Yr 2-133 Yr 3-133 Total: 399	Yr 1-63 Yr 2-64 Yr 3-64 Total: 191	Yr 1-69 Yr 2-69 Yr 3-70 Total: 208	Yr 1-54 Yr 2-55 Yr 3-55 Total: 164	1500
Apprenticeship Start	Number of apprenticeships	Yr 1-12 Yr 2-12	Yr 1-23 Yr 2-23	Yr 1-26 Yr 2-27	Yr 1-12 Yr 2-13	Yr 1-14 Yr 2-14	Yr 1-11 Yr 2-11	300

	starts for 16-24 year olds delivered as a direct result of the CD. Recipients need to be NEET.	Yr 3-13 Total:37	Yr 3-24 Total: 70	Yr 3-27 Total: 80	Yr 3-13 Total: 38	Yr 3-14 Total: 42	Yr 3-12 Total: 35	
Apprenticeship sustained 6 months	Number of 16-24 year olds in an apprenticeship for 6 consecutive months or more.	Yr 1-6 Yr 2-6 Yr 3-7 Total: 19	Yr 1-11 Yr 2-12 Yr 3-12 Total: 35	Yr 1-13 Yr 2-13 Yr 3-13 Total: 40	Yr 1-6 Yr 2-6 Yr 3-7 Total: 19	Yr 1-7 Yr 2-7 Yr 3-7 Total: 21	Yr 1-5 Yr 2-5 Yr 3-6 Total: 16	150
Increase earnings of 450 young people by 10%	10% increase in wages of 450 16-24 year old CD Clients between April 14 – April 17 18-24 year olds 16-18 year olds (Target not set per spoke)	Local target not set	Local target not set	Local target not set	Local target not set	Local target not set	Local target not set	450
New employment Start	Number of 18-24 year olds in employment via CD intervention. Employment is defined as working for 16 hours or more per week	Yr 1-53 Yr 2-54 Yr 3-54 Total: 161	Yr 1-101 Yr 2-102 Yr 3-102 Total: 305	Yr 1-115 Yr 2-115 Yr 3-115 Total: 346	Yr 1-55 Yr 2-55 Yr 3-56 Total: 166	Yr 1-60 Yr 2-60 Yr 3-60 Total: 180	Yr 1-47 Yr 2-47 Yr 3-48 Total: 142	1300
New employment sustained 6 months	Number of 16-24 year olds in employment for 16 hours or more per week for 6 consecutive months	Yr 1-26 Yr 2-27 Yr 3-27 Total: 80	Yr 1-51 Yr 2-51 Yr 3-51 Total: 153	Yr 1-58 Yr 2-58 Yr 3-58 Total: 173	Yr 1-27 Yr 2-28 Yr 3-28 Total: 83	Yr 1-30 Yr 2-30 Yr 3-30 Total: 90	Yr 1-23 Yr 2-24 Yr 3-24 Total: 71	650

Elevate Delivery Structure

There are 3 elements to Elevate - that cut across the 6 Local Authority (LA) projects. These LA projects are known as SPOKE projects:-

- **Elevate – The service**

A new approach to provide a single access point to employment and skills opportunities for 16-24 year olds across Thames Valley Berkshire

- **Elevate Me – Online personal planning ‘tool’**

Web platform portal for young people and businesses

- **Elevate Business - Joined up approach to business support services across Thames Valley Berkshire**

A single point of contact to provide strategic coordination of local and national, public and private sector business support, as well as signposting and marketing of support available to all businesses in Berkshire

There are also a range of pan Berks projects – that cut across the all 6 Elevate projects locally. These projects are known as HUB projects:-

- Development of a **Thames Valley Berkshire-wide Labour Market Intelligence platform managed by the LEP**

- Introduction of a **Thames Valley Berkshire-wide Professional Development Network**

- Management of other **new initiatives and pilot programmes** (for example in relation to lone parents and in partnership with the Behavioural Insights Team)

Elevate – 3 year Implementation Plan

Outcome – Elevate Implementation

Elevate aims to address the skills gaps and unemployment and underemployment of our 16-24 year old population in order to maximise the impact of our collective investment and unleash growth in this important economic area. It acknowledges the regions strong track record of delivering growth and seeks to support those existing, and new, businesses in achieving their full potential. The deal we have agreed with Government allows us to maintain and grow our status as a prosperous economic area. Ultimately, our collective aim is to develop a sustainable, holistic regional model, to tackle youth unemployment.

Over 3 years the Gateway will offer a signposting service available to all and more intensive support and opportunities for at least 4,500 over 3 years broken down as follows:

- 433 new employment opportunities; including helping
- 288 sustain work for at least 6 months;
- 500 new work experience placements;
- 100 additional Apprenticeships (by driving up learner and employer demand);
- 800 new Youth Contract Wage Incentives;

OUTCOMES

Year 1 Apr 2014 - March 2015	Year 2 Apr 2015 - March 2016	Year 3 Apr 2014 – March 2015
<p>In year 1, the Gateway have offered a signposting service, available to all, and more intensive support and opportunities this is broken down to:</p> <ul style="list-style-type: none"> -1,500 Information, Advice and Guidance sessions for young people - 1,300 new employment opportunities; including helping - 800 sustain work for at least 6 months; - 1,500 new work experience placements; - 300 additional Apprenticeships (by driving up learner and employer demand); - 800 new Youth Contract Wage Incentives; 	<p>In year 2, the Gateway will offer a signposting service, available to all, and more intensive support and opportunities this is broken down as follows:</p> <ul style="list-style-type: none"> -1,500 Information, Advice and Guidance sessions for young people - 433 new employment opportunities; including helping - 288 sustain work for at least 6 months; - 500 new work experience placements; - 100 additional Apprenticeships (by driving up learner and employer demand); - 800 new Youth Contract Wage Incentives; 	<p>In year 3, the Gateway will offer a signposting service, available to all, and more intensive support this is broken down as follows:</p> <ul style="list-style-type: none"> -1,500 Information, Advice and Guidance sessions for young people - 433 new employment opportunities; including helping - 288 sustain work for at least 6 months; - 500 new work experience placements; - 100 additional Apprenticeships (by driving up learner and employer demand); - 800 new Youth Contract Wage Incentives;
Secure match funding (£2.4m) from the Local Enterprise Partnership and a further match of £1.5m from other public and private commitments	Draw down the 1 st tranche of EUSIF money via the Local Enterprise Partnership	Draw down the 2 nd tranche of EUSIF money via the Local Enterprise Partnership
Grant funding supports our	Completed in year 1	Completed in year 1

proposed single access point for employment and skills opportunities (£2.4m) from the Youth Contract		
Initial design for the “hub & spoke” model of the Employment and Skills Gateway – sharing the completed model with CPU	Completed in year 1	Completed in year 1
Programme draws funding from the Youth Contract under-spend subject to satisfactory sign off of Employment and Skills Gateway	Completed in year 1	Completed in year 1
Agreeing and commissioning the programmes of work to develop the detail to enable delivery	Completed in year 1	Completed in year 1
That £2.4 million from the Youth Contract will be invested to support our new approach to providing a single, integrated point of access for employment and skills opportunities in our area. Thames Valley Berkshire Local Enterprise Partnership has committed to match fund this, and we will commit to securing private sector investment through business engagement	Continue to develop the single point of access and look at evolving the service to become an ageless and holistic service that can quickly respond to changing need.	Our new, sustainable, holistic service provides a single, integrated point of access for employment and skills opportunities for all people across Thames Valley Berkshire.

Outcome - Youth Guarantee (a single access point for employment and skills opportunities)

Elevate will support the creation of a new approach which will bring together partners, better align services, reduce bureaucracy and duplication to deliver common skills and employment goals. It will deliver improved employment and skills support for 16-24 year olds in order to maximise impact and enable collaboration and alignment rather than duplication and competition.

OUTCOMES

Year 1 Apr 2014 - March 2015	Year 2 Apr 2015 - March 2016	Year 3 Apr 2014 – March 2015
Provide a focussed real exit opportunity for all young people to ensure they do not move in and out of publically-funded initiatives.	Bring together existing resources in a way that reduces bureaucracy and duplication, improves value for money from existing investment and delivers better outcomes for our	To be developed

	young people and our businesses	
Elevate Berkshire will offer all young people in the area access to high quality, personalised advice and support so that every young person has the opportunity to undertake the right training, improve their skills, find an apprenticeship or get a job.	To be developed with partners	To be developed with partners
We will offer more intensive support to those who need it most. Elevate Berkshire will develop new approach to provide a single access point to employment and skills opportunities for 16 to 24 year olds across Thames Valley Berkshire	Work with pre 16 year old young people in school, and via outreach, to develop a collective approach that is proactive in preventing the no' of NEETs – with a focus on SEN, LAC and YOT	To be developed with partners
Labour Market Intelligence (LMI) informs employer brokerage and business engagement	LMI challenges the disconnect between skills and business by informing school and college curriculums	To be developed with partners
Integrated Information Advice and Guidance. Young people can both use the Elevate Me website independently, getting the information and signposting they need. If they need greater levels of support they can request the face-to-face help they need more quickly via co-located HUBs. This set of features is a unique offering and a powerful tool to shift the culture towards the customer being in the driving seat, rather than service providers	Work with partners to develop Elevate Me as the 'tool' of choice in supporting young people on their pathway to employment	To be developed with partners
Develop and implement a Common Reporting Framework for the project (led by RBC as the accountable body)	Implement an interventionist tracking system and use it for as the common reporting system for the wider Elevate project and EUSIF claims	To be developed with partners
Elevate will create a new approach which will bring together partners, better align services, reduce bureaucracy and duplication to deliver common skills and employment goals	Broaden out the reach of Elevate and share best practice nationally, with key partners and the Cabinet office	To be developed with partners

Outcome - Enabling young people to gain sustainable employment

The Universal Credit will be rolled out across the UK by 2017 bringing the benefit system into the 21st Century and recalibrating incentives for people who are out of work or stuck in low paid jobs to earn more and to progress in work.

Year 1 Apr 2014 - March 2015	Year 2 Apr 2015 - March 2016	Year 3 Apr 2014 – March 2015
Work in partnership with local Department for Work and Pensions, to develop a range of creative programmes to support 'hard to reach' groups into employment.	Reduce the number of young people who move in and out of the benefits system and reduce the number of young claimants	To be developed with partners
NA	Develop a Professional Development Network. A Berkshire-wide Professional Development Network of employers and advisors will share their experience of young people in the workforce and develop a 'Young person friendly workplace' including recruitment policies that do not dis-incentivise young people.	To be developed with partners
Pilot earlier and new interventions through referral to support services and the design of bespoke post-employment support to sustain work and to help people into better paid jobs or increase their hours of work	Work closely with Government to further develop employer focused interventions and Implement a range of creative models to support young people into work	Develop a range of new initiatives that could be rolled out nationally as best practice
Apply behavioural insights to youth unemployment in Thames Valley Berkshire. The Cabinet Offices Behavioural Insights Team will work with Thames Valley Berkshire to develop, and test, new techniques to engage businesses and young people	To be developed with the Behavioural Insights Team	To be developed with partners

Outcome – Creation of bespoke local access point to employment and skills opportunities in the area which will provide employment brokerage, labour market intelligence, a professional development network and integrated careers advice provision

<p>Our approach will have common elements (such as the Elevate Me website) and will be tailored to meet the nuanced needs of each locality embedding the principles of value for money</p>		
<p>Year 1 Apr 2014 - March 2015</p>	<p>Year 2 Apr 2015 - March 2016</p>	<p>Year 3 Apr 2014 – March 2015</p>
<p>Aspire – Slough: Slough Aspire will work to increase opportunities for young people to engage with the business community building on existing commitment and joint working with local businesses and enable all 16-25 year olds, whether or not they in employment, education or training to develop the right skills to meet the needs of business now and in the future.</p>	<p>Activity in year 2 currently being developed locally</p>	<p>To be developed in year 2</p>
<p>Sustainable Employment – Bracknell: complement existing provision by providing independent, co-ordinated business engagement that will support current providers to successfully „convert“ their contact with young people into long-term employment</p>	<p>Activity in year 2 currently being developed locally</p>	<p>To be developed in year 2</p>
<p>West Berkshire Futures – West Berkshire: West Berkshire will continue to work to reduce the number of young people who are not in education, employment or training, but the main focus of City Deal will be to tackle the increasing problem of young people in jobs without training.</p>	<p>Activity in year 2 currently being developed locally</p>	<p>To be developed in year 2</p>
<p>Productive Pathways – Reading: building on an existing approach that delivers a cohesive approach to employment and training services, with a focus on young people who are not in education, employment or training. It will have a physical base at our local careers advice service (Adviza). This is based in the town centre with customer facing premises that are highly accessible to young people who are</p>	<p>Activity in year 2 currently being developed locally</p>	<p>To be developed in year 2</p>

accustomed to accessing services there		
Construction Hub – Wokingham: a focus on maximising the local employment benefits of significant residential and town centre development schemes in the pipeline, securing employment for those who need it most and to improve the skills pool through work based training opportunities. There will also be a parallel emphasis on reducing the numbers of young people who are underemployed or in jobs without training.	Activity in year 2 currently being developed locally	To be developed in year 2
Grow our own – Windsor and Maidenhead: the Grow our Own service manages the Council's Apprenticeship and Work Experience schemes providing employment and training opportunities for over 100 young people as well as working with local employers to establish similar schemes. We will use the City Deal to deepen and broaden employer engagement to greatly increase the range and number of opportunities for our young people.	Activity in year 2 currently being developed locally	To be developed in year 2

Outcome – Thames Valley Berkshire Business Growth Programme

The Thames Valley Berkshire Business Growth Programme will increase awareness, and uptake of, business support leading to local business growth. The Business Growth Programme would be governed by a steering group of practitioners and partners, including the national programme lead in Berkshire, University of Reading, local authorities and business representative organisations.

Year 1 Apr 2014 - March 2015	Year 2 Apr 2015 - March 2016	Year 3 Apr 2014 – March 2015
Develop a new, more joined up approach to business support services and employer engagement across Thames valley Berkshire Improve the way in which we	Begin offering direct business support and bespoke programmes designed to help those firms with the greatest potential to grow and therefore creating a more	To be developed

engage with our young people and our local businesses.	effective and efficient pipeline to national growth business programmes. Increased employer engagement and training for those employing young people	
A single point of contact to provide strategic coordination of local and national, public and private sector business support, as well as signposting and marketing of support available to all businesses in Berkshire;	To be developed in year 2	To be developed in year 2
The Business Growth Programme is governed by a steering group of practitioners and partners, including the national programme lead in Berkshire, University of Reading, local authorities and business representative organisations. This steering group will report in to the governance structure set up within Thames Valley Berkshire Local Enterprise Partnership to cover the whole of the City Deal. The Chamber of Commerce will be represented at the strategic level of the Local Enterprise Partnership, the City Deal governance level and on the steering group, ensuring a single thread to our dissemination of information and responsiveness to the needs of growth businesses at local and national level	Elevate Business and the Business Growth HUB work in partnership develop pan Berks opportunities for businesses	Drive up demand for apprenticeships, traineeships and work experience provision for young people – 1,800 new opportunities

Outcome – Developing the Elevate brand across Thames Valley Berkshire

As part of the developing a sustainable model from March 2017, the aspiration is for 'Elevate' to become the recognised brand that supports people on their pathway to employment across Thames Valley Berkshire. To achieve this, we will consistently market the brand across Thames Valley with key partners, providers, schools and young people.

Year 1 Apr 2014 - March

Year 2 Apr 2015 - March 2016

Year 3 Apr 2014 – March

2015		2015
Elevate Berkshire has a marketing and branding strategy to inform central, and local, marketing	Local spokes develop, and implement, their local communications and marketing plans to increase awareness of the Elevate brand.	The Elevate brand is recognised across Berkshire as the holistic service offer that supports all people into positive destinations (training / education / employment)

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