



NOTICE OF MEETING

Thames Valley Berkshire City Deal (Elevate Berkshire) Joint Committee

Friday 17 July 2015, 11.30 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)

Co-optees:

Steve Lamb, Thames Valley Berkshire Local Enterprise Partnership

Tim Smith, Thames Valley Berkshire Local Enterprise Partnership

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Published: 8 July 2015

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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. ELECTION OF CHAIRMAN	
3. APPOINTMENT OF VICE-CHAIRMAN	
4. MINUTES	
To approve the minutes of the last meeting held on 23 January 2015.	1 - 6
5. 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.	
6. ELEVATE PROGRAMME UPDATE (PAN-BERKSHIRE)	
To provide the Joint Committee with a progress update on key elements of the Elevate programme during Year 1 (April 2014 to March 2015).	7 - 26
7. ELEVATE PROJECT UPDATE (LOCAL SPOKES)	
To provide the Joint Committee with a progress update on SPOKE (Local Authority projects):	27 - 42
Elevate Bracknell	
Elevate Reading	
Elevate Wokingham	
Elevate Slough	
Elevate West Berkshire	
Elevate Windsor and Maidenhead	

8. **EUROPEAN SOCIAL INVESTMENT FUND**

To provide the Joint Committee with an update on the next steps with regard to securing European Social Investment Fund funding.

43 - 102

9. **ELEVATE PROGRAMME YEAR 2 (HUB & SPOKE)**

1 To provide the Joint Committee with an update on local delivery.

2 To provide the Joint Committee with an update on Pan-Berkshire projects during years 2 and 3.

10. **MEMBER INVOLVEMENT IN ELEVATE**

To discuss member involvement in Elevate.

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THAMES VALLEY BERKSHIRE CITY DEAL (ELEVATE BERKSHIRE) JOINT COMMITTEE

23 JANUARY 2015

10.30 AM - 12.05 PM

Present:

Councillor Stuart Munro, Wokingham Borough Council
Councillor Alan Law, West Berkshire Council
Councillor Rob Anderson, Slough Borough Council
Councillor Marc Brunel-Walker, Bracknell Forest Council
Councillor Richard Kellaway, Royal Borough of Windsor & Maidenhead

Co-opted Members:

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

Also Present:

Shanzeeda Chowdhury, Slough Borough Council
Laura Davis, Royal Borough of Windsor & Maidenhead
Paul Gresty, Reading Borough Council
Emelye Janes, Reading Borough Council
Rohit Paul, Reading Borough Council
Anneken Priesack, Bracknell Forest Council
Grant Thornton, Reading Borough Council

Apologies for absence were received from:

Councillor Jo Lovelock, Reading Borough Council

16. Apologies for Absence and Substitute Members

The Committee noted that apologies had been received from Councillor Lovelock who had asked Graham Thornton to cover any matters on behalf of Reading Borough Council. Councillor Law reported that Ann ???? had also tendered her apologies.

17. Urgent Items of Business

There were no urgent items of business.

18. Minutes and Matters Arising from the Last Meeting

RESOLVED that the minutes of the meeting of the Committee held on 18 July 2014 be approved as a correct record and signed by the Chairman.

19. **Elevate Project Update**

The Committee considered a report providing an update on the Thames Valley Berkshire Elevate programme covering the period July 14 to January 15.

Paul Gresty highlighted a number of points arising from the report. These included:

- The fact that the European Social Investment Fund monies were finally to be signed off by the end of February 2015.
- Elevate would need to construct a bid to the EUSIF Area Committee for funding.
- The Committee's attention was drawn to the distinction between the Thames Valley Berkshire LEP and the EUSIF Area Committee in terms of the decision making in respect of this funding even though there was some commonality of membership.
- Job Centre Plus had now recognised the value of Elevate.
- The Prince's Trust was now keen to get involved.
- Elevate was seeking to provide a means of more effective engagement with businesses.

In response to questions, the Committee was advised that:

- The Behavioural Insights Team were former civil servants.
- The Elevate web site was aimed at young people and therefore might not be as easy to use if an older person used it.
- There had been a disconnect between Elevate and ElevateMe but efforts had been made to bring them together.

The Committee noted the report.

20. **Spoke and Hub Project Update**

The Committee received a report updating it on spoke and hub activity in each borough across Berkshire.

A representative of each of the local spokes provided an update on the work of theirs to support the details presented in the report. Amongst the main points made were that:

- So far 40 young people had been signed up in Bracknell Forest where a new hub location was being sought to build on the good progress made; opportunities to engage more partners and some co-location was under consideration.
- Reading's Hub would be based on the third floor of Reading Library with a number of partners supporting the activities represented there.
- In Slough, the opportunity had been taken to join up and streamline all the related teams within the Council.

- In West Berkshire a brokerage service to work between young people and employers had been established.
- Two hubs had been established in Windsor & Maidenhead at which the borough's colleges and a number of other partners were working whilst the potential was also being explored to deliver services within schools.
- In Wokingham, the hub had been established at Wokingham Library where partners included Job Centre Plus which was not otherwise available in the borough; footfall was up including older people.

During the ensuing discussion, it was suggested that, as a county, there should be a better way of approaching construction apprenticeships. One option suggested which had been operating successfully elsewhere, would be to create a company to manage apprenticeships on behalf of the construction firms as this addressed the difficulties posed by most projects being developed by way of a main company and series of sub-contractors to deliver specific aspects of the work. Unless this was addressed, all six authorities were fighting for the same pot in an uncoordinated way. In response to this, the Committee was advised that the Thames Valley Berkshire LEP was aware of the problem and was aiming to direct some of its apprenticeships funding to such an approach. In addition, the Committee was told that Elevate would do more work to help the six work better together on commissioning, an area where there were already successful schemes being pursued to encourage the employment of young people for work being commissioned by the councils. Data tracking work would also enable the whole of Berkshire to pick up young people wanting construction work regardless of which borough they came from.

The Committee also received a briefing on the Business Growth Hub. It was stressed that its role was about business support rather than employer engagement. It would be seeking to ensure business got the support it wanted or needed. 150 businesses had so far been engaged. The Committee was reminded that the LEP had had to apply for the support funding from the Regional Growth Fund and was therefore undertaking a review and evaluation of the hub to meet the requirements that went with the funding. In the future, the use of the LEP's own funding would allow more freedom. The thrust would then be to simplify everything rather than adding another confusing element. The fact that national partners were currently around the table in the steering group added to confusion and therefore this needed further work once the shackles of regional growth funding were removed.

The Committee also noted that Elevate was aiming to link business intelligence back to schools to ensure they knew what was required in terms of skills and work etiquette. Elevate would be taking an overview of youth employment in Berkshire. Whilst NEETs were reducing, there were still 6000 young people looking for work or unemployed around Berkshire. The figures for claimants of Job Seekers' Allowance were also significantly down and closer to the level pre-recession.

Elevate was also aiming to support the cohorts of young people most in need. Lone parents and hard to reach groups of young people were important. Around 4000 young people were described as "not on the radar". Therefore, creative ways were being sought to support them into employment. The Cabinet Office was particularly keen to learn of experience in relation to hard to reach groups. They wanted to know what barriers were being identified to see whether they may be able to assist find a way to break down those barriers.

Some concern was expressed about the extent to which the original scope of the project was being widened. This was to be discussed with the Cabinet Office at a forthcoming meeting. They were quite comfortable to see changes made to the original proposal which took it further. A note would be sent to members of the committee on the outcome of the meeting. Some were concerned that any deviation from the original plan might lead to a failure to achieve the original aims but the Committee was told the progress to date effectively meant that most of what had been planned had already been achieved and therefore there was a willingness to move forward. It was stressed that negotiating the City Deal had been a tortuous process. There was no actual contract or mechanism to claw back money. So it was largely up to the councils to do as they wanted, within reason to maintain credibility with the Cabinet Office. The continuing work would look at local solutions to help young people into employment as it was recognised that one solution did not fit all.

Rohit Paul made a presentation to the Committee on the development of the Elevate Me Berkshire web site. The main points he made were that:

- The aim was to emphasise that the service was pan-Berkshire.
- The web site provided information and guidance.
- The site used an imaginative approach similar to that used in a popular computer game to take a young person through the topics they needed to address to find a job,
- There was further work being undertaken to make the web site more interactive,
- Feedback had generally been quite positive,
- Each web site had been localised.
- All websites except Slough's were live.

In response to suggestions that it was inaccessible to older people, it was accepted that there was work to do to get them to use it. The web site would have access to all Berkshire apprenticeships. There was still more work needed to get schools and providers to see the web site as a tool to support them. Feedback from providers had been positive.

The Committee noted the reports.

21. **Performance Monitoring**

The Committee received an update on local and collective outputs achieved to date.

Emelye James briefly highlighted a number of the key outputs so far, stressing that the majority of spokes were overachieving, and were on course to achieve all targets. She added that overall they were not doing so well in relation to work experience, as the cumulative figures were being propped up by significant over-performance in West Berkshire. Without them, less than 30% of the target would have been achieved. Wokingham was already seeking to address this by asking all managers to offer one week's work experience. This was a simple way that others might boost figures in their area.

Some questions were asked about the reliability of the figures. It was noted that there were some issues with the way in which providers were operating and what they were submitting but the common reporting framework should improve the integrity of the data in future.

In answer to a question regarding the sharing of best practice, the Committee was advised that the Elevate Steering Group received reports on best practice.

22. **Sign-off of Key Project Documentation**

The Committee considered a report inviting it to sign-off the:

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

The Committee was advised that there was now a consistent marketing plan. The implementation and Performance Plan was to be refined with the changes brought back to the Committee at a subsequent meeting. The Plan covered what was in the bid plus what had changed in the landscape since.

The Committee was advised that Elevate involved cultural change after years of doing things one way. It was now recognised that there was a better way forward. Bringing services together had been a huge benefit.

There was some discussion around the use of social media. It was suggested that there was a need not to underestimate how much young people wanted to be communicated with electronically. In the circumstances, it was suggested adverts should be put on Facebook as they could generate a huge response. The Committee was, however, cautioned about the time it took to moderate such sites. Text messages had increased footfall at one of the hubs.

In concluding the discussion it was suggested that what young people actually wanted was important and they should be asked rather than assumptions made. Similarly, young people should be encouraged rather than told to use Elevate.

It was agreed that there would be a need to put money behind the marketing.

Having noted these points, the Committee endorsed the Plans.

23. **Employment Skills Plans and Procurement**

The Committee received a report from Rhian Hayes on the work undertaken by Wokingham Borough Council.

The main points made were that:

- Developers were required to commit to a certain number of apprenticeships and opportunities for young people but this needed to extend to sub-contractors.
- There was huge growth coming in Wokingham.
- Plans were negotiated at the time of the planning permission.

- The requirement to offer apprenticeships and opportunities for young people was included amongst the criteria for scoring tenders.
- The level of requirement was based on size of the project having regard to Construction Industry Trading Board figures.
- Developers were very keen to get involved but there was a lot of work to do to ensure it was embedded in policies.
- It was very resource intensive as a great deal of monitoring was required but useful for building contacts.

The Committee also noted that Wokingham was working closely with Reading and the LEP.

24. **Members Involvement in Elevate**

The Committee briefly discussed how members might act as critical friends within their own authorities.

The Committee agreed that there was a need to look at what other steps they could take to move the project forward. It was stressed that ideally there should be a consistent approach across the county.

CHAIRMAN

Agenda Item 6

READING BOROUGH COUNCIL

REPORT BY HEAD OF CUSTOMER SERVICES

TO:	THAMES VALLEY BERKSHIRE ELEVATE (CITY DEAL) JOINT COMMITTEE		
DATE:	17 th July 2015		
TITLE:	ELEVATE THAMES VALLEY BERKSHIRE – PROGRAMME UPDATE		
LEAD COUNCILLOR:	CLLR MUNRO		
SERVICE:	WARDS:	BOROUGHWIDE	
LEAD OFFICER:	Grant Thornton	TEL:	07912 068 916
JOB TITLE:	Head of Economic and Cultural Development	E-MAIL:	Grant.thornton@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 March 15, and is provided by the Elevate Programme Team, 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 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 and highlight any areas of concern, or areas they require further information.

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

3.0 PROJECT UPDATE

3.1 Aims of the City Deal

The aim of the City Deal is to have joined up provision for young people in one place, bringing together fragmented services and partners, in order simplify the journey from NEET to EET and to reduce youth unemployment and to better meet labour market needs.

3.2 Elevate Outputs to Date

Since April 2015, a common reporting framework has been in place. Data from providers for four of the Local Authorities within the Adviza Framework Order, is collected on a monthly basis by Adviza which is then collated and reported back to the central Elevate Team. Elevate Slough and Elevate Windsor & Maidenhead continue to collect this information locally.

Please see Appendix i for Elevate Outputs to Date.

Highlights –

- Year 1 outputs targets achieved: IAG sessions, new apprenticeship placements, apprenticeship sustained 6 months, new employment starts.
- Significant overachievement for IAG contacts, apprenticeship starts and apprenticeships sustained for 6 months.

Lowlights -

- General underachievement against work experience target.
- Underachievement against employment sustained for 6 months. (Please note this target could only be counted from October 2014, 6 months after City Deal started).
- Some inconsistency in data reporting - Implementation of data tracking system has enabled a consistent process and has resulted in more robust data being reported.

3.3 Finance Update

The combined programme budget is £5.1 million.

£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
^A Bracknell Forest	£152,500	£72,500	£225,000
^S Slough	£131,316	£101,317	£232,632
West Berks	£101,500	£50,500	£152,00
^t Windsor and Maidenhead	£161,045	£35,500	£196,545
^h Wokingham	£379,700	£11,400	£391,100
Reading	£208,000	£42,000	£250,000

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Year 2 Funding was distributed to spokes in April 2015. To date £1.59m has been either spent or committed by spokes.

There has been a slow-down in spending in order to ensure that Cabinet Office funding can be used as match against European Social Investment Funding (EU SIF).

Please see European Social Investment Fund (EU SIF) report for an update on funding.

3.4 Communications and Branding

Each spoke is responsible for marketing their service and website locally and have developed their own local communications plan which they have been implementing.

A pan-Berks marketing toolkit has been developed, which has pre-branded marketing materials available online with both Elevate Berkshire and local Elevate logos.

Quotes were obtained from See-Saw, a marketing company, to look at social media for local Elevate projects. Reading has been using See-Saw to build their social media infrastructure before the launch of the Elevate Reading Hub. This has contributed to an increase in the number of visits to the Elevate Reading Website and Twitter and Facebook pages.

Work has been done to raise the profile of Elevate and to make reciprocal links with other organisations in Berkshire such as Berkshire Fire and Rescue Service.

3.5 Elevate Me

As a result of a review of the website in November 2014, there have been a number of improvements made to the homepage to make this more interactive for users – since the last Joint Committee meeting. These changes include:

- General re-design of the layout
- Listing of direct services available in the hubs
- Introduction of a feed of live apprenticeships vacancies
- Introduction of the twitter feed.
- Specific information and a map directing users to local hubs and access the local Elevate service.

Other improvements in development:

- A function to book appointments for IAG session in the local hub, this will be trialled with one spoke to test the practicality before being rolled out to
- A 'slider' mechanism is being developed to allow the user to navigate from one Elevate Me website to another.

Analytics

Website analytics have shown an increase in the number of people visiting the website, particularly in Reading, Bracknell and Slough. The improvement in the number of visitors to the Reading website has been attributed to the social media campaign directing people to the website. Website analytics are monitored and distributed monthly.

3.6 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.

An Elevate Business page has been drafted and a logo has been developed. The content for the page is currently being developed and the website will be rolled out by Reading UK CIC when it is ready.

3.7 Data Tracking Update

Adviza are responsible for have managing the data tracking system for Elevate and report back each month with output figures. Adviza will also be responsible for the collection of the evidence relating to the outputs in preparation for when it may be required to EU SIF funding.

Data tracking was incorporated into the existing IYSS system which is used to record data on young people who are NEET; this system was extended to cover 16-24 year olds. The specification for the data tracking function was included in the call-off for the Adviza Framework Order.

Each local spoke is able to access the database and run reports for their area.

Slough and RBWM continue to manage their own CCIS system and report back on a monthly basis with output figures.

4.0 ELEVATE SUCCESSES

4.1 Cabinet Office Visit

In March the Cabinet Office Team visited the Elevate RBWM Hub in Maidenhead for a programme 'stocktake' meeting. This was an opportunity to discuss the progress that had been made so far across Elevate Berkshire and plans for Elevate as we moved into Year 2. The Cabinet Office team were pleased with the progress that has been made by Elevate Berkshire around the re-engineering and co-location of services.

4.2 Princes Trust

The Princes Trust is now a formal delivery partner of the Elevate Berkshire programme – having committed 150k in match for the EUSIF programme. They will be delivering projects across Berkshire that total 300k, during year 2 and year 3.

4.3 Elevate Hubs and Co-location

There are now four permanent Elevate Hubs across Berkshire: Wokingham, Reading, Windsor and Maidenhead.

There is also one interim Elevate Bracknell hub has relocated out of Charles Square due to regeneration work. The Elevate service in Bracknell is still being provided in a temporary location, until the service can move into its permanent premises.

New organisations and services continue to co-locate in the hubs, offering a wide range of services to young people, ensuring that hubs are a one-stop-shop. Providers are now seeing the benefit of working collaboratively. A range of other services including driving theory tests, employability workshops, and training for start-up businesses are also being offered out of Elevate hubs helping to raise the profile of the programme. As a result spokes continue to see an increase in foot fall from young people and clients of all ages seeking support.

4.4 Lone Parents

Gingerbread Marks and Start

Working with JCP and Gingerbread, Elevate have funded an employability programme for Lone Parents. Gingerbread is a specialist Lone Parents charity with a wealth of experience in working with and understanding the needs of Lone Parents.

During May and June 33 Lone Parents across Slough, Maidenhead and Reading participated in the Marks and Start Employability programme. This involved pre-placement support to help with confidence building and general employability skills followed by two weeks work experience in a local Marks and Spencer store.

To remove the barriers to taking part in the programme parents were assisted to access the support they needed for childcare arrangements and travel considerations.

There has been some extremely good feedback from those who participated and to date there been 6 participants who have been offered employment in their placement store after. Many others who participated have also been identified as suitable for future vacancies that become available in Marks and Spencer will not need to re-interview for these positions.

Comments from one of the participants who secured full-time employment after twenty years of being unemployed:

'It gave me a lot of confidence which I didn't have in the first place; I have gained valuable skills which have helped me progress in my life. I have met fantastic people and enjoyed every moment. It has opened up a completely new chapter in my life and I can't wait to see what the future holds'

Please see Appendix ii – Gingerbread Marks and Start Case Study

4.5 Sector- Based Work

Spokes have been utilising Labour Market Intelligence to take a sector based approach in meeting the demands of the labour market. Elevate in Reading, Slough and Wokingham have tried different approaches to join up young people with the right skills to sectors such as construction and social care where there is an increasing need for labour. These approaches have been:

- Elevate Reading Health & Social Care Event- ‘Speed dating’ event for Health and Social Care Students and Care Sector providers.
- Elevate Slough Construction Pathway- A training course for young people who want to work in the construction industry with a guaranteed interview with a local employer. To maximise on the number of vacancies over the Summer.
- Elevate Wokingham- Working with Reading College and the construction industry to develop different joint working initiatives, including a Construction Information Day, a pre-apprenticeship scheme with Balfour Beatty and sector-based work academies.

Please see Appendix iii – Sector-Based Work

4.6 Disability and Supported Employment

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.

Elevate will be working with the British Association of Supported Employment (BASE) and the NDTi to deliver a project called ‘Employment is Everyone’s Business’. Working with Local authorities, schools, college and post-16 providers we will be able to identify best practice for working with young people with SEND, how post-16 providers can develop effective employer engagement strategies and how local authorities can work with employers to ensure the needs of young people.

This will lay a foundation of evidence and shared learning, for the development of a more holistic supported employment model across Berkshire which addresses both the needs of young people with SEND, improves links between providers and employers and helps improve employment outcomes for young people and the local authorities.

4.7 Creative Employment

Through the Creative Employment Programme created by the Art Council, Elevate Berkshire hopes to be able to support a number of new traineeships, apprenticeships and internships in the Creative industries. Elevate will be coordinating the bid in Berkshire. The scheme offers part wage grants to employers taking on young people in these positions through the scheme. Funding secured through the creative employment fund is eligible to be used as match-funding

APPENDIX i- ELEVATE OUTPUTS END YEAR 1 & YEAR 2 TO DATE

Cumulative Outputs

Target	Year 1 Outputs			Year 2 Outputs		
	Q4	Target	Total	Q 1	Target	Outputs to date
IAG Contact	462	1500	2218	151	1500	151
Work Experience	143	500	275	16	500	16
Apprenticeship Start	39	100	326	23	100	23
Apprenticeship sustained 6 months	9	50	177	13	50	13
New employment Start	142	433	532	100	433	100
New employment sustained 6 months	50	217	127	35	217	35

Bracknell Forest

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	Year 1				Year 2		
Target	Quarter 4				Quarter 1		
	Jan	Feb	March	End of Year Total	April	May	Total to date
IAG Contact	31	25	19	204	19	9	28
Work Experience	5	11	0	49	0	0	0
Apprenticeship Start	4	1	2	26	2	5	7
Apprenticeship Sustained 6 months	0	0	1	6	4	0	4
New employment start	19	0	17	157	17	8	25
New employment sustained 6 months	9	3	5	49	4	6	10

Reading

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	Year 1				Year 2		
Target	Quarter 4				Quarter 1		
	Jan	Feb	March	End of Year Total	April	May	Total to date
IAG Contact	43	77	39	791	30	11	41
Work Experience	1	1	0	49	0	0	0
Apprenticeship Start	4	4	3	48	3	3	6
Apprenticeship Sustained 6 months	2	0	2	7	1	0	1
New employment start	23	19	26	243	5	23	28
New employment sustained 6 months	6	2	4	37	4	3	7

West Berkshire

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	Year 1				Year 2		
Target	Quarter 4				Quarter 1		
	Jan	Feb	March	End of Year Total	April	May	Total to date
IAG Contact	0	0	17	551	8	5	13
Work Experience	0	0	48	48	0	24	24
Apprenticeship Start	0	0	2	124	3	2	5
Apprenticeship Sustained 6 months	0	0	1	115	3	1	4
New employment start	0	0	4	8	18	12	30
New employment sustained 6 months	0	0	7	8	3	4	7

Wokingham

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	Year 1				Year 2		
Target	Quarter 4				Quarter 1		
	Jan	Feb	March	End of Year Total	April	May	Total to date
IAG Contact	33	36	8	230	13	9	22
Work Experience	0	49	12	63	0	0	0
Apprenticeship Start	3	1	1	23	2	2	4
Apprenticeship Sustained 6 months	1	0	0	10	0	2	2
New employment start	12	9	5	95	3	4	7
New employment sustained 6 months	8	3	1	31	4	7	11

RBWM

	Year 1				Year 2		
Target	Quarter 4				Quarter 1		
	Jan	Feb	March	End of Year Total	April	May	Total to date
IAG Contact	27	19	25	217	10	37	47
Work Experience	4	0	2	15	13	3	16
Apprenticeship Start	2	1	1	33	1	0	1
Apprenticeship Sustained 6 months	0	1	1	16	2	0	2
New employment start	0	0	8	18	5	5	10
New employment sustained 6 months	0	0	2	2	0	0	0

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APPENDIX ii- Gingerbread Marks and Start Case Study

Suraya took part in the Marks and Start work Experience Programme in May in Slough. Suraya has 4 children between the ages of 19-5 and her last experience of work was 20 years ago.

Since taking part in the Marks and Start programme Suraya secured full-time Customer Assistant role in the placements store. Below Suraya describes her experiences and the impact that taking part in the programme has had.

Please describe in as much detail as possible, your life, emotional well-being and circumstances before your experience at Marks & Start?

Suraya has been out of work for over 20 years as she has been raising her family. As a result she has been supporting herself and children through welfare benefits which was something she was not proud of and has affected her confidence and emotional wellbeing. As her children got older Suraya was keen to gain work and support her family however as the time passed she was finding it more and more difficult to get back into work due to lack of confidence, no references, no recent work experience, also the “world of work” had changed dramatically. Back in the 90’s you would go straight to an employer, ask for work, give them your details and start the following week however now the recruitment processes are far more complex, including online procedures, application forms, CV, covering letters and also different types of interviews such as Group, company interviews and 1-1. Suraya was very intimidated by this and didn’t know where to begin as she had never had to do this in the past and also felt very anxious about using IT. This made her feel very insecure about her abilities as she felt she had no chance of competing in this “new world of work”.

Suraya also felt she was receiving conflicting information regarding seeking work through JCP and other sources.

Please describe in as much detail as possible, the sorts of barriers or problems you’ve faced in your life / getting into work:

Suraya’s last job finished in 1994 before she had her first child. Surya felt that her barriers included:

- No references
- No recent work experience
- No idea about how to complete application forms or how to sell herself
- Out dated skill sets
- Never had a CV
- Didn’t understand what a covering letter entailed
- Unsure of what back to work benefits single parents may be entitled to when returning to work
- Lack of confidence
- Lack of motivation
- Using childcare for her youngest child
- No recent interview experience

Suraya was unable to obtain job interviews and was finding it difficult to complete job application forms as she didn’t have any references or have the knowledge or understanding

to complete them effectively. Each time she received a rejected letter or would if she did not hear back from an interview; it would knock her confidence further.

Describe in as much detail as possible, the experiences you had at Marks & Spencer / the programme partner? How did they help you?

Gingerbread - Suraya felt that Gingerbread has been a huge support system for her. When her JCP Advisor first informed her about the programme she was sceptical about working in the retail sector as she had not done this before and felt she would not enjoy it. She had recently completed a course in caring and was looking for care experience. However that all changed once she started the programme. Suraya felt very comfortable in the surroundings and also felt being with other single parents was a benefit as she didn't feel so alone. She learnt about back to work benefits and also the key elements required with regards to employability skills; such as interview techniques, completing application forms, preparing a good CV and also recognising and appreciating the skills she already possess as a single parent. This made her feel validated in a good way.

Suraya is very thankful to M&S for providing this opportunity to Single parents and also acknowledging the skills that Single parents have. Whilst on placement Suraya felt welcomed, part of the team and supportive at all times. She is grateful she had an opportunity to demonstrate her practical skills to them and also very happy they offered her a role which she happily accepted.

Describe in as much detail as possible, how Marks & Start has changed/affected your life?

Suraya feels that completing this programme has been life changing journey. She never thought that she would enjoy working in the Retail Sector and she loves the interaction with the staff and customers. She also enjoys the variety of the role and the skills she learns every day, enhances confidence and self-esteem. She feels that this programme has re-introduced her a new and improved self, so not only is she the mother of her children but also an individual called Suraya.

In as much detail as possible, what are your plans for the future?

Suraya feels that she has begun a new chapter in her life. She feels that she can begin to plan for the future and possibly take the children on a Summer trip to the beach; something which she has wanted to do for years but was not able to afford in the past.

She is so happy that she no longer on Job Seekers Allowance and doesn't need to report her job searching to JCP. She can support her family and put a little away in savings to treat herself and the children to something nice.

Any other information you'd like to include?

I am very grateful to have been given this fantastic opportunity. This has really changed mine and my children's life for the best. Thank you all so much.

Can you provide a brief statement to sum up your experience in Marks & Start?

It gave me a lot of confidence which I didn't have in the first place; I have gained valuable skills which have helped me progress in my life. I have met fantastic people and enjoyed every moment. It has opened up a completely new chapter in my life and I can't wait to see what the future holds.

APPENDIX II- SECTOR BASED WORK

Health & Social Care Speed Dating Event

In June, as part of Elevate Reading's programme of employer's events, Reading Borough Council, DWP, Reading College and Reading UK CIC organised a speed dating event to promote careers in health and social care. This was in response to the recognized shortages of workers in this sector, and supported the work of employers and Reading Borough Council in improving training and recruitment outcomes.

Reading college students about to complete Health and Social Care L1, L2 and L3 qualifications were invited to meet with 19 local employers who are recruiting for roles in the Care sector.

Students were free to circulate the room, meeting with as many employers as they wished who conducted interviews. Many employers asked students to complete application or contact forms on the day to allow employers to make contacts after the event.

Extremely positive feedback was received from the employers who attended who reported that they all met with good candidates who they were keen to interview further for their vacancies. Some employers offered to accommodate work experience placement or offered to visit the college to talk with the students about their chosen career path.

Due to its success, a similar event is being planned in the Autumn for new students which all employers from the day wishing to attend a similar event. This will give these students the opportunity to meet prospective employers to discuss part time roles during their study programmes as well as lining up future employment once their qualifications are complete.

Students who attended the event provided some feedback that it has given them the impetus to achieve their qualification.

One student commented " I thought it was really good because you got to know a lot more about jobs and the roles that you do in a care home"

Another " I learned a lot from the staff who were friendly and it has now made me realise that I want a career in caring for people"

All the students agreed that it was beneficial for their future careers and would really like to see another event in the near future.

Importantly, the event brought together key partners (Reading Borough Council, DWP, Reading College, Reading UK CIC) to provide solutions to a serious skills gap in the area, and support employers in their recruitment and training, as well as encourage young people into all aspects of care.

Students and Employers 'speed dating' at the event:



Elevate Slough- Construction Pathway Flyer

SLOUGH
Developing | Learning | Inspiring

aspire

Aspire Training



Sponsored by:



Elevate Slough Construction Pathway 20 - 24 July 2015

FREE 5 day training course for young people aged 16-24 who want to work in the construction sector.

What are the benefits?

- Introduction to working in the construction industry
- Achieve Level 1 Award in Health & Safety in a Construction Environment
- Free CSCS test place for all course completers
- Funded CSCS Card for all CSCS test passes
- Guaranteed interview with a local employer for all course completers
- Employability skills training

Interested?

Drop in to our Assessment Day at Slough Aspire to register for this pathway on Friday 10 July 9am-4.30pm

Contact

info@sloughaspire.com
www.sloughaspire.com

Location

Slough Aspire
350 Edinburgh Avenue, Slough Trading Estate, Slough, SL1 4TU

In partnership with:



REF: 21608 6-15

www.sloughaspire.com

Elevate Working- Construction Industry Initiatives

Construction Information Day

During May, Elevate Wokingham held a Construction Information Day at the hub for young people looking for information and guidance about careers routes and training in construction and how to obtain a CSCS card and Health and Safety Level 1 Qualification.

The event was attended by 15 people on the day; 5 underwent a further assessment and signed up with Reading College to get their CSCS card and Health and Safety Qualification.

This was a first of its kind event to promote construction opportunities to local residents and to sign young people up for apprenticeship opportunities. Due to its success a larger event is planned for the future.

Balfour Beatty Pre-Apprenticeship Programme

A joint working initiative with Elevate Wokingham, Balfour Beatty and Reading College has been developed to support young people furthest away from the labour market to gain the skills and initial training to work in the construction industry.

Reading College will support participants to gain their CSCS card and Health & Safety Level 1 qualification, while Balfour Beatty will provide PPE, induction training, an interview and a four week work experience placement for those who take part in the programme. At the end of the programme apprenticeship opportunities will be ring-fenced for those who complete the course and work experience and successfully meet or are near to meeting the functional skills criteria.

The programme is designed to support those who would not have traditionally been successful at obtaining an apprenticeship to take up work preparation which could lead to an apprenticeship, or to use the opportunity as preparation for other employment opportunities. The Construction Skills Broker will be working with the participants to ensure that they are supported throughout the process and at the end of the programme.

The programme is due to start in July.

READING BOROUGH COUNCIL

REPORT BY HEAD OF CUSTOMER SERVICES

TO:	THAMES VALLEY BERKSHIRE ELEVATE (CITY DEAL) JOINT COMMITTEE		
DATE:	17th July 2015		
TITLE:	ELEVATE THAMES VALLEY BERKSHIRE – SPOKE (local authority) AND HUB (pan Berks projects) UPDATE		
LEAD COUNCILLOR:	CLLR MUNRO		
SERVICE:	WARDS:	BOROUGHWIDE	
LEAD OFFICER:	Grant Thornton	TEL:	07912 068 916
JOB TITLE:	Head of Economic and Cultural Development	E-MAIL:	Grant.thornton@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/25323

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:-

3.1 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

- An interim hub in the former Adviza premises has been rebranded the Elevate Bracknell Hub and partners have been relocated
 - ➔ Due to the town centre regeneration these premises had to be vacated now and Elevate is operating from the Bracknell Open Learning Centre until the final premises are ready
- Progress has been made with securing a final hub location. A Hub co-ordinator has been recruited and has started in post.
- Elevate Partnership continues to work very well, new external partners have joined and conversations about re- and colocation of other Council services in the new Hub have started
- Work has been commissioned for a How-To guide on SEO and digital marketing for Elevate Me Bracknell Forest enabling the Hub Co-ordinator to do website improvements in future
- Elevate Bracknell Forest is working with Mace (construction contractor for the town centre regeneration and Binfield learning village) on a construction apprenticeship pathway project
- Elevate Bracknell Forest is working with Bracknell & Wokingham College and the Council's Social Care department on improvements of social care staff recruitment (expansion on sector based work academies already in place)

3.2 Reading – Building Pathways

The Reading approach has developed from an existing partnership of key agencies involved in the delivery of support to young adult, from mentoring and volunteering to supported employment projects. The Elevate Reading programme has allowed partners to come together with a cohesive approach to employment and training. While these are firmly focussed on young people who are not in education, employment or training there is now a clear focus on the barriers some groups of young people face in entering the world of employment.

Projects streams around support for those with special educational needs or emotional needs, as well as those from hard to reach parts of the community, and lone parents provides targeted and consistent support where it is needed most.

A physical base is opened on Floor 3 at Reading Central Library, in an easily accessible, and welcoming setting. The customer facing premises is now home to Adviza (who deliver information, advices and guidance for 16-18s) as well as DWP, MENCAP, New Directions, Reading Voluntary Action and Reading UK CIC. The latter leads on co-ordination and collaboration between partner organisations, managing the Elevate centre, as well as delivering a broad range of employer focussed activity.

Elevate Reading Progress update –

- Elevate partnership: a regular meeting takes place, for all agencies linked to the work of Elevate, encouraging outreach, knowledge sharing and reduction of duplication. Organisations like A4E, CBEBP, NACRO, Reading College and ACRE are members. Recent outcomes have included events and new partnership models.
- Social media campaign: A very successful campaign to raise awareness of Elevate Reading, and the Elevate Me website has been carried out in the build up to the official launch of Floor 3 @thelibrary. Twitter and Facebook outputs have resulted in achieving over 1000 hits on the Elevate Me Reading website in the month of May.
- The Official launch of the new Elevate space happened at the start of June (the centre had opened to the public immediately after Easter). Good local press coverage, supported by our dedicated social media campaign, has helped to raise awareness.
- A Health and Social Care Speed Dating was held at Reading College with students studying Health & social Care courses and employers from the sector all recruiting for current vacancies. This received really positive feedback and a second event is planned for the autumn. Importantly, the event brought together key partners (Reading Borough Council, DWP, Reading College, Reading UK CIC) to provide solutions to a serious skills gap in the area, and support employers in their recruitment and training, as well as encourage young people into all aspects of care.
- Although only open a few months the Floor 3 space has already hosted several employer events (including regulars Halfords and Reading Football Club), a mixture of training and outreach events delivered by different partners, as well as a steady programme of advice, counselling and careers sessions for young people. Work is underway on delivering a Retail event from the space to support employer's Christmas recruitment.

3.3 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

- Elevate Slough launched at Aspire Careers Fairs and skills workshops held at Economic Growth Conference in Slough which employers attended.
- Lone Parents Task and Finish groups held a focus group with lone parents in Slough to identify the barriers and needs of this group.
- Elevate Project Group consists of strategic leads at the council, East Berkshire College, Learning to Work, Slough Aspire, Job Centre Plus and the Princes Trust.
- Elevate Lone Parents Task and Finish group held a focus group with lone parents in Slough to identify the barriers and needs of this group. Since then confidence building courses been running successfully engaging with this cohort. More IAG provision been implemented for lone parents which also includes upskilling in basic English and Maths. Employment information sessions running at children's centres across Slough throughout the summer period by qualified advisers.
- Elevate Slough will be running a number of sector based pathways in Construction, IT (STEM), Retail, Hospitality and Care. The first one is the Elevate Construction Pathway in July which maximises on the high number of live vacancies in this sector over summer. 20 clients will receive a number of necessary accredited qualifications (CSCS & Site Safety Plus). Good relationships built with construction employers: guaranteed interview schemes with two construction employers has been built into the pathway so particularly job outcomes based.
- Outcomes based employability training session (Soft Skills and Traineeships event) with multiple providers worked well with 10 out of 18 of young people signing up to Traineeships. This programme is to be repeated quarterly with multiple providers.
- Elevate Work Experience programme at Slough Borough Council for JCP clients worked well with three high calibre placements. Model included employability training, certificates and references from managers on completion. This programme will be repeated quarterly.
- Increase in the number of young people using Elevate Me and for longer session times, reflecting that providers have been using the website as a tool for working with young people.

3.4 West Berkshire

Elevate West Berkshire continues to work with partners to provide education, employment and training opportunities for young people aged 16-24 who:

- are not in or at risk of not being in education, employment or training (NEET) and are available to the market;
- are seeking employment betterment;
- are seeking additional opportunities to excel.

Elevate West Berkshire Progress Update

- ElevateMe West Berkshire was launched at the West Berkshire Work and Careers Fair in March 2015.

- A Youth Mentoring programme is being developed with Sovereign Housing who will be incorporating this programme into their employee volunteering strategy.
- The first tranche of West Berkshire Council 16-18 Apprenticeship vacancies went live in June. Nine vacancies have been advertised.
- The four main providers in West Berkshire (Adviza, Education Business Partnership, Newbury College and West Berkshire Training Consortium) have come together under the Elevate umbrella as a new Operational Group to work more collaboratively and creatively to fill emerging gaps in provision.
- New providers, such as the Newbury Resource Centre, have been identified to be bought under the umbrella as part of a wider community partnership, to consolidate effort and maximise impact.
- Three additional initiatives have been launched for the summer term:
 - **Coaching and Mentoring:** All young people who progress through Elevate in to a positive destination are offered coaching and support for an extended period up to 18 months to ensure the destination is sustained and the young person continues to progress.
 - **Summer Programme:** Employability, social support and construction skills summer programmes will be offered over the summer holidays, focussed on those who are, or are at risk of becoming, NEET.
 - **Employer Support:** A new support service and vocational training offer for young people in jobs without accredited skills training.

Other planned activity for summer/autumn term include:

- Work experience for School Sixth Form students to raise career aspirations and equip them with skills to compete.
- Project to support young people who are homeless or at risk of becoming homeless to access good supported housing and education, training or employment.
- Project to support 16-24 parents, through Children's Centres, to access employability, maths, English and parenting skills.
- Pop up employment shops in rural communities to offer face to face support, advice and guidance.
- Support for families of 16-24 using a model of community restorative practice.
- Targeting the Adult Skills Budget on 18-24 Apprenticeships, English and maths.
- Targeting Family Learning in Children's Centres for young families.
- Employment Adviser rotating around Children's Centres to engage and support those on the Turnaround Families programme, with the adviser referring on those 16-24 to Elevate providers.

3.5 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, and this has seen an increase in footfall in the hub.
- Referrals have increased from School's to support YR11 at risk of NEET

- The Maidenhead hub is being used to deliver alternative services; Housing Solutions will be using the hubs to deliver training to start-up businesses
- Driving Theory sessions are being delivered and offered to all YP over 17.
- First phase to develop a lesson plan with a pilot school in Windsor which incorporates using Elevate Me as a tool in PSHE lessons is complete, with a review mid July.
- National Careers service will be based from the hub one day per week from July 15
- Targeted work with specific group such as young Asian women and Lone Parents.

3.6 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

- An internal work experience programme has been developed and the Hub Centre manager has been working intensively on positions within the Council.
- Re-developed Elevate Me page went live in May.
- In April an Employability skills event was held with National Grid volunteers and CSV in the Elevate Wokingham Hub.
- A construction information day was held during May, 15 young people came and 6 signed up for CSCS site care and Health and Safety training at Reading College.
- Wokingham Borough Council has taken on 2 new apprentices.
- Elevate is now providing a vacancy service that is sent out every two weeks to partners.

4.0 Hub Projects Update - Pan Berkshire

4.1 Thames Valley Berkshire Business growth HUB

General Background:

Thames Valley Berkshire Business Growth Hub's main activities:

- A single web gateway for all Thames Valley Berkshire's businesses; providing access to an events calendar, an overview of grants and available business support services incl national business support programmes www.berkshirebusinesshub.co.uk
- A business network delivering relevant events and topical activities across Thames Valley Berkshire, to provide knowledge and information for growth businesses. Network activity in partnership with local touch points.
- A programme of coaching and support from an experienced team of business people to develop business strategies and plans for growth. The Growth Hub is partnering with national programmes including Business Growth Service (MAS &

GrowthAccelerator) UKTI, Innovate UK, EEN etc, and with the LEP's Thames Valley Funding Escalator.

- A competitive grants programme (now fully allocated) to help fund businesses that need up to £40k to develop new products, prove new technologies and get ideas to market.
- Business leadership training through the Berkshire Business Accelerator at Henley Business School.

Key Updates:

Phase one, funded by the Regional Growth Fund, has now concluded with all funding fully defrayed as at 30 June 2015. Phase two, primarily funded by the Local Growth Deal, continues to deliver the core services as outlined above excluding the grants which are now fully invested and no cash grants are available for phase two.

All key milestones and targets met as at end June 2015:

- 250 businesses engaged
- 154 businesses assisted
- 15 pre start/start ups assisted

The full grant budget of £488k has been distributed to businesses through a competitive grants process with grants approved by an independent panel.

106 business leaders trained through the Growth Hub funded Berkshire Business Accelerator and other short workshops

Please see Appendix i for full Business Growth Hub Update.

4.2 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.

Youth unemployment and NEETs in Berkshire

Headlines

- There are approximately 8,100 unemployed young people (aged 16-24 year olds) in Berkshire and roughly 9,500 young people who are Not in Education, Employment or Training (NEET).
- Not all NEETs are classified as being unemployed (because some are not seeking / are not able to work).
- The majority of women who are NEET and are economically inactive are 'looking after family or home'
- Not all unemployed young people are classified as being NEET
- Most unemployed young people who are not NEET are full-time students who would like to work and are actively seeking employment
- Approximately 4,750 16-24 year olds in Berkshire are both NEET and unemployed
- Overall, there are approximately **10,000 young people in Berkshire who are unemployed (but are not full-time students) and/or are NEET**. Approximately 4,750 of whom are not seeking work and/or are not available for work (i.e. they are economically inactive). However, they may be able to enter the workforce in the near future with the right support / opportunities.

Please see Appendix ii & iii- Labour Market and Business Intelligence Update & Youth Unemployment and NEETs

THAMES VALLEY BERKSHIRE BUSINESS GROWTH HUB

A focal point for ambitious businesses seeking information, guidance, support, and finance to scale up and grow, boost performance and find new ways of working

General Background:

Thames Valley Berkshire Business Growth Hub's main activities:

- A single web gateway for all Thames Valley Berkshire's businesses; providing access to an events calendar, an overview of grants and available business support services incl national business support programmes www.berkshirebusinesshub.co.uk
 - A business network delivering relevant events and topical activities across Thames Valley Berkshire, to provide knowledge and information for growth businesses. Network activity in partnership with local touch points.
 - A programme of coaching and support from an experienced team of business people to develop business strategies and plans for growth. The Growth Hub is partnering with national programmes including Business Growth Service (MAS & GrowthAccelerator) UKTI, Innovate UK, EEN etc, and with the LEP's Thames Valley Funding Escalator.
 - A competitive grants programme (now fully allocated) to help fund businesses that need up to £40k to develop new products, prove new technologies and get ideas to market.
 - Business leadership training through the Berkshire Business Accelerator at Henley Business School.
-

Update – June 2015:

Thames Valley Berkshire Business Growth Hub

Phase one, funded by the Regional Growth Fund, has now concluded with all funding fully defrayed as at 30 June 2015.

Phase two, primarily funded by the Local Growth Deal, continues to deliver the core services as outlined above excluding the grants which are now fully invested and no cash grants are available for phase two.

Business coaching, support and training

- All key milestones and targets met as at end June 2015:
 - 250 businesses engaged
 - 154 businesses assisted
 - 15 pre start/start ups assisted

Business leadership training (three day Berkshire Business Accelerator at Henley Business School)

- 106 business leaders trained through the Growth Hub funded Berkshire Business Accelerator and other short workshops
- Places are available for eligible companies on forthcoming Berkshire Business Accelerator programmes in Aug & Sept/Oct. The three day is substantially funded by the Growth Hub at £300 + VAT per delegate.
- Excellent feedback continues to be received:
 - Maureen, Quick Cargo Services | *Excellent. Simon, Adrian – very engaging & informative, would have liked more time.*
 - Anna Jones, Creative Junction | *[People & leadership] Excellent. Really helpful with loads of useful tools & techniques. Excellent trainer – dynamic, funny, supportive.*

- Alice Mwanyalala, Tanzanite Day Service | *Excellent. Informative; I wish I had attended this course before starting the business. I have learned some useful tools that will help my business grow.*
- John Kennedy, Brands on Digital | *Excellent. Brilliant day of learning how to structure a growth strategy for our business. Good overview of operations processes and planning of resources to scale up.*
- Chris Tingley, Conjure, | *Excellent. Questions really make you think about your business – very useful.*

Grants

The full grant budget of £488k has been distributed to businesses through a competitive grants process with grants approved by an independent panel.

Examples of projects awarded grants include:

- An innovative advancement in technology for the oil industry that has various growth options linked to the company's intellectual property. A Growth Hub grant helped to finance the expert advice needed to protect this company in a market dominated by global players.
- A dynamic research and technology company pioneering innovative measurement devices and solutions for the healthcare and industrial markets. The challenge now is to implement the learning. A £27k Growth Hub grant enabled the business to develop their existing technology and expertise to address a new and potential lucrative market.
- Social connectivity App for corporate organisations. Development required to address the corporate enterprise market on Yammer and Chatter, for IOS, Android and Windows. Project includes market trials with output and findings leading to VC investment.
- CAD integration functionality for proprietary software that converts 3D patient data into surface and volume models. This technology will be further improved and extended for creating a patient specific implants / stents, biomechanical assessment of implants and generating 3D printable models.
- A web to print e-commerce system is leading the way for affordable SaaS web to print. A Growth Hub grant will help to further develop the product to enable its launch into two major overseas markets through localising and translation enhancements

Growth Hub Evaluation (independent interim report by Regeneris)

- Key positives:
- Well delivered service
 - Clients recognise the value of experienced input from coaches
 - Clients report improvements as a result of service even after short time of operation
 - VitalSix is embedded in TVB area with good reputation therefore the Growth Hub has been quick to make an impact
 - Strong partnerships observed
 - Good foundation on which to build next phase of Growth Hub

Observations for the future:

- Further clarity on role of the Growth Hub to core target market of high growth wealth & job creators
- Managing customer journey is key, not hours of input delivered
- Support to wider cohort of businesses will be facilitated through use of local touch points; this will need constant engagement with partners to get this right

- Simplification:
- Understood conflict with national support programmes but clear policy to integrate.
 - Main national providers are represented on the Growth Hub Steering Group.
 - Focus for phase two delivery is on simplification of customer journey

Events & workshops

Over 100 events & workshops hosted or supported by the Growth Hub over the past 15 months. Regular attendance and speaker slots continue at a number of Berkshire business networking meetings incl: monthly Business Forum, Institute of Directors events etc to explain the services delivered by the Growth Hub.

In Q1 FY 15/16 the following events have been delivered. 'TP' denotes where events or workshops have been delivered in conjunction with partners and/or local touch points.

8 Apr 15:	Finance workshop at BCA, Maidenhead (TP)
17 Apr:	Intellectual property workshop
21 Apr:	Taster Strategy Workshop (Berkshire Business Accelerator) Bracknell (TP)
22 Apr:	Business Model Canvas – strategy workshop, Newbury (TP)
29 Apr:	Networking@Aspire, Slough (TP)
29 Apr:	The Hour at Business Biscotti Gold, Reading (TP)
11 May:	Sourcing finance for business growth. SME Forum in partnership with University of Reading (TP)
19 May:	Food & health event (Allergens) with Acumentia & other partners at University of Reading
21 May:	Breakfast event with The FSE Group, Bracknell (TP)
27 May:	Networking@Aspire, Slough (TP)
28 May:	Talks on enterprise development in partnership with the University of Reading (TP)
3 Jun:	Finding customers using LinkedIn – training workshop, Newbury (TP)
16 Jun:	Business reception with Mayor's Office of Richardson, Texas, Reading (TP)
25 Jun:	Thames Valley Expo business event, Windsor. With LEP & The FSE Group.

Forthcoming events & workshops scheduled include the following. More will be added in due course:

7 Jul 15:	Taster Strategy Workshop (Berkshire Business Accelerator) Bracknell (TP)
15 Jul:	Finding customers using LinkedIn – training workshop, Maidenhead (TP)
30 Jul:	Taster Strategy Workshop (Berkshire Business Accelerator) Bracknell (TP)
11 Aug:	Real World SEO from the Coalface, Reading
Aug/Sept:	Open innovation event in partnership with Academic Health Sciences Network (AHSN).
Sept:	Business Model Canvas – strategy workshop
Sept:	Open innovation event in partnership with UKTI.
Nov:	Securing and Getting the Most from a Knowledge Transfer Partnership. SME Forum in partnership with University of Reading, Reading (TP)
Feb16:	Developing a Successful Sales Strategy and Winning at Customer Development - SME Forum in partnership with University of Reading (TP)
Mar16:	Generating and Protecting your Intellectual Property - SME Forum in partnership with University of Reading (TP)

Touch Points

- Slough - joint activity is established & working through the Slough Business Support Group.
- West Berkshire - activity being sponsored through the Buzz network and a steering group has been established for that network.
- Reading - Henley Business School, University of Reading. A schedule of jointly promoted and delivered events agreed with the University.
- Wokingham — regular business advice clinics held at GROW @ Green Park, a LEP supported facility. Regular events held at the Science & Technology Centre, University of Reading, Earley Gate.
- Bracknell - a number of events & workshops have been held at the Bracknell Enterprise & Innovation Hub.

- Windsor & Maidenhead - a number of events & workshops have been held at BCA.

Enquiries & joint working with local & national partners

New business enquiries continue to come into the Growth Hub – eligible* businesses will now be serviced through phase two of the Growth Hub programme funded by the Local Growth Deal.

Examples of new enquiries or referrals that have resulted in businesses signing up to benefit from focused business coaching and the Berkshire Business Accelerator include:

- Terptree – a four person business specialising in services for deaf people. Support from the Growth Hub follows a completed GrowthAccelerator project where additional input is needed to ensure business scales up as planned and recruits the people needed to execute its plans. Two directors/managers will attend the Berkshire Business Accelerator in Sept 2015.
- The Care Worker – an online care platform designed to disrupt the existing care agency market.
- Tech Camp - educational technology workshops for young people. A rapidly growing business with franchise/licensing opportunities.
- The German Bakery – a Windsor based early stage business that aims to sell on-line the best German bread in the UK

The Growth Hub works across Berkshire

Key to the continued success of the Growth Hub is partners working together to ensure a position is further developed and maintained as the focal point for business support in Thames Valley Berkshire.

A good indicator of the local and national partners working together is that there is a spread of clients and enquiries from all six Boroughs in Berkshire and a high proportion of clients working with national business support providers.

Bracknell	8%
Reading	24%
Slough	17%
West Berkshire	17%
Windsor & M'head	7%
Wokingham	27% (includes two business centres at the University of Reading)

Referrals to and from, and/or joint working with national business support providers in c30% of client companies

-//-

** To apply for intensive support from the Growth Hub a business needs to be:*

- *A Berkshire based small or medium sized business (SME)*
- *A high growth business with the potential to grow significantly over the next two to three years*
- *Have ambitious plans to address an identified market need*
- *Have the potential to scale-up*
- *Have the potential to create new jobs*

APPENDIX ii- Labour Market and Business Intelligence Update

Elevate Joint Committee Meeting - 17 July 2015

Labour Market and Business Intelligence Update

1. Youth unemployment and NEETs in Berkshire (see accompanying paper)

Headlines

- There are approximately 8,100 unemployed young people (aged 16-24 year olds) in Berkshire and roughly 9,500 young people who are Not in Education, Employment or Training (NEET).
- Not all NEETs are classified as being unemployed (because some are not seeking / are not able to work).
- The majority of women who are NEET and are economically inactive are 'looking after family or home'
- Not all unemployed young people are classified as being NEET
- Most unemployed young people who are not NEET are full-time students who would like to work and are actively seeking employment
- Approximately 4,750 16-24 year olds in Berkshire are both NEET and unemployed
- Overall, there are approximately **10,000 young people in Berkshire who are unemployed (but are not full-time students) and/or are NEET**. Approximately 4,750 of whom are not seeking work and/or are not available for work (i.e. they are economically inactive). However, they may be able to enter the workforce in the near future with the right support / opportunities.

Implications

- This new analysis (based on data from a recent House of Commons report on NEETs - <http://researchbriefings.parliament.uk/ResearchBriefing/Summary/SN06705>) gives us a clearer picture of the overall size and nature of the target group for Elevate.

2. Labour market conditions

Headlines from the April 2015 Labour Market Update report - circulated to the Joint Committee via e-mail in May 2015

- Across the UK, 2014 was a good year for jobs. Employment levels reached a record high and unemployment and youth unemployment continued to fall.
- Across Berkshire however, there was very little movement. Employment and unemployment rates were stable but there was a slight increase in overall youth unemployment (despite the number of young people claiming unemployment benefit dropping substantially).
- This overall stability has led to Berkshire dropping down the employment and unemployment rate tables as other local areas improved their performance.
- For example, in 2013 Berkshire had the **eight lowest** youth unemployment rate of all LEP areas, but the **18th lowest** in 2014.

- Berkshire's employment rate currently stands at around 77% of the working age population, whilst unemployment¹ remains at approximately 4.5%.
- In terms of job vacancies advertised on-line across Berkshire, the top five occupations between January and March 2015 were:
 - Programmers and software developer professionals
 - IT business analysts, architects and systems designers
 - Other administrative occupations
 - Business sales executives
 - Other information technology specialists not elsewhere categorised
- The top five specialist skills required by employers advertising on-line in Berkshire during this period were:
 - Business management
 - Sales
 - SQL
 - Telecommunications
 - Javascript

3. Business conditions

Headlines from the April 2015 Business Intelligence report - circulated to the Joint Committee via e-mail in May 2015

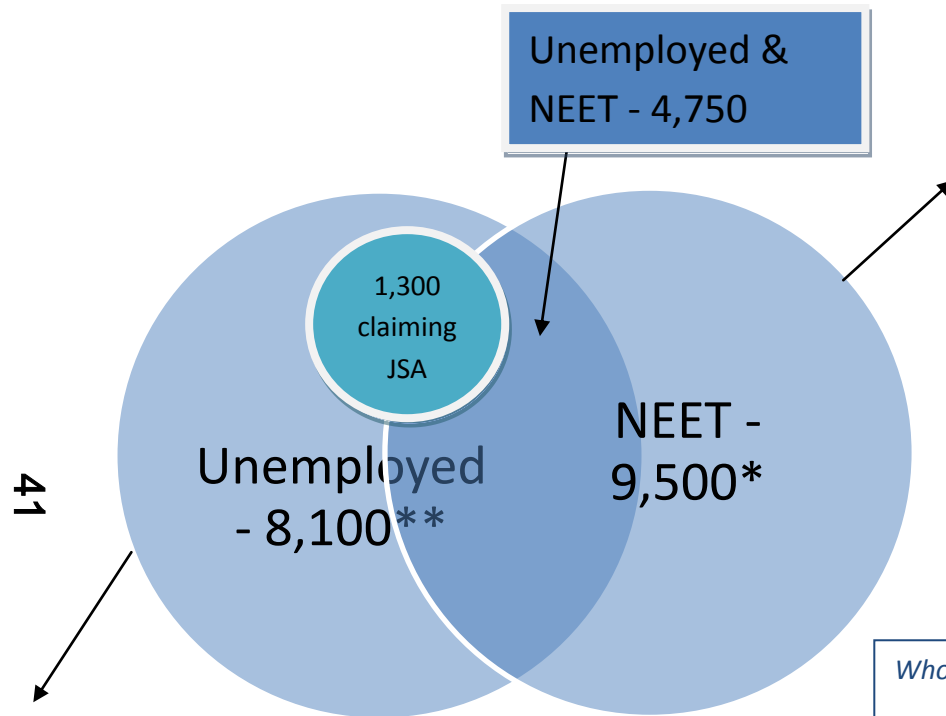
- Business within Berkshire continues to thrive.
- The number of business enterprises in the Berkshire grew from 34,600 in 2010 to 38,500 in 2014.
- The majority of this growth (79%) was in micro businesses in the ICT and the Professional, scientific & technical sectors. There were 3,000 more micro businesses operating in these sectors in Berkshire in 2014 than in 2010
- Approximately 8,800 businesses started up the Berkshire in 2014, compared with 6,300 in 2013, a 40% increase. The positive trend is continuing in 2015 with March 2015 seeing more new company incorporations in Berkshire than in any of the previous 12 months.

4. Future reports

The next quarterly reports will be circulated in August 2015.

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

16-24 year olds Not in Education, Employment or Training (NEET) and /or unemployed in Berkshire - June 2015



Why aren't all NEETs unemployed?

- Approximately half of all those classified as being NEET are unemployed.
- The remainder are economically inactive, i.e. they are not seeking work and/or they are not available for work
- Most women who are NEET are inactive, whilst most men who are NEET are unemployed.
- The majority of women who are NEET and inactive are not looking for work because they are 'looking after family or home'.

Overall size of the target group for Elevate Berkshire = approximately **10,000 young people**

This is all NEETs plus all those who are unemployed but are not full-time students.

Approximately 4,750 of this group are not seeking work and/or are not available for work (i.e. they are economically inactive). However, they may be able to enter the workforce in the near future with the right support / opportunities.

Why aren't all young unemployed people classified as being NEET?

- Most unemployed young people who are not classified as being NEET are full-time students (approx. 35% of all unemployed young people).
- They are classified as being unemployed because they are not working, but would like to, and are actively seeking employment.
- Others might be undertaking training whilst claiming Jobseeker's Allowance.

Who is most likely to be NEET at 19?

- *Those with their own child*
- *Those who were eligible for free school meals*
- *Those who had been suspended or excluded from school*
- *Those with a disability*

Source: DfE, Longitudinal Study of Young People, 2011

***Rough estimate.** There is no robust data source for the number of 16-24 year old NEETs in Berkshire. The figure provided is the average of two estimates. One assumes that the proportion of 16-24 year olds NEETs in Berkshire is the same as the South East average. The other assumes that 60% of 16-24 year olds who are unemployed are NEET (as in the case nationally).

****Sources:** Annual Population Survey, January - December 2014, ONS and average JSA claimants 2014, DWP

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TO:	CITY DEAL JOINT COMMITTEE		
DATE:	17th July 2015		
TITLE:	CITY DEAL GOVERNANCE AROUND EUROPEAN SOCIAL INVESTMENT FUND MONIES		
LEAD COUNCILLOR:	CLLR MUNRO	PORTFOLIO:	
SERVICE:		WARDS:	
LEAD OFFICER:	Grant Thornton	TEL:	
JOB TITLE:	HEAD OF ECONOMIC AND CULTURAL DEVELOPMENT	Email	grant.thornton@reading.gov.uk

1. PURPOSE OF REPORT AND EXECUTIVE SUMMARY

- 1.1 In autumn 2012 the Cabinet Office invited Reading Borough Council to submit an Expression of Interest for a City Deal as part of a second wave of City Deals. Twenty cities and their wider areas were invited to compete for deals by which the Government devolved powers in exchange for responsibility for delivering growth locally. The bid was developed by a partnership between the six Berkshire Unitaries and the Thames Valley Local Enterprise Partnership (LEP) with Reading Borough Council as the lead authority.
- 1.2 An initial Expression of Interest was submitted in January 2013, which was successful. The Berkshire authorities and the LEP then entered a negotiation stage with the Cabinet Office with Ministerial meetings held in June and July 2013. Following this, the government advised that the bid was successful and a deal document was produced which set out governance arrangements between the LEP and the six Berkshire authorities to ensure the full implementation of the deal. The official launch of the Thames Valley Berkshire City Deal took place on 28 October 2013.
- 1.3 Our City Deal (known as Elevate Berkshire) focuses on developing a model to provide a joined-up service to young people and businesses in order to increase 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 address local concerns about the number of young people Not in Employment, Education or Training (NEET).

2. GOVERNANCE

- 2.1 As per the City Deal agreement, the LEP Board is the delivery mechanism for the Berkshire commitments in the City Deal (inc the EUSIF programme), and its work is coordinated through the LEP Board and four task-specific groups. Therefore in

practical terms, decisions about the implementation and delivery of the City Deal will be taken through the LEP Board, and agreed by Joint Committee members on behalf of the 6 Local Authorities.

- 2.2 However, as the LEP is a company limited by guarantee, the LEP Board has no statutory status to take decisions which are legally binding on the individual local authority members. Joint Committee is the arrangement for decision making between the local authorities City Deal. In particular financial decisions required associated with the allocation of funding streams which the Government directs through the City Deal, concerning Youth Contract wage incentives, EU Structural and Investment Funds, and the Business Growth Programme, is agreed by Joint Committee
- 2.3 Decision-making in relation to the City Deal by the Berkshire Unitary Authorities is delegated by the authorities to a Joint Committee comprising one Councillor from each of the six Unitary Authorities. This Joint Committee was established under Sections 101(5) and 102(1)(b) of the Local Government Act 1972, and the Local Authorities (Arrangements for the Discharge of Functions)(England) Regulations 2012.
- 2.4 Reading Borough Council was designated as the “Accountable Body” for the purposes of the City Deal, with Bracknell Forest Borough Council fulfilling the role of “Secretariat” to this Committee. This division of responsibilities is important for the purposes of accountability. However, Reading is responsible for providing financial and legal advice both to the LEP Board and the Joint Committee on matters relating to the City Deal; in particular with regard to the European Social Investment Fund programme.
- 2.5 As part of the original deal was the commitment to seek additional monies via the European Social Investment fund (EUSIF). This report asks the six Berkshire authorities to note and formally endorse the content of the Thames Valley Berkshire City Deal (known as Elevate) European Social Investment Fund Programme - and operational delivery structure.

3. RECOMMENDED ACTION

FOR DECISION BY THE JOINT COMMITTEE

- 3.1 That as part of the implementation of the governance arrangements in the City deal agreement, Joint Committee on behalf of the six Berkshire Unitary Authorities under Section 101(5) and 102(1) (b) of the Local Government Act 1972 take decisions on behalf of the six Berkshire Unitary Authorities in respect of managing and delivering the outcomes of the City Deal EUSIF programme as agreed through the LEP Board, and in this regard:
 - i) Reading Borough Council is recognised as the Accountable Body for the purposes of the City Deal EUSIF initiative, and will provide financial and legal advice to both the LEP Board and the Joint Committee in relation to the City Deal EUSIF programme;
 - iii) Bracknell Forest Borough Council be appointed to the role of Secretariat to the Joint Committee on behalf of the six unitary authorities;

- iv) That Joint Committee endorse and formally accept the Elevate Berkshire EUSIF programme (appendix1) and by committing to the proposal also commits to all aspects of EUSIF process, including compliance and risk around claw back of funding
- v) That Joint Committee formally accept the agreed EUSIF programme delivery structure and agreed match for their respective authorities (appendix2) and by committing to the structure, also commit to have shared responsibility for the EUSIF programme
- vi) That Joint Committee formally acknowledge the EUSIF briefing document and next steps and commitments needed from each authority around accepting shared responsibility for the EUSIF Programme; as well as 'notionally' agreed amounts to be received, based on successful retrospective claims, per Authority (appendix 3)
- vii) That Joint Committee note the current Risk Assessment (appendix 4)
- viii) That Reading Borough Council is the accountable body, to be delegated authority to implement any transfer of funds to the local authorities and the Local Enterprise Partnership for the EUSIF programme subject to RBC being satisfied that the projects concerned are fully developed and ready to be implemented as part of the collective EUSIF bid

Appendix 1

Outline Application (Logasnet Word Version) European Structural Investment Funds-Form- 2-009

This WORD version of the application is to aid drafting only. Do not use this version to apply. Completed applications should be made on the LOGASnet version of the form.

The Outline Application must be completed by the **Applicant** and submitted to the **Managing Authority** via the IT system.

The **Managing Authority** will use the Outline Application form to carry out its assessment of the **Applicant's** proposal with the aim of determining whether the application meets the core selection criteria to be considered for funding.

This initial assessment will include considering relevant representations from the **Local Enterprise Partnership Area European Structural & Investment Funds Committee** about the operation's contribution to the needs and opportunities identified in the local European Structural & Investment Funds strategy.

For calls which cover more than one Local Enterprise Partnership area, you only need to submit one Outline Application but must attribute expenditure and certain other details to each Local Enterprise Partnership area covered.

Please note that the **Local Enterprise Partnership Area European Structural Investment Funds Committee** will have sight of the contents of the application, together with the **Managing Authority's** assessment. Applicants should highlight if any commercially sensitive information should be withheld from the **Local Enterprise Partnership Area European Structural Investment Funds Committee** and the reasons for this.

1.0 Applicant

Access	Open Call		
Local Enterprise Partnership	Thames Valley Berkshire LEP		
Fund	EU SIF		
Organisation type	Local Authority		
Company/charity registration number (where applicable)	NA		
Value Added Tax number (where applicable)	200 1916 25		
For private sector applicants, what is the size of the enterprise applying for funding?	Small	Medium	Large
Website	www.reading.gov.uk		
Applicant address line 1	Civic Offices		
Address line 2 (optional)	Bridge Street		
Address line 3 (optional)			
Town/City	Reading		
County	Berkshire		
Postcode	RG1 2LU		
Name of contact	Grant Thornton		
Job Title	Head of Economic and Cultural Development		
Email Address	grant.thornton@reading.gov.uk		
Main Telephone Number / Ext	0118 937 2416		
Mobile Number (optional)	07870 880 791		
Alternative Email Address	zoe.hanim@reading.gov.uk		
Will the project involve Delivery Partners? If yes, please complete annex 1b for each Delivery partner.			
Yes			
If Yes, describe how the Delivery partner(s) have been identified, any financial contribution made by the Delivery Partner(s) to the project and how the Delivery Partner(s) directly support the delivery of the project's objectives and activities			
Two of the primary delivery partners will be contributing financially in the form of match funding. The remaining delivery partners will benefit directly from the ESF money.			

Has the organisation previously delivered European Social Fund, European Regional Development Fund or European Agricultural Fund for Rural Development (EAGGF / RDPE) funded projects?	Yes			
--	-----	--	--	--

If your organisation has previously delivered any ESF or ERDF funded projects since 2000, please provide the official reference number and name of fund of the 10 most recent previous and existing European funded operations that the applicant has been involved in. If this is not available, provide the name of the operation, role within the operation, start and end dates. (This should include any European Social Fund, European Regional Development Fund, and European Agricultural Fund for Rural Development, European Agricultural Guidance & Guarantee Fund, and Rural Development Programme for England) operations from the 2000-06 and 2007-2013 or the 2014 -2020 Programmes).

Project reference	Project name	Project location	Your role	Start date	End date
	PASS		Lead organisation	TBC	TBC
	Eco Advantage		Partner	April 2009	May 2012
	Geo-Power		Partner	January 2011	December 2012
	Re-Start Local		Partner	September 2012	November 2014

Project Name		"Elevate Berkshire"		
Total project value (£)		4,800,000	Total European Structural Investment Funds sought (£)	2,400,000
Of Which	European Regional Development Fund (£)	NA		
	European Social Fund (£)	2,400,000		
	Youth Employment Initiative (£)	NA		
Local Enterprise Partnership Area (s) covered		Thames Valley Berkshire		
Name of relevant European Regional Development Fund or European Social Fund Operational Programme Priority Axis		Priority axis 1 - Inclusive labour markets		
Name of European Structural Investment Funds Investment Priority		Investment Priority: 1.2 Sustainable integration into the labour market of young people		
Lead Local Enterprise Partnership Area		Thames Valley Berkshire		
1		2	3	4
Proposed Start Date <i>i.e. date from which eligible expenditure will be incurred</i>		Proposed Financial Completion Date <i>i.e. date by which eligible costs will have been defrayed (European Social Fund contractual completion date)</i>	Proposed Operation Practical Completion Date <i>i.e. date by which all Outputs/Results will be achieved</i>	Activity End Date <i>i.e. the date by which all the operation's activities described in the application and Funding Agreement will be completed</i>

September 2015	January 2019	March 2020	August 2018

2.0 Project Details

Project Funding						
	European Regional Development Fund / European Social Fund (a) (£)	Public Match (b) (£)	Private Match (c) (£)	Total (d) (£)	Contribution rate (%) (a)/(d) x 100	Total public funding (%) (a+b)/d 100
ERDF Capital (£)						
ERDF Revenue (£)						
ERDFSub Total (£)						
ESF Revenue (£)	2,400,000	2,400,000		4,800,000		
YEI Revenue (£)						
TOTAL (£)	4,800,000					

3.0 The Business Case

What is the project? (100 words)

- What is it going to do?
- What will it achieve?

Elevate Berkshire aims to address the skills gap, unemployment and underemployment of Berkshire's 16-24 year old population, by maximising the impact of collective investment to further enhance growth in this important economic area.

Elevate Berkshire will be the catalyst to provide high quality, personalised advice and support to the hardest to reach young people, giving the real opportunity to undertake the right training, improve their skills, find an apprenticeship or get a job.

How will the project be delivered, to and by whom?

Briefly explain:

- The specific activities that will be undertaken as part of the project
- Who are the target beneficiaries?
- Where the project's activity will take place

City Deal has brought together businesses, the university, colleges, DWP Local and local authorities to create a collective partnership across Bracknell Forest, Reading, Slough, West Berkshire, Windsor and Maidenhead, and Wokingham. The model, agreed by Government, aligned the 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.

Via the existing delivery partnership (made up of the 6 Local Authorities, DWP, Colleges and a range of operational delivery partners), European Social Investment Fund money will be used to deliver a range of creative and forward thinking pan Berkshire employment and skills projects – tasked with supporting some of the most hard to reach young people across the region into a positive destination. It will allow us to intensively work with young people that have multiple barriers to employment; building on the foundations laid by Youth Contract and a collective re-engineering of existing resource and provision across the 6 Unitary Authorities.

Via a 'Hub and Spoke model' - we will deliver a number of collective projects across the Local Enterprise Partnership area that share a common set of best practice principles and methodologies but tailored to suit local circumstances and needs:-

Princes Trust (PT) project – as an existing partner within the Elevate Berkshire partnership, the PT will deliver Innovative projects to engage with the 'hardest to reach' / furthest from the labour market and engage with employers, creating new opportunities for young people's employment:

- **Get Started** - are short, motivating programmes (generally five - eight days in length but with 3 months support), which engage young people using sport or the arts, and use activities as a vehicle for personal development. They are run with local organisations for example - . Get Started with Football is run with Reading FC, which will explore STEM themed programmes such as Get Started with Games Design and will also run arts-based programmes such as Film, Music & Fashion. Get Started is a tool to support young people to engage with education and training and scheduled programmes will link in with other appropriate local provision to provide a holistic pathway for young people.
- **Get into** – Short sector-specific programmes run in partnership with local employers to help young unemployed people access entry level jobs. The Princes Trust will leverage existing national relationships with employers such as Waitrose, M&S and TK Maxx and utilise existing local relationships such as Royal Berkshire Hospital. The Princes Trust will also use Elevate Berkshire as a vehicle to bring in new employer partners. The Trust is currently engaging groups of tech companies, with offices locally, and will work with Elevate Berkshire to identify key local sectors and employers – to support our sector based activity.

The Trust hopes to work with around 200 young people, with multiple barriers to employment, over the three years.

Creative Employment project – The Creative Employment Programme is a £15m fund to support the creation of traineeships, formal apprenticeship and paid internship opportunities in England for young unemployed people aged 16-24 wishing to pursue a career in the arts and cultural sector. Working with Elevate Berkshire - Creative Employment will provide part wage grants to employers who create new apprenticeship and internship job opportunities for young unemployed people aged 16-24. Young people aged 16-24 from all backgrounds, from graduates to those with few or no qualifications will have the chance to access on-the-job training and experience to build the skills that employers want.

Via Elevate Berkshire partners – we will engage with the public and private sector business to create as many arts based opportunities as possible. We plan to use this money as match, with EUSIF money drawn down, used to further incentivize employers across the region to increase the attractiveness of taking on a young person. These opportunities would in turn be linked with the wider Elevate service to support young people throughout and beyond their initial placements to secure longer-term positive outcomes.

It is hoped that we can generate between £130,000 and £170,000 of opportunities with relevant businesses across Berkshire – for the benefit of young people across Berkshire. The project will in parallel support LEP activities around economic growth given the well evidenced major and growing contribution of the cultural sector to national economic growth and that is particularly strong in this area..

Elevate Berkshire – Re-engineering of existing provision to develop a new, sustainable model and pathway, for the hardest to reach young people across Berkshire

As lead within the existing delivery partnership, Reading Borough Council (with the support of the other primary delivery partners, including the Princes Trust), will develop and implement a range of collective, pan Berkshire projects, while weaving together and coordinating local activity and exploring opportunities, from an economies of scale perspective, to re-engineer existing resource by pushing forward opportunities to co-fund, and co-deliver services / provision, that cuts across Local Authority boundaries.

Through creative new initiatives and pilot programmes we will target potential beneficiaries in the 16-24 cohort, particularly those who are NEET or at risk of becoming so. Additionally, specific activities will be undertaken to engage with and provide bespoke personalised services to specific 'hard to reach' groups of young people such as those with disabilities and special educational needs, young people from B&ME backgrounds, looked after children and those with limited skills and who are underemployed.

It is estimated that these targeted projects, delivered collectively with the support of local Elevate projects will work with around 300 hard to reach young people over the 3 years. (exact numbers will be included in any full bid)

Delivery Hubs

Across the programme, locally tailored services provided by existing delivery partners will further support the delivery of collective pan Berkshire projects, as above, and directly contribute toward collective Elevate Berkshire targets, that will be set out in any full bid.

Building on the foundations of service re-engineering set down during year 1 of the Thames Valley Berkshire City Deal – existing delivery partners will use EUSIF money to deliver targeted local activity above and beyond what they are able to deliver currently and filling gaps in current provision. EUSIF will strengthen the Elevate projects locally by building the capacity of existing partners – notably across the Voluntary and Community Sector – allowing them to work intensively with young people with low skills and multiple barriers to employment. They will achieve this by:-

- Building the capacity of the multi-agency co-located hubs and the projects locally to offer a variety of employment and support services within a single venue, further simplifying the pathways for young people to positive destinations via a holistic personalised service offer;
- Utilising LMI to develop sector based projects, according to the local labour demand and supporting the employment and skills needs of local businesses;
- Building on existing relationships with Schools and Colleges to develop an Elevate Service Level Agreement for Schools to intervene more effectively earlier and provide more timely advice, guidance and opportunities for young people linked to local labour market needs, particularly targeting those young

people at risk of NEET;

- Focusing on pre-employability and upskilling with schools to not only ensure that young people can find the right level of work, but also that when they enter the labour market they are prepared to do so;
- Further developing the single access points for face to face and digital support via the hubs and Elevate Me;
- Utilising a sector based approach to work to align the local labour demand closer with the workforce. This has included trials in sectors such as the construction industry (an area of high demand in Berkshire), where clients have been offered health and safety training, CSCS cards and a guaranteed interview scheme, supplemented by free access to all job support services via Elevate funding.
- Supporting the hard to reach groups via partnership working with specialist providers.

Strategic Fit

Why is this project considered the best solution to the needs/opportunities set out in the Call Specification?

- Please explain how the proposal fits the Call Criteria
- Explain why the proposal should be viewed as the best option (solution)

The Thames Valley City Deal (which evolved into Elevate Berkshire) has laid the foundations for a collective, pan Berkshire approach to the issue of low skills, youth unemployment and underemployment. Supported by Government the City Deal was secured through a robust evaluation process of the proposals with widespread support for the principles underpinning them. EUSIF money will allow Elevate to develop and implement additional projects and provision across the partnerships that address current gaps in capacity but remain under the Elevate umbrella of smarter working and innovation. This collective use of existing and EUSIF resources is a cost effective way of delivery which also ensures that the majority of resource is targeted at the young people who need it the most.

The whole premise of City Deal was to use the funds secured as 'pump prime' money to initiate a collective system change. The system change is allowing us to re-engineer existing resources to provide a better service to young people and to employers through collective action and collaboration to reduce complexity and to combine resources in a shared model of delivery.—As this work has progressed City Deal has evolved into the 'Elevate Berkshire' suite of services.

Going forwards, with the work done to date, Elevate Berkshire is a well-developed and practical model for achieving the aims within the call. Historically, we have seen numerous projects and providers, delivering a whole range of interventions to tackle the issue of youth unemployment –

particularly for those young people that have multiple barriers to achieving a positive destination. However, years later, we still have similar cohorts of young people facing the same problems when it comes to getting, and sustaining, a job. In the context of Berkshire's thriving economy we should be able to do much better.

Elevate has highlighted that it's the 'system' that needs changing – and numerous projects being delivered in a piecemeal way, by numerous providers all working in isolation is not an effective or cost-effective way to help hard to reach young people into work. Moreover, set against the backdrop of a leaner public sector, collective investment is the only way that Local Authorities, and others, can continue to make effective in-roads in reducing youth unemployment, especially for those young people with multiple barriers to employment.

'Elevate' is the most appropriate solution because it is the catalyst for the system change required across Berkshire with demonstrable progress and impact to date. Elevate is asking tough questions around where resources are targeted and questions the value of current service delivery delivered in a fragmented way. The solution is that collective internal and external provision, across the existing delivery partners within the Elevate family, needs to be aligned and delivered in a collective way for mutual benefit, and ultimately the benefit of young people, businesses and the local economy.. Elevate, with the engagement and support of DWP Local, is uniquely placed to combine national programmes with the landscape of distinct local needs and networks of support organisations

Looking at Social Return on Investment, analysis has highlighted the amount of resource needed to support particular cohorts of young people into a positive destination – particularly those with a disability or poor mental health, looked after children, lone parents and those who do not have English as their first language. Via a 'Supported Employment Programme', which brings together existing resource from across the partnership, EUSIF money will allow us to deliver a targeted, person centred mentoring programme to deliver hands on support for hard to reach young people.

Local Elevate projects will allow us to take a bespoke localised approach to issues and really hone in on economically inactive young people (NEETs) in a particular area whilst improving the supply of opportunities linked to improved links to local businesses and an in-depth understanding of local labour market needs. Building the capacity of local providers, and working in partnership with JCP locally, will allow us to target individual young people via outreach, in order to re-engage with them and support them in a much more person centred way around skills and employment – to narrow the gap, moving people from NEET to EET.

Explain how the project will deliver the objectives of the Operational Programme at local (Local Enterprise Partnership area) level and will demonstrate alignment with local growth priorities set out in the local European Structural Investment Funds Strategy.

Despite Berkshire's high performing economy, patterns of youth unemployment have mirrored national trends, and youth unemployment rose 90% between March 2008 and March 2013. NEET figures highlight the number for 18 year olds is double that of those of 16, with higher levels of 16/17 year olds going in to low skilled employment directly from school.

Current statistics show that the numbers of JCP claimants in this age cohort are low and that the

NEET count has also decreased since the beginning of 2014. However, the true picture (from the Office of National Statistics) shows that there are currently 6,400 young people across Berkshire looking for work. In contrast, Berkshire has a strong labour demand with over 5000 unfilled job centre vacancies across the region.

There is therefore a clear mismatch between the labour market and skillset of the emergent local workforce. Clearly work is needed to ensure young people are equipped to find appropriate work and enter the labour market. Elevate will work with Schools and Colleges to bridge the gap between school curriculums and college courses, and the real world of work across Berkshire.

Elevate therefore offers solutions to narrow the skills gap between NEET young people and business needs to ensure 16 to 24 year olds have the opportunity to benefit from the wider economic growth of the region. Such work aligns closely with the local growth priorities set out in the local European Structural Investment Funds Strategy. In particular, use of the website Elevate Me and its personal planning tool; mark an innovative approach to pre-employment training. The thematic objectives of promoting sustainable quality employment, labour mobility and the prevention of poverty link in closely with the aims of the Elevate project.

Elevate will provide a holistic service via a regional approach, in line with the delivery of the LEPs wider economic strategies, as opposed to a service restricted by geographical boundaries. Rather than funding additional service providers, this project will look to build on partnership working and utilise pre-existing resources more efficiently, thus providing greater value for money.

Partnership working between the existing delivery partners will allow Elevate to build on its existing capacity, with potential to jointly deliver creative and innovative projects, delivered by specialist providers, to meet the call specification.

Elevate Berkshire will also address underemployment to help young people develop the skills needed to progress and to better meet the skills needs of the local economy. Simplifying the pathway will ensure it is easier for people to find routes of poverty, whilst early intervention and pre-employability work will have the added value of reducing the risk levels for those in danger of falling in to poverty – on the premise that employment is the number one route out of poverty.

Support for Cross Cutting Themes

Support for the sustainable development theme

- How does the project respect the principle of sustainable development? In particular how does the project maximise positive environmental impacts or mitigate potential negative impacts having regard to the “polluter pays” principle where applicable?

Whilst the project will have little direct environmental impact, it will be seeking to better match the local economy’s labour market needs with the supply of young people coming into the jobs market. Over time this has the potential to reduce the inward migration of labour from other areas, reducing travel and congestion.

Support for the equality and diversity theme (for ERDF this is defined as “Equality and Anti-Discrimination”; for ESF this is defined as “Gender Equality and Equal Opportunities”

- How will equality between men and women be taken into account and promoted in the project?

All of the services delivered under Elevate will be available to both genders – in line with the Equality Act 2010 and Public Sector Equality Duty.

Within the programme, Elevate will look to challenge gender stereotypes – and we expect to deliver some services and projects where the cohorts targeted will inherently benefit a particular gender – as outlined in section 3. For example, within the various Lone Parent projects – it will be the case that the majority of young people, who take part, are female; although the project will be open to males that are Lone Parents. We also plan to deliver projects that address cultural issues and promote further opportunities for females from B&ME backgrounds. For example, a pilot project will look to help young Asian females with careers support, studying for higher education and looking at alternatives to A Levels. This involves working closely with parents (an important route in to such communities) to highlight the benefits of taking up more vocational career paths.

Destination data from schools shows differences in performance between males and females. Current data highlights that females are out performing males in schools. This information will be used to develop a more targeted approach around early intervention for males in schools and developing better links between females and the labour demand – with a particular focus on vocational routes.

- What steps will be taken to prevent discrimination based on sex, racial or ethnic origin, religion or belief, disability, age or sexual orientation during the preparation and implementation of the project?

As part of Elevate, existing delivery partners have signed a Memorandum of Understanding (MoU), inclusive of the Equality Act 2010 and all procurement, undertaken as part of the project if necessary, will include Equality and Diversity considerations.

To help develop a better understanding of how identity, including cultural issues, impact upon employability, we will be pro-active in getting to know who the NEET young people are – in each locality and collectively across Berkshire.

Leading on from this, we intend to look further into how issues such as health, education, income and benefits claims impact upon people acquiring, and sustaining, a job. A better understanding of additional barriers to work will allow for a more targeted approach locally, addressing barriers in a person centred way by offering tailored support.

As part of the project, Elevate will look to initiate awareness training for employers, that will provide employers with information related to cultural barriers to work that local residents may experience. This will be supplemented by work with businesses to examine the nature of their job descriptions and how these can sometimes contain unnecessary obstacles that prevent capable job seekers from finding work.

- How will accessibility for persons with disabilities be taken into account in the project?

As above, all services are available to people with disabilities – in line with the Equality Act 2010. Moreover, disability access has been considered in all co-located HUBs across the Elevate programme.

NEET figures for the region are showing a large number of SEN and therefore specific SEN projects will be delivered across Berkshire, as part of Elevate, by specialist providers.

4.0 Justification

Why should the Project Receive European Structural Investment Funds Funding?

Explain why the project should receive European Structural Investment Funds. Explain how the project will provide added value above existing or planned activity.

City Deal has laid foundations to develop a collective, pan Berkshire solution to the issues set out in the call. Additional money would allow for the development of innovative solutions to address such needs above and beyond the current infrastructure – as set out in the sub-sections of section 3.

The current unit cost for engagement with young people with multiple barriers to employment is high. Elevate offers an opportunity to develop a model that provides value for money by utilising existing services more efficiently, across all 6 of the Unitary Authorities, and builds the capacity of current projects and local providers, by delivering services pan Berkshire.

Additional money will allow us to develop the Elevate brand and attract new partners into the existing partnership. Additional resource (staff) will allow us to focus intensively on hard to reach young people and further re-engineer and re-focus existing provision to those who need it most.

Additional money will in fact allow us to challenge what is currently delivered as business as usual. It will enable us to build the capacity of co-located Hubs and service models in each locality and fund resource to coordinate local activity for wider benefit. Moving forwards – it will also allow us to implement a range of pilot programmes and projects to be delivered by providers within the existing delivery partnership that fill gaps in current provision and develop more effective interventions..

European Social Investment Fund money will thus allow us to plug current gaps in provision to add value to existing Elevate projects that are positively and radically changing how we work together to deliver better outcomes.

Explain the impact for the project for each of the following:

- If the project did not receive European Structural Investment Funds
- If the level of European Structural Investment Funds was reduced
- If there was a delay in European Structural Investment Funds

Elevate has placed a great deal of emphasis on aligning existing resources better and developing a sustainable pathway and model for the long term, as opposed to a quick fix. Without the capacity building money to fund projects and services above and beyond what is business as usual - there would be a significant impact in terms of the capacity to deliver targeted outcomes for young people with multiple barriers to employment, and those with low skills.

Even a reduction in income would hinder the project's capacity to target young people with specific barriers to reaching a positive destination - such as SEN, lone parents, looked after children and

those from B&ME backgrounds. It would prove extremely difficult to build the capacity of the smaller providers who specialise in implementing positive changes with young people if we were to reduce less European funding.

The current economic climate and nature of public spending cuts has left little provision in Local Authorities to support hard to reach groups in the way they need. Local NEET data is showing that a significant number of the cohort stem from groups such as those mentioned above. Although the project has put infrastructure in place, in the form of a co-located / holistic service offer locally, to work with such groups and promote a cultural and system change, funding is still be needed to build on the existing capacity in order to deliver the desired outcomes in the call.

Elevate is about system change, as opposed to business as usual. With the current financial constraints on public spending, special measures have been taken to move towards a sustainable Berkshire model. Funding will help accelerate delivery in a coherent fashion and build capacity with regards to implementing partnership working for mutual benefit; with the likes of DWP and other existing public partners and with the private sector.

Furthermore, a reduction in funding would lessen the capacity to align the labour force with the local business skills needs, something which is crucial to ensuring residents can benefit from economic growth.

Key dates and milestones

Complete the schedule below with the key project milestones for the on going development and implementation of the project.

Milestone –	Forecast Date
Submit the expression of interest	22 nd May
Work with key delivery partners on preparation for a full application	May-June 2015
Scoping and developing project initiation plans for each of the projects	May 2015
Project initiation plans to be agreed by Joint Committee and steering group (consisting of key stakeholders)	July 2015
Submit funding application to the ‘Creative Employment Programme’	July 2015
Secure approval for funding from the ‘Creative Employment Programme’	September 2015
Secure approval to develop a EUSIF full bid	September 15 (assumed)
Secure full EUSIF project approval	December 15 (assumed)
Develop / draft legally binding agreements with all delivery partners	May – October 15

All legal agreements signed by delivery partners	November 15	The project has already seen a delay in receiving funding.
6 monthly meetings of the Joint Committee to monitor progress and to agree key decisions	Ongoing	
Quarterly Meetings of the Elevate Steering Group	Ongoing	
Monthly meetings of the local 'Hub' Delivery Groups	Ongoing	

When the original City Deal bid was signed by Government it was agreed that this would be matched with Cabinet Office Youth Contract underspend money from April 2014. A delay in the Operational Programming has resulted in a loss of £1.5 million match funding. Nevertheless, the project has made significant strides but had that funding come through greater progress would have been made in engaging with hard to reach groups and incentivising providers and employers, meaning we would have had an even greater impact on NEET numbers.

5.0 Project Schedule & Deliverables

6.0 Costs and Funding

Please summarise what the project budget as detailed in Annex 1a will be spent on.

Inclusive labour markets:-

- Promoting sustainable and quality employment and supporting labour mobility
- Promoting social inclusion / combating poverty and any discrimination
- Investing in education / training and vocational training for skills and lifelong learning

In order to deliver on the outcomes relating to the above themes, Elevate will use the project budget as follows:-

"Princes Trust" – 300k project (150k SIF)

The project will fund two projects across Berkshire for mutual benefit. Delivering a pre-funded service, the Princes Trust commit to deliver, and evidence, agreed collective and local outputs that hit EUSIF and local targets and outcomes.

"Creative Employment" – 200k (100k SIF)

The 100k SIF money will be used to increase the contribution to employers made via the Creative Employment programme and to link additional support from Elevate to those young people participating. This pan Berkshire project will directly contribute toward collective targets around apprenticeships and traineeships and provide sustainable and quality employment opportunities while supporting labour mobility.

"Pan Berkshire Projects' – 500k project (250k SIF)

This money will be managed by the central 'Elevate Berkshire' team – and will be used to deliver pan Berks projects. The money will be capacity building money to deliver pan Berks projects (the themes of which cut across all 6 local Elevate projects – as below)).

Local Elevate projects will build the capacity of local providers to promote social inclusion and combat poverty and discrimination. The project will also bring together local activity, and share learning across partners.

To improve pathways and support some of the most hard to reach young people across Berkshire via the existing delivery partners, Elevate Berkshire will deliver a range of pan Berks projects over the 3 years:-

Project 1 - "Supported Employment Programme – (work pairing model and mentoring)" (60k)

Project 2 - "SEN / Disability project" (22.5k)

Project 3 – "Lone Parents project" (22.5k)

Project 4 – "B&ME project" (15k)

Project 5 – "Business in the Community" (20k)

Project 5 – "Sector Based Employment Project (inc Employment & Skills Plans with developers and for public sector procurement activity)" (20k)

Project 6 – "Skills and Employability project" (20k)

Project 7 - "Education Business Partnerships Project" (20k)

"Delivery Hubs" – 2.4 million (1.2 million SIF)

Local projects will use this money to build the capacity of local providers to add value, by delivering services and projects locally that are above and beyond business as usual. The money will "FILL THE GAPS" in existing resource to meet the key outcomes within the call (to be firmed up in any full bid) and to work intensively with hard to reach young people in each locality, and across Berkshire.

"Single Access Points" – building a sustainable, and holistic, model for the future – 1.2 million project (600k SIF).

Local projects will use this money to build the capacity of the local projects (co-located Hubs and local holistic service offers). The capacity building money will help develop a long lasting sustainable Berkshire model that builds on the foundations laid by City deal funding. The money will allow us to bring together existing internal and external services locally, and across Berkshire into collective, pan Berks projects – delivered via the delivery partners all working in partnership.

Local Elevate projects directly contribute to the delivery of the creative and forward thinking pan Berks projects and act as the vehicle to provide education / training and vocational training for skills and lifelong learning. Services delivered via the Hubs are centred on the notion of inclusive labour markets and promote sustainable and quality employment opportunities to combat poverty and discrimination.

"Programme Management of the SIF programme" (100k SIF)

Reading Borough Council, as the lead Authority, will quality assure / liaise with the Managing

Authority regarding claims. This money will contribute toward the resource needed to manage the programme

Comment on how the project costs have been estimated. What is the level of certainty relating to the costs you have identified? More detail will be required at the full application stage.

Project costs have been calculated on unit costs based on delivery partner experience. In discussion with existing providers within the partnership – we have benchmarked current costs of provision and resource for each project.

Hard to reach young people and those with multiple barriers to employment need a great deal of intensive support – which is costly. In response to this the programme has been structured to ensure that we can maximise the added value of EUSIF money, from an economies of scale point of view by working collectively, therefore maximising value for money.

Please advise if irrecoverable Value Added Tax will be claimed

Reading Borough Council as a Local Authority can claim back VAT from HMRC; our budgets do not account for VAT and any returns we make to the EUSIF would not contain a VAT element.

State the source of your match funding, whether it is in place and if not, when is it likely to be confirmed?

Sources of match funding have been set out in the table below. The majority of funding is confirmed however, the match from the Creative Employment Programme is unconfirmed at this stage. Should the amount of match be less than 100k – we plan to match additional Cabinet Office Youth Contract underspend money held by Reading Borough Council, the lead Authority.

Source of Match	Total cost of Projects	From Source	SIF Contribution	Confirmed or Unconfirmed
Princes Trust	300k	150k	150k	Confirmed
Creative Employment	200k	100k	100k	Unconfirmed
Central Cabinet Office Underspend	500k	250k	250k	Confirmed
Existing Resource from across the existing delivery partnership (money that has been re-	2.4 mill	1.2 mill	1.2 mill	Confirmed

engineered as part of the Elevate Berkshire programme)					
Cabinet Office Underspend from across the existing delivery partnership	1.2 mill	600k	600k	Confirmed	
Central Cabinet Office Match	200k	100k	100k	Confirmed	
TOTAL	4.8 million	2.4 million	2.4 million		

Is the project likely to generate income?

NA

If appropriate (multi Local Enterprise Partnership Area projects) explain how the costs have been shared between areas.

N/A

7.0 Deliverables

Results / Outputs														
Please indicate which, and how many Results/Outputs your project will deliver.														
Local Enterprise Partnership area				% split										
Thames Valley Berkshire				100%										
Fund, Indicator type, Indicator, Annual target <i>Note: the table below is to give an indication of the fields you will be asked to complete on Logasnet . Up to 50 lines are available on the Logasnet IT system. Applicants may prefer to keep a copy of their outputs and results using a spreadsheet format for ease of use</i>														
	Fund	Indicator type	Indicator	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	Total
01	ESF	Output	ES/0/01			100	100	100						300

02	ESF	Output	ES/0/04			200	200	200						600
03	ESF	Output	ES/0/06			300	300	300						900
04	ESF	Output	ES/0/15			20	20	20						60
05	ESF	Output	ES/0/16			15	15	15						45
06	ESF	Output	ES/0/17			60	60	60						180
07	ESF	Output	ES/0/18			15	15	15						45
08	ESF	Output	ES/0/21			100	100	100						300
09	ESF	Output	ES/R/05			40	40	40						120

Outline the project management and control systems that will be established for the project, demonstrating that the project has the appropriate capacity to meet the requirements of European Structural Investment funds.

Overarching Governance for Elevate (City Deal) has been put in place as required by Government via the creation of a formal Joint Committee of all the participating Local Authorities, with representation from and links to the LEP.

This Joint Committee will also take on the oversight and challenge role for the EUSIF delivery 9this being inseparable from and integral to City Deal delivery.

Elevate has an established Steering Group at which all the local authorities and delivery partners are represented. This Steering group meets on a quarterly basis, supplemented by additional meetings if required. This is co-ordinated by an overall project manager and associated administrative support employed by Reading Borough Council as the accountable body. This 'central' management and development resource will be supplemented to assist with meeting the additional demands required by the Management Authority in relation to the EUSIF funding. Reading Borough Council has a robust financial management system and significant experience of delivering complex ESF funded projects.

Each of the Local Authorities has established Delivery Groups to ensure effective local implementation of Elevate and, in particular, the effectiveness of local Hubs. Each local authority has a Lead Officer that is responsible for local delivery of Elevate and these are attendees at the Steering Group. This ensures that there is effective management and communication across the Elevate delivery network with the capacity to deliver both local and shared projects and to learn from and disseminate best practice for adoption across the network.

To supplement these existing arrangements legally binding agreements will be put in place between Reading Borough Council and all the Delivery Partners. These agreements will codify and cascade the requirements associated with funding conditions across the whole delivery partnership. Reading Borough Council will quality assure all claims and, if necessary, exclude non-compliant claims from delivery partners in order to ensure that the overall project remains compliant and that funding is not put at risk.

Outline how the project will gather evidence of outputs and results.

In order to capture the outcomes achieved via the Elevate project, a Common Reporting Framework will be used to track interventions and outcomes. This function will be delivered by an existing experienced partner recording destination data across all providers within the partnership.

Using existing IYSS (16-18) and YETI (19-24) systems, any young person who is engaged with by an Elevate provider will be signed-up (using a sign-up and data sharing form) to Elevate Berkshire. Their personal information will be imported into the appropriate system and the young person will be tagged as 'Elevate Active'; their sign-up sheet will be directly linked to them.

Via this system we will be able to track which providers, within the holistic model, are engaging with each young person. We will have information on their current status and be able to track the interventions with them by an Elevate provider. When a young person moves onto a new destination, the provider will be required to

collect evidence in support of this, this evidence will be directly linked to them on the appropriate system and will be available in both electronic and hard copy.

Elevate outputs will be reported monthly and set against the number of NEETs and the number of young people aged 16 to 24 who are in receipt of out-of-work benefits – broken down by cohort (LAC, SEN etc).

The progression of each young person will be tracked via Elevate projects locally. Interventionist tracking will be undertaken by specialist staff who are trained at contacting young people, gaining accurate information, recording their current status within the system and crucially – getting them to engage, or re-engage, with the Elevate service.

Please describe whether or not the necessary team is in place to carry out the project and if not what the plans are to recruit the relevant expertise?

The project currently has a central programme team in place – based at Reading Borough Council, as the ‘accountable body’. The team is supported by local project leads within each of the local Elevate projects; however additional capacity is required to coordinate the EUSIF element of the wider programme.

It is anticipated that external recruitment will take place to secure someone with the necessary experience to fulfil this role competently.

Please describe the rationale and assumptions you have made in establishing the outputs and results which will be achieved. This must link clearly to the project’s activity and objectives. Please explain your method for calculating the target levels.

The activities and projects, as set out in the relevant sections above, will directly deliver the above outcomes over the three years.

Targets were set using current NEET data (locally and across Berkshire) broken down by cohort / protected characteristic. Claimant data was also shared by JCP – and this data also contributed to the development of the above targets. These collective targets will be broken down by locality – and each local project (via their providers working in partnership) will contribute to the collective targets.

In some cases – the target numbers are small. However, we need to be mindful of the cohort size and the amount of provision and resource needed to intensively support young people with multiple barriers into positive destinations.

8.0 Project Management and Governance

9.0 Financial Management and Control

Outline the financial management and control systems that would be used for the project, including the process for compiling and authorising European Structural Investment Funds claims for payment?
ORACLE Fusion is the financial management system used to raise purchase orders, make payments and monitor transactions/budgets. Controls: our system of segregation of duties ensures no one individual can raise and authorise an order, a Scheme of Delegation controls who can authorise claims and at what budgetary level.
European Structural Investment Funds is paid to Grant Recipients in arrears. Please explain how the project will manage its cash flow throughout the project's lifetime.
Regular budget monitoring, Accruals accounting, Grant applied based on costs realised rather than incurred
How will you ensure that only eligible and defrayed expenditure is included in a claim to the Managing Authority?
Stringent accounting techniques and controls in place.
If applicable, how will you ensure that delivery partners / financial beneficiaries engaged in the delivery of the project will comply with the requirements relating to defrayal of expenditure?
If applicable this is a Procurement issue; the assumption being this would be laid out within any contract agreements with those engaged.
Describe the system used for filing and retrieving original invoices; explain how evidence of costs incurred will be checked and verified.
Invoices are sent to Anite Information@work for scanning and access is then securely available online. The actual process of purchase orders and receipting for services incurred ensures payments are checked and verified by Accounts Payable.
Please explain how the accounting software and systems used will be capable of maintaining separate records for the project and producing detailed reports to demonstrate where the European Structural Investment Funds is being spent. If applicable, please describe how your partner's software / systems will manage project finances.
The General Ledger within our accounting system has the ability to distinguish between

expenditure on 16 different variables where required thus allowing capability to both accurately account for and monitor via detailed reports; these are Cost Centre (4), Subjective Code (4), Corporate (6) & Further (2) analysis codes. Again where applicable any relationship with partners will be dealt with via procurement and contract agreements.

10.0 Compliance

European Structural and Investment Funds are regularly audited and may be subject to recovery where the compliance requirements have not been met. For this reason, many applicants choose to obtain their own independent advice from a law firm or suitable organisation to assist them to structure their project in line with the compliance requirements.

Procurement Law
Is your organisation a “Contracting Authority” under the Public Contracts Regulations?
Yes
If not or don’t know, please set out the reason(s)/questions
NA
Confirm that you have completed Annex 1b, listing all the contracts that will need to be awarded to deliver the project but which have not been awarded prior to this application.
Yes
Describe the system that will be put in place to: Test that the contracts listed in Annex 1a can demonstrate compliance with procurement law including, if not a Contracting Authority, compliance with European Union Treaty principles on openness, transparency and equal treatment (short of undertaking an Official Journal of the European Union process). See DCLG Procurement Guidance. Plan the tender processes listed at Annex 2b to ensure that they comply with procurement law / European Union principles including: <ul style="list-style-type: none"> • Advertising contract opportunities to the market; and • Evaluating bids in an open transparent and non-discriminatory manner. Ensure that all relevant documents are retained with a view to providing relevant information in the event of an audit or other investigation.
As lead delivery partner, Reading Borough Council will contract with the other primary delivery partners, who will in turn follow any relevant EU procurement regulations when distributing ESF funding to other providers, within the existing Berkshire partnership. More information will be provided within the full bid application.

State Aid Law

None of the beneficiaries (partners within the existing delivery partnership) meet the state aid test; however this will be reviewed in time for any full application, after consultation with internal legal expert.

- If you believe any potential beneficiary is outside of the scope of State Aid, please provide the reasons.

The six local authorities and Reading UK CIC can be considered exempt as they provide regulatory and public function activities due to their nature. State aid tests will be conducted on all existing delivery partners as part of the full application. This will be done with the support of legal services across the partnership.

- Applicants may wish to refer to the European Commission's "Notion of State Aid" guidance and the Department for Communities and Local Government's European Regional Development Fund guidance on State Aid Law available at <https://www.gov.uk/government/publications/european-structural-and-investment-funds-project-requirements-and-publicity-materials>

- For each beneficiary that the applicant regards as being in receipt of State Aid, explain which exemption they will be using to provide the aid in accordance with State Aid Law (for notified schemes outside the General Block Exemption Regulation the answer should include the full name of the scheme and the Commission reference number).

State aid tests will be conducted on all existing delivery partners as part of the full application. This will be done with the support of legal services across the partnership.

- Where a State Aid exemption is applied, describe the system in place to collect relevant documentation to demonstrate compliance and to meet the annual reporting requirements.

State aid documentation and compliance will be embedded within formal agreements between the lead authority (Reading Borough Council) and other primary delivery providers within the existing partnership.

Publicity

Please explain how the project will meet the European Structural Investment Funds Publicity Requirements.

All branding for Elevate Berkshire will adhere to the branding and publicity guidelines set out in the European Structural and Investment Funds Growth Programme. This will include use of the European Social Fund logos on all printed and digital materials.

Confidential Information

Please insert here any information that you wish to keep confidential from the Local Enterprise Partnership Area European Structural Investment Funds Committee and explain the reason why. Please note that the Managing Authority as a public body is bound by the Freedom of Information

Act and may have to disclose information if requested.

Please note that the tables below are to give an indication of the fields you will be asked to complete on Logasnet – applicants may prefer to keep a copy of their financial tables and cost category profiles using a spreadsheet format for ease of use.

Annexe 1a Financial Tables

Category of Region	% split
Less Developed	
Transition	
More developed	100?

LEPs	% split
Thames Valley Berkshire	100

Priority Axis	% split
01	
01	

Thematic Objective/s	% split
8	50
9	15
10	35

Investment Priorities	% split
1.1	60
1.2	20
2.2	20

ERDF REVENUE

	Total	ERDF	Public	Private	Intervention Rate
2014					
2015					
2016					
2017					
2018					
2019					
2020					
2021					
2022					
2023					
Total					

ERDF CAPITAL

	Total	ERDF	Public	Private	Intervention Rate
2014					
2015					
2016					
2017					
2018					
2019					
2020					
2021					
2022					
2023					
Total					

ERDF TOTAL

	Total	ERDF	Public	Private	Intervention Rate
2014					
2015					
2016					
2017					
2018					
2019					
2020					
2021					
2022					
2023					
Total					

ESF REVENUE

	Total	ERDF	Public	Private	Intervention Rate
2014					
2015	800		800		
2016	800		800		
2017	800		800		
2018					
2019					
2020					
2021					
2022					
2023					
Total					

ESF TOTAL

	Total	ERDF	Public	Private	Intervention Rate
2014					
2015					
2016					
2017					
2018					
2019					
2020					
2021					
2022					
2023					
Total					

YEI REVENUE

	Total	ERDF	Public	Private	Intervention Rate
2014					
2015					
2016					
2017					
2018					
2019					
2020					
2021					
2022					
2023					
Total					

YEI TOTAL

	Total	ERDF	Public	Private	Intervention Rate

2014					
2015					
2016					
2017					
2018					
2019					
2020					
2021					
2022					
2023					
Total					

OVERALL

Total					
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Costs Profile

ERDF CAPITAL

Cost categories are:

Building acquisition
Building and construction
Equipment
Plant and machinery
Premises
Fees
Land acquisition
Other capital

Category	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	Total
TOTAL											

ERDF REVENUE

Cost categories are:

Consultancy
Marketing
Office costs
Overheads
Professional fees
Rent

Salaries
Other revenue

Category	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	Total
TOTAL											

ERDF TOTAL

TOTAL											
-------	--	--	--	--	--	--	--	--	--	--	--

ESF REVENUE

Cost categories are:

- Consultancy
- Marketing
- Office costs
- Overheads
- Professional fees
- Rent
- Salaries
- Other staff costs
- Participants costs
- Depreciation
- Other direct costs

Category	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	Total
Consultancy			10,000								10,000
Marketing			3,000	3,000	3,000						9,000
Office Costs			15,000	15,000	15,000						45,000
Rent			50,000	50,000							100,000
Salaries			350,000	350,000	340,000						1,040,000
Participant Costs			320,000	320,000	320,000						960,000
Other Staff costs			80,000	60,000	60,000						200,000
Other Direct Costs			12,000	12,000	12,000						36,000
TOTAL			840,000	810,000	750,000						2,400,000

YEI REVENUE

Cost categories are:

- Consultancy
- Marketing
- Office costs
- Overheads
- Professional fees
- Rent
- Salaries
- Other staff costs
- Participants costs
- Depreciation
- Other direct costs

Category	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	Total
TOTAL											

OVERALL TOTAL

TOTAL											
-------	--	--	--	--	--	--	--	--	--	--	--

IMPORTANT

Annexe 1a Financial Tables – see actual guidance doc at https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/425649/Outline_Application_Guidance_WORD_Version_050515.pdf for appendix 1a funding table info

Procurement

Please note that this section on Logasnet needs to be repeated for each procurement (Logasnet has up to fields for up to 10 entries).

Procurement Law: procured contracts		
If activities delivered through the project are subject, or are likely to be, subject to procurement, please describe how the project will comply with the European Structural & Investment Funds procurement rules.		
Are your procurement procedures documented?		
As lead delivery partner, Reading Borough Council will contract with the other primary delivery partners, who will in turn follow any relevant EU procurement regulations when distributing ESF funding to other providers, within the existing Berkshire partnership. More information will be provided within the full bid application.		
Please provide in the table below, details of any procurement already undertaken, or to be done in the future, that will be used to source works, goods or services that will be funded as part of the project. If in the future, enter the anticipated start date.		
We will be working with partners to identify the service delivery partners who will deliver goods or services as part of the full bid application.		
Procurement ID	Description of works, supplies or services procured or to be procured under the contract	
	Name of supplier	
	Reference number	
	Date of contract / purchase	
	Date procurement started / is expected to start	
	Supplies, services or works	(Drop down list)
	Total value of contract	
	Anticipated value of works, supplies or services which will be provided to the project under the contract.	
	Procurement method	
	How will / has the contract been advertised?	

	All relevant procurement records will need to be made available to demonstrate compliance in the event of an audit or other investigation. What processes will / have been established to ensure all records are held by your organisation?	
What evidence can you provide that processes me, or will meet, the public procurement requirements? Include details of how the tender opportunities were, or will be advertised.		
Any future process will be in line with public EU procurement regulation and contracting on the premise that Reading Borough Council will be the contracting authority. The lead authority will have a quality assurance and compliance framework in place for any procurement or tendering activity. Resource will be allocated centrally to monitor partners and delivery.		

12. Declaration & Signature

I declare that I have the authority to represent [*insert name of organisation*] in making this application.

I understand that acceptance of this Outline Application does not in any way signify that the project is eligible for European Structural Investment Funds support or that European Structural Investment Funds has been approved towards it.

On behalf of [*insert name of organisation*] and having carried out full and proper inquiry, I confirm to the Department:

- [*insert name of organisation*] has the legal authority to carry out the project; and
- That the information provided in this application is accurate.

I confirm to the Department:

- I have informed all persons in relation to whom I have provided personal information of the details of the personal information I have provided to you and of the purposes for which this information will be used and that I have the consent of the individuals concerned to pass this information to you for these purposes.
- That I shall inform the Department if, prior to any European Structural Investment Funds being legally committed to [*name of organisation*], I become aware of any further information which might reasonably be considered as material to the Department in deciding whether to fund the application.
- Match funding will be in place prior to any award of European Structural Investment Funds.
- I am aware that if the information given in this application turns out to be false or misleading Department for Communities & Local Government (DCLG, for the European Regional Development Fund) and the Department for Work and Pensions (DWP, for the European Social Fund) may demand the repayment of funding and/or terminate a funding

agreement pertaining to this Application.

I confirm that I am aware that checks can be made to the relevant authorities to verify this declaration and any person who knowingly or recklessly makes any false statement for the purpose of obtaining grant or for the purpose of assisting any person to obtain grant is liable to be prosecuted. A false or misleading statement will also mean that approval may be revoked and any grant may be withheld or recovered with interest.

NB I am aware that if the Applicant commences project activity, or enters any legal contracts or makes any binding commitments, including the ordering or purchasing of any equipment or services before both the formal approval of the project and the execution of the European Structural Investment Funds Funding Agreement, any related expenditure is incurred at the Applicant's own risk may not be compliant with European Structural Investment Funds funding requirements, could be ineligible for support and may render the entire project ineligible for support.

Signed For and on behalf of the Applicant Organisation	will be done electronically		
Name (Print)			
Position		Date	

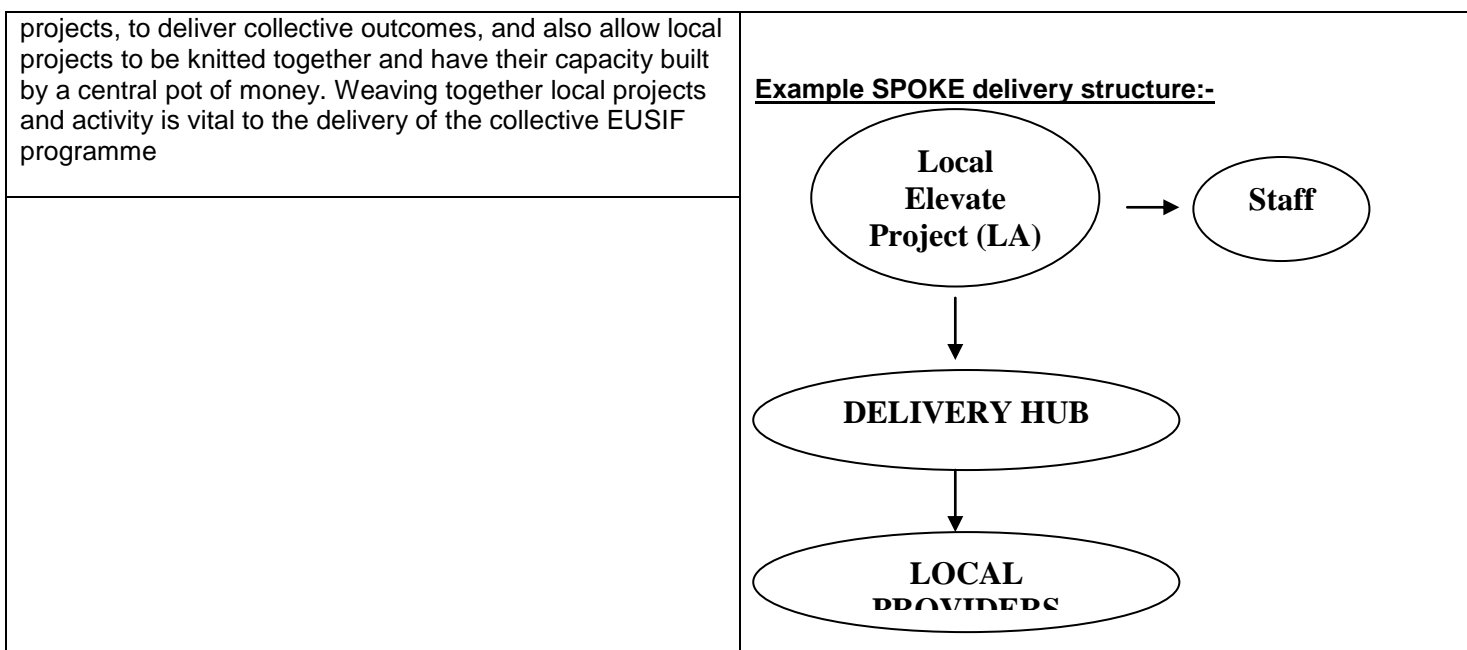
Appendix 2

EUSIF CALL

SIF Delivery Structure



SPLIT OF THE '<u>NOTIONAL</u>' 2.4 MILLION OF EUSIF MONEY	
PAN BERKS (HUB) - £600,000	LOCAL Elevate Projects (SPOKE) - £1.8 million (based on a % split – as per the briefing paper)
Both POTS contribute to the delivery of the collective Pan Berks targets - TBA	
Creative Employment Project – Provisionally 100k (200k project / 100k match from central CO money) SIF money will build the capacity of the Pan Berks Creative Employment programme by further incentivising relevant employers to take on young people (supported internships and apprenticeships)	The 6 SPOKES (LAs) are the <u>primary delivery partners</u> within the existing 'Elevate Berkshire' partnership. This money will allow the local projects to build the capacity of the existing offer – notably in the form of resource (staff) and money to fund the 'delivery HUBs' – as without the delivery HUBs / local offer – local spokes won't be able to deliver the projects / run the service offer, to deliver the collective outcomes within the collective EUSIF bid.
Princes Trust Project – 150k SIF / 150k from PT (300k worth of projects) The Princes Trust will deliver 300k worth of projects pan Berks – YP across Berks will have access to PT programmes. The projects will help 'fill gaps' in current resource and support employer engagement.	<u>'NOTIONAL' allocations</u> to each SPOKE can be found in the EUSIF briefing document. SPOKES can use retrospectively claimed SIF money to pay for staff to deliver and manage local projects, fund the existing delivery HUBs and to build the capacity of local providers – to help deliver the collective targets
Programme Management and Compliance – EUSIF Programme – 170k (ALL SIF – matched from central CO money but no CO money post March 17 – so this SIF money will need to be banked) SIF money will be spent over three years and the SIF programme has added 18 months to 2 years to the original City Deal, which was due to end in March 17. This money will fund the Programme / Project Management of the SIF programme as well as resource needed centrally to quality assure claims and manage the complex and resource intensive retrospective claims process with DWP – the managing authority.	
Pan Berks projects (developed centrally – implemented centrally and locally) - 180k (ALL SIF – as above) This money will support the delivery of true pan Berks	



Match

Source of Match	Total cost of Projects	From Source	SIF Contribution										
HUB													
Princes Trust	300k	150k	150k										
Creative Employment (TBC)	200k	100k	100k										
Central Cabinet Office Underspend – managed by Reading (for PM and Compliance AND Pan Berks projects)	700k	350k (this money will have been matched during 15/16 and retrospective SIF money claimed will need to be banked by RBC to pay staff costs post March 17 – total cost of project is not 700k)	350k										
	£1.2 million	600k Match	TOTAL = 600k of SIF										
SPOKE													
Existing Resource (Locally) AND Cabinet Office Underspend (Locally)	£3.6 million	£1.8 million (please see table for below for information on local match needed)											
		<table border="1"> <tr> <td>BFC</td> <td>£340,541.00</td> </tr> <tr> <td>RBC</td> <td>£401,801.00</td> </tr> <tr> <td>SBC</td> <td>£378,378.00</td> </tr> <tr> <td>West Berks</td> <td>£306,306.00</td> </tr> <tr> <td>Windsor</td> <td>£225,225.00</td> </tr> </table>	BFC	£340,541.00	RBC	£401,801.00	SBC	£378,378.00	West Berks	£306,306.00	Windsor	£225,225.00	
BFC	£340,541.00												
RBC	£401,801.00												
SBC	£378,378.00												
West Berks	£306,306.00												
Windsor	£225,225.00												

		and Maidenhead		
		Wokingham	£147,748.00	
	£3.6 million	£1.8 million Match		TOTAL = £1.8 million SIF
TOTAL	4.8 million	2.4 million Match		TOTAL = £2.4 million SIF

Appendix 3

Briefing Paper - European Social Investment Fund (EUSIF) and Elevate Berkshire **Background**

For the 2014 to 2020 funding period, the European Regional Development Fund (ERDF), the European Social Fund (ESF) and part of the European Agricultural Fund for Rural Development (EAFRD), will be brought together into an EU Structural and Investment Funds Growth Programme. The top priorities of this Programme are innovation, support for SMEs, low carbon, skills, employment and social inclusion.

The government has announced the breakdown of €6 billion of the Growth Programme Funds by Local Enterprise Partnership (LEP) area.

Each LEP has been asked to set out how it intends to use the Growth Programme Funds in a European Union (EU) Structural and Investment Funds strategy. In developing its strategy, the LEP will work with and reflect the interests of a broad range of economic, social and environmental partners, including businesses, civil society, rural partners and further and higher education institutions.

Growth Programme Funds and Elevate Berkshire (City Deal)

From the beginning of the City Deal programme (1st April 2014), the intention was to match £2.4 million of Youth Contract underspend (given by the Cabinet Office Growth team) with £2.4 million of EUSIF money (employment priority axis) – totaling a 4.8 million pan Berkshire programme (plus 300k of BIT time)

However, due to a challenge by two other City Deals the implementation of the EUSIF programme was delayed until May 2015. In practice, this meant that Cabinet Office money spent from 1st April 14 until the 22nd May 15 was not eligible to be matched. By May 15, City Deal (now known as Elevate Berkshire), had spent £1.4 million. The result was that the programme now had to find £1.4 million of ‘new’ eligible match.

In April 15, the Thames Valley Berkshire Local Enterprise Partnership (LEP), facilitated a call, on behalf of the Department of Work and Pensions (DWP) as the Managing Authority, to seek expressions of interest to deliver the employment priority axis and on the 22nd May, Reading Borough Council submitted a bid, as accountable body for the original City Deal, on behalf of the other 5 Berkshire Authorities that form the Elevate Berkshire delivery partnership. (Please see Appendix 1).

It was agreed that Elevate Berkshire would stick to the original plan to seek the full funding of 2.4 million – even though the programme would need to find an additional 1.4 million of new match. It was also agreed that should we be successful in securing EU funding – that any money would be spent over 3 years.

EUSIF Process – Initial expression of interest and agreed delivery structure

The EUSIF call stipulated that any IEI must be to deliver a pan Berkshire programme. Therefore, and in line with the ethos of Elevate Berkshire around collaborative working, the IEI was developed in discussion with the Elevate Berkshire Steering Group – made up of Project Managers from each local project; that together form the Elevate Berkshire network.

The crux of the IEI was around how the existing Elevate delivery partnership would deliver a pan berks programme, focusing on reducing youth unemployment for some of the hardest to reach young people across the region. This was the main outcome of the EUSIF call (with a particular focus on skills, and particular groups / cohorts of young people inc SEN, LAC, B&ME and young people with an offending background).

There were a number of considerations to take into account when structuring the programme. The main complication was around how to ensure money went back to local projects, while ensuring that local activity would deliver the collective targets. The additional consideration here – is that EUSIF money is claimed retrospectively, based on being able to evidence successful claims.

Three approaches were considered – and each had pro's and con's in terms of risk. As will all EU programmes, there is always an element of risk and the aim was to deliver a pan Berks programme that allowed local and collective delivery, while at the same time mitigating the risk of an unsuccessful claim. Broadly:-

1. The £2.4 million is kept centrally and used to deliver pan Berks projects. The money would be used to pay providers, across the existing partnership, to work collaboratively to hit agreed collective targets – plugging gaps in local provision. Although there were a no' of pros with this approach – it didn't allow spokes to receive funding directly to fund things like existing delivery HUBs
2. The £2.4 million is split between the 6 projects (on a unit costs basis). Although this would mean that spokes receive money directly, the structure would make it difficult to tell a collective story – as per the call.
3. The £2.4 million is split between a local and collective delivery structure. Although more risky than option 1 above, it allows for spokes to receive a percentage of the funding directly to continue to resource local delivery and existing delivery HUBs.

It was agreed that we would structure the bid, as per option 3. (Please see appendix 2 for the agreed delivery structure and 'provisional/as yet to be confirmed' project dates).

A Risk Assessment has also been produced – looking at the impact on local delivery of not receiving funding and if we do secure EUSIF money, also looks at risks associated with the claims process and how to mitigate the risk of retrospective claw back.

At the beginning of 2014, when we assumed that we would be matching Cabinet money and EUSIF money 'like for like', notional allocations were given to each Local Authority with regard to the amount of EUSIF money they might receive – based on a successful bid and successful claims.

As the landscape has changed significantly since the beginning of 2014 – we have had to re-look at the way any EUSIF money would be administered. It was decided the only fair way to way to disperse this money was to apply the original percentage calculation applied to the original £2.4 million, to the agreed £1.8 million – as per the delivery document in appendix 2. The table below sets out each spokes notional amount of £1.8 million (on the premise that each spoke hits their individual targets / and can evidence these outcomes successfully).

Discrepancy with the notional amounts is due in part to the amount of Cabinet Office money given but also, that a unit cost approach was taken – based on numbers of young people who are NEET in each locality.

Spoke	Year 1	Year 2	Year 3	Original 'notional' allocation	% of original 2.4 million	% and amount of the 'notional' 1.8 million (over 3 years) – based on successful retrospective claims.
BFC	£142,300.00	£199,800.00	£112,300.00	£454,400.00	18.9%	£340,541.00
RBC	£166,000.00	£205,000.00	£166,000.00	£537,000.00	22.3%	£401,801.00
SBC	£140,000.00	£241,300.00	£110,000.00	£491,300.00	21.0%	£378,378.00
West Berks	£130,000.00	£186,500.00	£100,000.00	£416,500.00	17.0%	£306,306.00
Windsor and Maidenhead	£131,700.00	£167,000.00	£0.00	£298,700.00	12.5%	£225,225.00
Wokingham	£93,300.00	£104,700.00	£0.00	£198,000.00	8.2%	£147,748.00

Next steps and considerations (inc risk)

There is still a significant amount of unknowns with the EUSIF programme. Although our expression of interest was accepted on the 9th June - we still have little information on what will be expected of us, as part of a full bid, and we still require information on procurement and state aid considerations going forwards. We also haven't been given any timescales from the LEP, who are managing the programme on behalf of the Local Authority, around a full bid.

The key consideration at this stage is how to develop a more formal, contractual relationship between Reading Borough Council (RBC), as the lead for the EUSIF bid, and the other partners that form part of the existing delivery partnership. This will be discussed in more detail as things become clearer however, formal agreements will need to be in place between RBC and the other Local Authorities – with a focus on compliance.

Going forwards – preparation for a full bid

In preparation for a full bid, spokes need to set out where their match funding will come from. As per the delivery structure document – spokes need to ensure they have eligible match that marries with the notional amounts they have been awarded. Match will be a mixture of Youth Contract underspend and existing resource. The risk assessment provides further information for spokes.

The central Elevate team is working with local spokes to firm up activity that will be delivered during year 2 and 3. Each spoke has been provided with a project and performance template and have been asked to map out activity and projects that will be funded using Cabinet Office money and re-engineered existing provision. They have also been tasked with setting out how the capacity of the local projects will be built by EUSIF money (notional) that will achieve the outputs below.

In order to meet the requirements within the ‘call, we are required, within the full bid, to set out a collective pan Berkshire programme that will deliver the key outcomes on behalf of the Managing Authority. The key outcomes of the call have been set out below:–

This call aims to support additional provision that complements existing government programmes to tackle youth unemployment and reduce the number of young people who are NEET, including those who are regularly moving between unemployment and short-term work.

Key activities include,

- Integrated information, advice and guidance, based on good local labour market intelligence, and making innovative use of technology;
- Employment brokerage between employers and individuals, including using technology to improve the matching process;
- Intensive caseworker support for those in most need e.g. care leavers, young offenders, and including targeted interventions for lone parents;
- Innovative approaches for lone parents and other priority groups.

More information can be found here - <https://www.gov.uk/european-structural-investment-funds/access-to-employment-call-for-thames-valley-and-berkshire>

Although the above outcomes chime with the outcomes in the original City Deal, we will need to develop outputs for each of the named cohorts of young people in the full bid. Moreover, we will need to strengthen the work on other areas mentioned in the call and set targets accordingly intensive support and innovative projects. Spokes have therefore been asked to analyse data they are collecting to ascertain a baseline for each of the relevant cohorts of young people. An understanding of who the unemployed are, locally and collectively, is a vital part of the full bid process, as is agreeing what local, and collective, activity, will be delivered to meet local and collective targets for both the Cabinet office and EUSIF.

Summary

In summary, there are still a significant amount of unknowns with the EUSIF programme. We are still waiting for feedback on our successful expression of interest and need further clarification on the process, and timescales, of a full bid. Moreover, there are still uncertainties in relation to outcomes and outputs and the local and collective projects that will form the full EUSIF programme. As covered above, and as covered in the accompanying risk assessment, we still require information regarding the eligibility criteria for evidencing claims and processes around state aid and procurement.

On-going conversations will be had via the Elevate Berkshire Steering Group and now we're at the full stage, the Programme Manager will keep the City Deal Joint Committee abreast of any developments with regard to the wider programme. At the meeting of the next Joint Committee group, it will be proposed that the programme starts once contracts are in place.

Appendix 4

Elevate Berkshire – Risk Assessment for EUSIF programme (as of June 12th 2015)

N.B – Please see Appendix 1 for further information. It must also be noted that risks are high – as there are currently a large number of unknowns with regard to the process of the EUSIF Programme. Once we have clarity on this – the RA will be reviewed and we envisage risk will be reduced

Risk ref ID	RISKS	Inherent risk <i>Risks are assessed on the basis that there are no controls in place, or on the basis that any existing controls are not operating effectively – the worst case scenario if the risk were to occur</i>			Mitigation	Residual risk <i>Controls in place should already be helping to minimise the likelihood or impact of the identified risks. Therefore, the identified risks are then re-assessed in light of the existing and proposed controls.</i>			Change since last review	Risk owner
		Impact	L'hood	Score		Impact	L'hood	Score		
1	<p>EUSIF - £2.4 million funding bid is unsuccessful – risk is around impact on original City Deal targets and continuation of local projects</p> <p>-Failure to acquire the funding would, in some cases, impact on the</p>	3	3	9	<p>The City Deal programme was scoped as a £4.8 million project based on funding via 2 pots of money, £2.4 million of Cabinet Office funding under the Berkshire City deal, supplemented by an additional fund of the same notional amount from EUSIF</p> <p>The funding available via EUSIF is committed to the Thames Valley Region but can only be accessed after submitting an initial expression of</p>	3	2	6		All

92	<p>delivery of local projects. (e.g spokes may be unable to pay the rent on their hubs, needed for the face to face delivery of services)</p> <p>-Failure to acquire the funding would also reduce the project's potential to build the capacity of the existing programme and project work discussed around working with hard to reach groups</p>				<p>interest, followed by a full application</p> <p>The former has been submitted, and accepted, and work is ongoing to clarify details around the funding split, projects for match funding and resource to deliver the project moving forward with regard to a full bid</p> <p>ESF funding was always a 'notional' allocation' due to the reliance on a successful bidding process to access the finances. EUSIF money was not factored into the delivery aspect of the original City Deal programme – and was always seen as a notional pot of capacity building money – it wasn't central to the delivery of City Deal Berkshire (or local projects)</p>					
2	<p>Sources of match funding are withdrawn / are no longer applicable (e.g. a provider's contract is reduced or internal savings impact upon the match)</p> <p>-Potential sources of funding are dependent on spending via internal or commissioned services (e.g. commissioned</p>	4	4	16	<p>-That spokes identify other sources of match funding as a contingency plan</p> <p>-That spokes are clear as to how much of the existing resource they intend to match fund (not all may be applicable as the total amount for some contracts / existing resource is not solely revenue)</p> <p>-That spokes monitor their internal service/provider's contracts closely to identify any reductions in funding as soon as possible.</p>	3	3	9	<p>-spending and match funding would need to be re-profiled – as would the delivery programme, should We have less money to deliver, due to a reduction in match funding</p>	All

	<p>providers such as Adviza or internal services as in SBC case)</p> <p>-with public spending cuts set to continue, questions remain around the sustainability of utilising such existing services/contracts as match</p>				<p>-Spokes remain in contact with relevant service and transformation leads, discussing the programme with them and agreeing existing resource to be matched.</p>				
<p>3</p> <p>6</p>	<p>Individual spokes fail to hit their target outcomes – that form part of the overarching collective EUSIF programme targets</p> <p>-Where less than 100% of EUSIF is secured. Money will be distributed on a unit cost basis – possibly impacting on the amount of additional activity that can be delivered</p> <p>-There is a risk that splitting collective targets between 6</p>	2	3	6	<p>-Spokes to begin providing the central Elevate team with NEET / unemployment data – disaggregated by protected characteristic and cohort (with a focus on LAC / YOT / SEN / Lone Parents and M&ME)</p>	2	3	6	All

	<p>partners, and their delivery providers, may make achieving targets, and evidencing them, a difficult process</p> <p>-Providers double count YP / look to use internal LA match as match for themselves when bidding for additional money</p> <p>-Provider fails to deliver targets</p>								
<p>94</p> <p>4</p>	<p>Spokes must evidence their claims locally. Should they fail to do so – it may impact on the ability of the wider delivery partnership to draw down funding</p> <p>-Failure to comply with the guidelines locally could result in sanctions</p> <p>-As liable party, RBC could face financial penalties and would therefore need to have arrangements in place</p>	2	3	6	<p>-All spokes to check they have capacity and the resource to monitor these locally/make arrangements to address these resource issues.</p> <p>-RBC embed responsibility for evidencing the claims locally in to contracts with the main delivery partners</p> <p>-Confirm plans to provide the necessary resource to ensure the ESF procedures can be adhered to</p> <p>-Ensure appropriate funding is set aside for this</p> <p>-RBC to begin formulating contracts with main delivery partners that embeds responsibility for claims</p>	2	3	6	All

	to mitigate these risks				locally within them				
5 95	<p>Provider withdraws / organisation ceases to exist</p> <p>-With further public cuts set to commence, there is a risk that some organisations may dissolve. Should providers dissolve this would leave gaps in the service delivery for the project and hinder the delivery of the outcomes</p> <p>-spokes would then need to identify and commission alternative providers to continue with the service delivery, or look to deliver services internally</p>	2	3	6	<p>-Spokes to specify how they intend to mitigate such risks by identifying a list of alternative providers / potential in-house models</p> <p>-Spokes consider how they could ensure outcomes are Not lost if organisations / providers capacity is reduced</p>	2	3	6	All
6	<p>Provider fails to deliver targets</p> <p>-Providers commissioned via the funding will be used to</p>	2	3	6	-Providers commissioned via the funding will be used to support the primary delivery partners in reaching the target outcomes for EUSIF (formally)	2	3	6	All

	support the primary delivery partners in reaching the target outcomes								
7 96	<p>Evidencing EUSIF claims (risk around money we have drawn down – from successful claims – being retrospectively claimed back by the EUSIF)</p> <p>-EUSIF attempt to claw back the funding:- Spokes do not have enough resource to administer the necessary compliance</p> <p>Spokes fail to adhere the guidelines/document the relevant paperwork</p> <p>The potential workload attached to the claims (BES team, finance and procurement)</p> <p>-In addition all paper evidence will need to be securely stored for a</p>	2	4	8	<p>-That partners scope resource requirements and ensure they have capacity to capture the relevant paperwork</p> <p>-that contracts are formed between Reading Borough Council and the five local authorities/Reading UK CIC, within which the responsibility for quality assurance will be embedded.</p> <p>-Procurement guidelines will need reviewing further, but implications may be that all procurement will need to be evidenced, even to the extent that spokes that spend ESF funding locally on work such as marketing may need to evidence this</p> <p>-Spokes confirm plans to provide the necessary resource to ensure the ESF procedures can be adhered to</p>	2	4	8	All

97	<p>period of time not yet determined (potentially up to 15 years)</p> <p>-Providers don't provide the necessary evidence to support the claims process</p> <p>-That eligibility (evidence criteria) has still not been determined (by the EUSIF)</p>									
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APPENDIX 1

1.0 Likelihood	Almost Certain (Above 95%)	5	10	15	20	25
	Highly Likely (Above 75%)	4	8	12	16	20
	Likely (Above 40%)	3	6	9	12	15
	Possible (above 10%)	2	4	6	8	10

	Rare (Less than 10%)	1	2	3	4	5
		Negligible	Slight	Moderate	Critical	Catastrophic
2.0 Impact						

- Political
- E-risks
- Regulatory
- Financial/Fraud
- Opportunities
- Reputation
- Management
- Assets
- New Projects/Partnerships
- Customers/Citizens/Clients
- Environment

TYPES OF RISKS

Likelihood

Description	3.0 Example Detail
Almost certain (above 95%)	Has happened in the past 6 months ; or Is expected to happen in the next 6 months More than 95% probability
Highly Likely (above 75%)	Has happened in the past 6 months to 2.5 years Is expected to happen in the next 6 months to 2.5 years Between 75% to 95% probability
Likely	Has happened in the past 2.5 to 6 years

(above 40%)	Is expected to happen in the next 2.5 to 6 years Between 40% to 75% probability
Possible (above 10%)	Has happened in the past 6 to 10 years Is expected to happen in the next 6 to 10 years Between 10% to 40% probability
Rare (less than 10%)	Has happened in the past 10 years or more ; or Is expected to happen after 10 years or more Between 1% to 10% probability

Impact

Description	4.0 Impact Type	5.0 Example Detail
6.0 Catastrophic	H&S	Death or life threatening
	Service Delivery	Loss of service for more than 5 days Impacts on vulnerable groups Affect the whole council
	Reputation	Negative sustained <u>national</u> publicity, resignation or removal of CE, Director or elected member.
	Environmental	Major damage, long term contamination to local area
	Legal	Legal action almost certain and difficult to defend, Catastrophic breach of duty resulting in imprisonment
	Financial	Financial impact not manageable within existing funds and requiring Member approval for virement or additional funds i.e. in excess of £1,000,000 Or >15% of monthly budget
Critical	H&S	Extensive, permanent/long term injury or long term sick
	Service Delivery	Loss of service 3 to 5 days Possible impact to small numbers of vulnerable people, definite impacts on property or non-vulnerable groups Affects most directorates
	Reputation	Negative <u>national</u> publicity

	Environmental	Serious damage, medium term contamination to local area
	Legal	Legal action expected, Significant breach of duty resulting in fines/disciplinary action
	Financial	Financial impact manageable within existing Directorate budget but requiring Director and Head of Finance approval for virement or additional funds i.e. between £500,000 and £1,000,000 Or >10% of monthly budget
Moderate	H&S	Injury, lost time, Short term sick absence
	Service Delivery	Loss of service 2 to 3 days Impacts to non vulnerable groups, Affects a single directorate
	Reputation	Negative sustained <u>local</u> publicity, High proportion of negative customer complaints
	Environmental	Moderate impact, to short term contamination to local area
	Legal	Legal action possible Moderate breach of duty resulting in disciplinary action
	Financial	Financial impact manageable within existing Directorate budget but requiring Director and Head of Finance approval for virement or additional funds i.e. between £250,000 and £500,000 Or >5% of monthly budget
Slight	H&S	Injury – no lost time
	Service Delivery	Loss of Service 1 to 2 days Impacts to non vulnerable groups Affects 1 or a few services of the council
	Reputation	Negative <u>local</u> publicity
	Environmental	Minor impact, short term contamination
	Legal	Legal action unlikely Minor breach of duty resulting in disciplinary action
	Financial	Financial impact manageable within existing service budget but requiring service manager approval for virement or additional funds i.e. between £50,000 and £250,000 Or >2% of monthly budget
Negligible	H&S	Incident – no lost time

	Service Delivery	Brief disruption, less than 1 day Impacts to non vulnerable groups Affects a project
	Reputation	Minor adverse local publicity
	Environmental	Local incident would be dealt with immediately with minimal impact
	Legal	Legal action unlikely Localised service level deviation from duties
	Financial	Possible financial impact manageable within service budget i.e. less than £50,000 Or > 1% of monthly budget

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