

Elevate Berkshire

3 Year Implementation Plan



**WOKINGHAM
BOROUGH COUNCIL**



THE ROYAL BOROUGH OF
WINDSOR AND
MAIDENHEAD



Exec Summary

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

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

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

More information on Elevate can be found here -

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

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

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

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

Elevate – 3 Year Implementation Plan

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- **Outcome 1 - Elevate Implementation**

Elevate Berkshire aims to address the skills gaps and unemployment and underemployment of our 16-24 year old population in order to maximise the impact of our collective investment and unleash growth in this important economic area. It acknowledges the regions strong track record of delivering growth and seeks to support those existing, and new, businesses in achieving their full potential. The deal we have agreed with Government allows us to maintain and grow our status as a prosperous economic area.
- **Outcome 2 - Youth Guarantee (a single access point for employment and skills opportunities)**

The City Deal will support the creation of a new approach which will bring together partners, better align services, reduce bureaucracy and duplication to deliver common skills and employment goals. It will deliver improved employment and skills support for 16-24 year olds in order to maximise impact and enable collaboration and alignment rather than duplication and competition.
- **Outcome 3 - Enabling young people to gain sustainable employment**

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

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

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

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

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

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

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

Introduction and economic overview

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

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

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

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

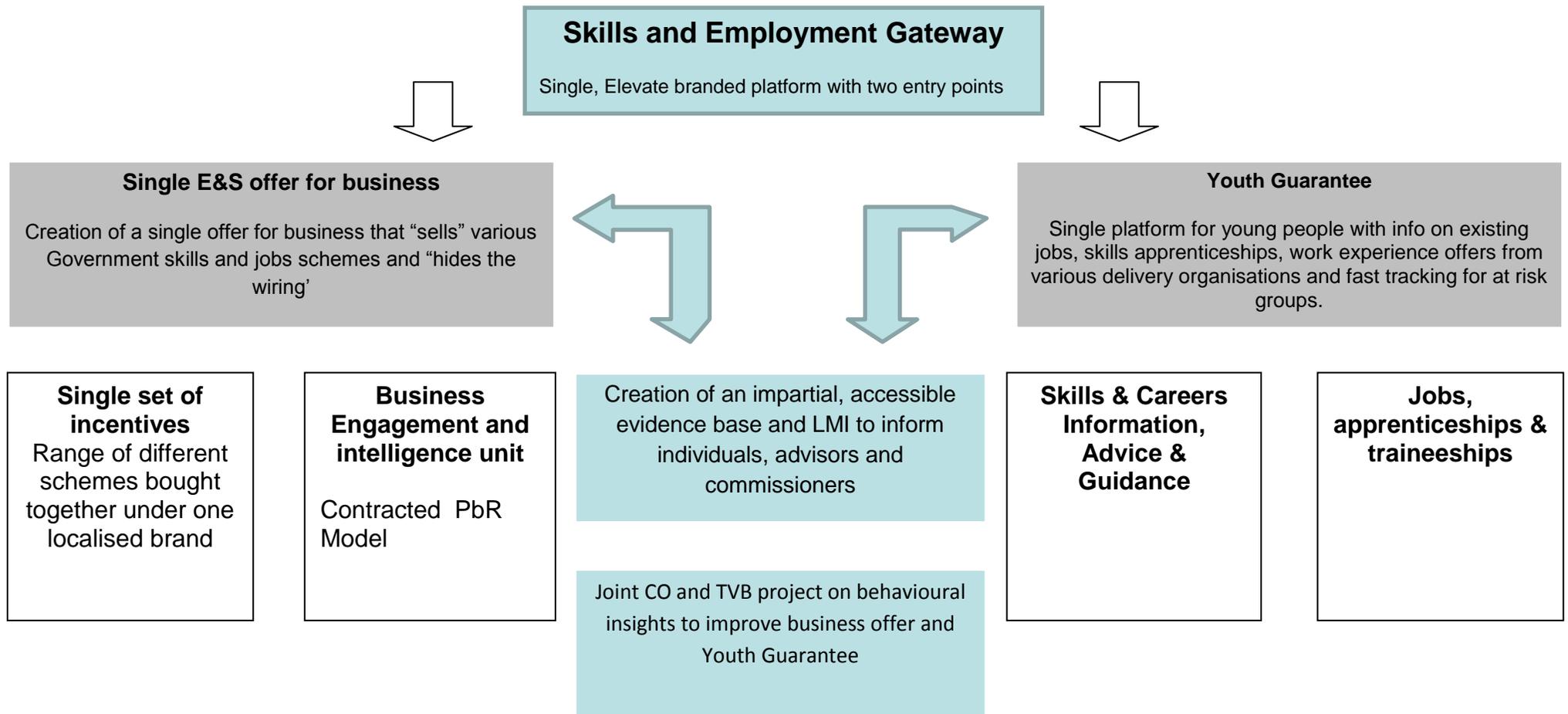
This will be underpinned by an integrated support structure for young people and businesses that is able to match supply and demand, align incentives, reduce duplication and increase impact. This will include a single Local Enterprise Partnership-branded

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

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

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

Elevate Structure – Pathways to Employment



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

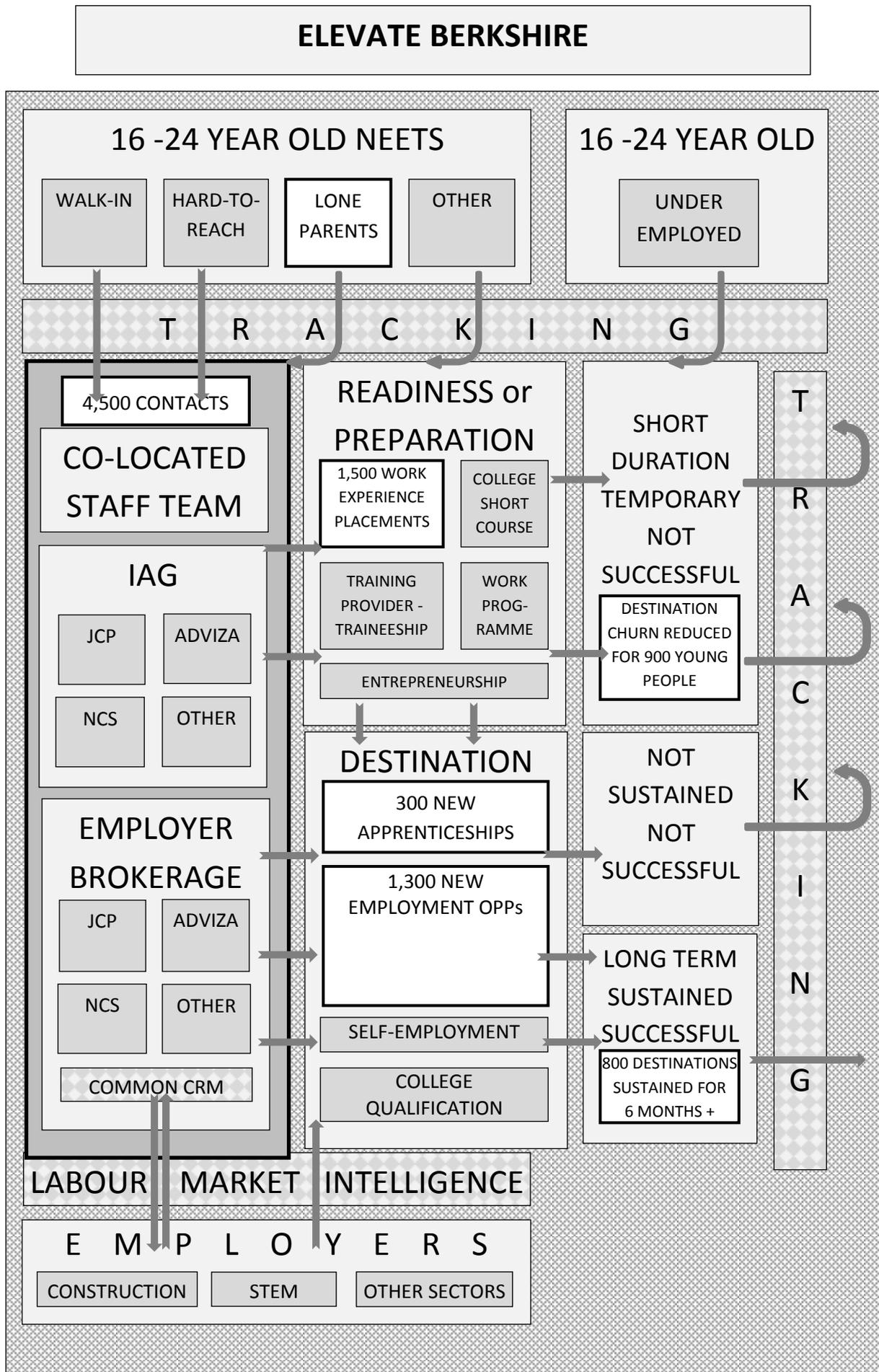
Match 1,300 young people to jobs
Create 300 apprenticeships
Deliver 800 Youth Contract wage subsidies;
Increase business & school

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

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

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

Elevate Collective Outputs – 3 year



Elevate Outputs by Spoke

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

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

Elevate Delivery Structure

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

- **Elevate – The service**

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

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

Web platform portal for young people and businesses

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

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

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

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

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

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

Elevate – 3 year Implementation Plan

Outcome – Elevate Implementation

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

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

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

OUTCOMES

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

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

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

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

OUTCOMES

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

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

Outcome - Enabling young people to gain sustainable employment

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

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

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

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

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

Outcome – Thames Valley Berkshire Business Growth Programme

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

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

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

Outcome – Developing the Elevate brand across Thames Valley Berkshire

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

Year 1 Apr 2014 - March

Year 2 Apr 2015 - March 2016

Year 3 Apr 2014 – March

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