

**South Gloucestershire  
Economy & Skills Strategic Partnership**

**Annual Report 2013/2014**



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## 1 The purpose and aims of the partnership

- 1.1 As its Primary purpose, to oversee and help deliver actions that support sustainable economic development in South Gloucestershire and ensure that these actions are consistent with the Local Enterprise Partnership West of England functional economic market area priorities, and the wider national economic agenda.
- 1.2 In particular, to encourage, support and propose actions that will help achieve the economic development aims set out in the South Gloucestershire Community Strategy and the South Gloucestershire Economic Development Strategy, namely to :-

To do this the South Gloucestershire Economy and Skills partnership will focus on delivering on seven key strategic objectives:

1. **Business competitiveness and economic growth** - *to improve productivity and competitiveness, and safeguard and increase jobs in key sectors*
  2. **Business development and support** – *to increase the number, survival rates and growth rates of starter and small enterprises including social enterprises to maintain a diverse, vibrant, sustainable economy*
  3. **Training, skills and workforce development** – *to raise aspirations and skill levels through our schools, colleges and universities and meet the skill and workforce needs of local employers*
  4. **Education in our schools** – *to improve standards in our schools so young people realise their aspirations and are well prepared for the future*
  5. **Sharing the benefits of economic growth** – *to ensure that all parts of South Gloucestershire and all groups share the benefits of economic development, in particular priority neighbourhood areas, rural areas and disadvantaged groups including young people and families*
  6. **Employment land and premises** – *to meet land, premises and infrastructure requirements of businesses where that is sustainable and consistent with strategic employment and regeneration objectives*
  7. **Town and district centres** – *to sustain and improve the vibrancy and vitality of town and district centres*
- 1.3 Details of membership are shown in appendix 1
  - 1.4 Terms of reference for the partnership is attached as appendix 2

## 2 Partnership achievements

### 2.1 Outline of the partnership meetings

- 5<sup>th</sup> June 2013
- A chair (Cllr Heather Goddard) and a vice-Chair (Alan Bailey) were elected for the new municipal year
- The meeting timetable and membership were agreed
- Nick Bonnie and Laura Coleman of the Prince's Trust gave a presentation on their new structure and their new area's of responsibility

- Andy Cornelius from the Council gave a presentation on the latest Census statistics relating to the area and their potential impacts on economic development
- Chris Smith from Marshfield Bakery who is the representative on the LEP Rural Enterprise Group (REG) updated the partnership on the work and objectives of the REG. There was also an update on the LEP as a whole
- Kim Parker of the Welfare Reform Partnership (DWP) gave a presentation on the new Universal Credit and its Local Support services.
- The Partnership's action plan relating to the Economic Development Strategy was agreed.

#### 2.1.2 10<sup>th</sup> September 2013

- Ian Steel, the Avonmouth/Sevenside Enterprise area project manager gave a presentation on the progress of the project
- Nigel Minns from the Council gave a presentation on the SGC Skills Plan, its aspirations, new structure and links with the LEP Skills Plan
- Antony Merritt gave an update on the West of England Region Deal Growth Incentive and went through the various elements of the proposal
- The partnership's Annual Report for 2012/13 was received and the terms of reference and risk register were reviewed.
- Vanessa Scott from the council gave a presentation on current carbon reduction initiatives happening in South Gloucestershire

#### 2.1.3 3<sup>rd</sup> December 2013

- The meeting was held at the Bristol Technology and Engineering Academy (BTEA) and started with a presentation from Rhian Priest, principal, on the ethos, approach and successes of the academy
- This was followed by an update on the South Gloucestershire Core Strategy and one on the Filton Enterprise Area and Cribbs-Patchway new neighbourhood
- Feedback from the highly successful Ambitions event was given and,
- David Mace from GVA limited gave a presentation to provide partners with an update and overview of the out-of-town property market.
- The meeting ended with an update on the LEP partnership work

#### 2.1.4 4<sup>th</sup> March 2014

- The key issue of skills, the labour market and social impact of economic development on the Priority Neighbourhoods was discussed as well as the approach to overcoming employment barriers
- There was a presentation on the Families in Focus initiative (Troubled Families) informing of progress to date and the potential extension of the project.
- Further to the quarterly economic bulletins, partners discussed the local labour
- A presentation was received on the WoE Skills plan and the Employability agenda and how it links with the South Gloucestershire skills and employment plans.
- The meeting ended with an update on the LEP partnership work

2.2 At all the partnership meetings, partners have the opportunity to update the group on successes and challenges within their own sectors and organisation; to share information and good practice and network with other partners to facilitate joint working and mutual understanding.

2.3 Key achievements of the partnership are detailed in the next section where they have been undertaken in relation to the delivery of the South Gloucestershire Economic Development Strategy

### 3 South Gloucestershire Economic Development Strategy progress

- 3.1 The South Gloucestershire Economic Strategy 2012 - 2016 supports the South Gloucestershire's Sustainable Community Strategy. Its role is to set out objectives, priorities and actions aimed at ensuring the economic prosperity of South Gloucestershire remains sustainable and ensuring that all communities in South Gloucestershire share the benefits of economic development.
- 3.2 Our economic ambition is to provide access to first class education, skills and learning; and to prosper through a balanced economy, a well trained workforce and sustainable jobs for all.
- 3.3 Responsibility for delivering the Strategy largely rests with:-
  - Public sector economic agencies / bodies including the West of England LEP and Invest Bristol & Bath, Business West, Further and Higher Educational Establishments, DWP/JobCentre Plus, National Apprenticeship Service and South Gloucestershire Council.
  - The private sector – businesses, financial intermediaries, training providers, developers, agents, etc.
  - Voluntary sector organisations and bodies including CVS South Gloucestershire, town centre and regeneration partnerships and specialist training and employment support organisations.
- 3.4 Appendix 3 South Gloucestershire Economic Development Strategy Action Plan 2013/14 details achievements and progress by partners against each of the six key economic development priorities identified for South Gloucestershire.

### 4 Strategic Economic indicators and targets

- 5.1 The indicators set out below correspond to the key strategic indicators monitoring progress of the Local Strategic Partnership's Sustainable Community Strategy. The integration of the Core Strategy and the Strategic Economic Plan (SEP) is now a top priority for the area, with the strategy setting up an excellent framework on which to hang our economic development work.
- 5.2 The principle scale and scope of the Enterprise Areas in South Gloucestershire is now well-established. We are working closely with landowners and businesses to ensure that we are getting maximum benefit, including cross-boundary working with Bristol to ensure a joined-up approach to development.
- 5.3 Attracting new business into the Enterprise Areas is key as we can now keep 100% of business rate growth thanks to the City Region Deal. With this in mind we have developed our inward investment programme, attending the MIPIM event to promote ourselves to foreign business and investing in fibre-optic broadband and our transport infrastructure to attract new businesses into the area.
- 5.4 While the national economic picture is still tough we're still performing well when it comes to our local economic indicators. Our employment rate is currently 77.5% which ranks us 17<sup>th</sup> out of 152 authorities nationally and is the highest rate of the West of England authorities. Unemployment has fallen slightly to 5.4% and the number of job seekers

allowance claimants has fallen once again to 1.5%; both of these results put us in the best 20% nationally.

5.5 Existing businesses have been supported through a programme of development events linked to the 'Invest in Bristol & Bath' initiative. A mapping exercise has been carried out on SMEs- where they are, who are the key contacts, how would they like us to interact with them, and a support package has been designed based on the results. In the long-term this should contribute to improvements in our business survival rates performance indicator.

5.6 Skilled jobs need skilled workers and our young people need to be able to compete for high quality jobs in the local area. A commission on education has been set up to look at educational attainment, and the new Bristol Technical & Engineering Academy is oversubscribed in its first year. There were 4,825 young people involved in the apprenticeship programme over the past year which is an increase of 15% on previous numbers, and our 'Ambitions' skills programme has reached over 5000 people.

See overleaf for indicator information

Name of indicator	Frequency	Performance 2012/13	Performance 2013/14	Target 2013/14	Target 2014/15	Latest trend	Performance against target
Total employment land available (formerly 'Distribution of economic development land')	Annually	506.6	506.6 (pending refresh in autumn 14)	506.6	506.6	↔	😊
Number of residents who are qualified at NVQ4 and above (formerly 'Shift in the skills make-up')	Annually	31.1%	31.9% (data to Dec 13)	32.40%	Increase	↑	😞
Increase in headline GVA	Indicator deleted. To be replaced by 'Business Rate Growth' indicator						
Increase in GVA per head	Indicator deleted. To be replaced by 'Business Rate Growth' indicator						
Increase in GVA per filled job	Indicator deleted. To be replaced by 'Business Rate Growth' indicator						
Business Rate Growth (replacing the 3 indicators above)	Annually	£126.333	£133.510	Increase	Increase	↑	😊
Employment rate	Quarterly	78.5%	78.4% (to Mar 2014)	78.7%	79.0%	↓	😞
Reduced unemployment rate	Quarterly	5.8%	5.4%	5.8%	5.40%	↑	😊
Job Seekers Allowance claimants	Quarterly	2.1%	1.5%	2.0%	2.0%	↑	😊
Business registrations per 10,000s	Annually	44.7 (2011)	47.4 (2012)	44.7	47.4	↑	😊
3 year business survival rates	Annually	62.1% (2011)	63% (2012)	62.1%	63.0%	↓	😊
New Business Enterprise	Annually	1957	1772 (to Feb 2014)	1957	1772	↑	😞
Employment growth in enterprise areas	Annually	Data not available	Data being collected	To be confirmed	To be confirmed		
Percentage of employees in higher value occupations (formerly 'Sustained diversity of employment')	Quarterly	42.5%	44.4%	42.5%	Improve ment on 13/14 outturn	↑	😊

Employment in key sectors (formerly 'Sustained diversity in scale and type of businesses')	Annually	41.9%	39.5%	41.9%	39.50%	↔	😊
Proportion of staff with a skills gap (formerly 'A reduction in the skills gap reported by business')	Annually	Data not available	3.0%	5.0%	5.0%	↑	😊
Number and range of apprenticeships	Annually	Data not available	4202	4202	Improve ment on 13/14 outturn	↑	😊
Job Seekers Allowance claimants to unfilled Job Centre Plus vacancies	We no longer receive the data to be able to report on this indicator, so it has been deleted from the performance monitoring framework						
Ratio of vacant non domestic rateable premises	Annually	Work is ongoing to be able to report this indicator, and a result will be available for the 2014/15 year					

## Key Areas for Improvement

5.7 Nationally, the economic position is still challenging. Although retail sales across the country have increased in recent months and the employment situation has marginally improved there are still major challenges both nationally and locally, especially in our priority neighbourhood areas. While we continue to perform well in terms of our employment rate, job creation is a concern and our inward investment and skills development work is vital to ensure that we have the right jobs with the right employees available in the area.

5.8 We also need to focus on improving our business survival rates. The current proportion of businesses surviving to the three year point is 63% (2012 figure) which ranks us in the top 30% nationally but third out of the four west of England authorities. We want to attract and retain strong businesses into South Gloucestershire, so further improving this rate is a priority.

## 5 Resources used or consumed by the partnership

5.1 Each member contributes resource to the partnership and its work. Partners provide an invaluable function through their time, expertise and knowledge.

5.2 The partnership is serviced by South Gloucestershire Council (SGC) which covers the costs of organising meetings, hiring venues, refreshments, printing and publication of minutes, papers, promotional material, documents and leaflets; also planning, preparation and hosting of some workshops (with associated speakers/facilitators) and conferences.

5.3 On occasions, partners host events relating to partnership work, and present aspects of the partnerships work in a variety of arenas.

## 6 Future challenges and areas of work

6.1 Our primary focus for 2014/15 is to deliver the City Region Deal with the bonus of 100% of business rate growth in the Enterprise Areas. Structurally we are reflecting the

priorities of the SEP via projects funded from the Regional Infrastructure Fund: highways improvements at Gypsy Patch Lane and the A38 Filton Roundabout will both help businesses to successfully locate to the area with easier transport links.

6.2 The proposed Aerospace Advanced Technology Centre at Filton, the Grow on space / Centre of Excellence for Power & Energy at the Bristol & Bath Science Park, and incubation space at the Bristol Robotics Lab will also enhance our reputation as a high-level employment area.

6.3 The Council has allocated funds for a Social and Economic Development Officer in Kingswood. The role of this person will be very much about practical activities on the ground to help local people into employment, and to link together existing support networks. Recent statistics have suggested that jobs in Kingswood are particularly low-paid when compared to national levels, and further work could be useful to understand some of the drivers behind this data.





## Appendix 1 – Member organisations 2013/2014

Business	Airbus (aerospace & advanced engineering)
	New Work Trust (Light industrial SME's / Managed workspace)
	The Mall, Cribbs Causeway
	GVA Grimley (Land/property development)
Business Trade Bodies	GWE Business West
	The Confederation of British Industry
	The Federation of Small Businesses
	Destination Bristol
	National Farmers' Union
	UNITE
	Low Carbon South West
South Gloucestershire Council	Conservative Councillor (Chair, and SGC vote)
	Liberal Democrat Councillor (non-voting attendee)
	Labour Councillor (non-voting attendee)
Other Public Sector Bodies	National Apprenticeship Service
	Avon Fire & Rescue Services
	Dept. of Work & Pensions / Job Centre Plus
	West of England Local Enterprise Partnership
Higher/Further Education and Schools	University of the West of England
	City of Bristol College
	South Gloucestershire and Stroud College
	South Gloucestershire Schools
Voluntary and Community Sector	CVS South Gloucestershire
	The Prince's Trust
Sector Skills Councils	Sector Skills Council for Science, Engineering and Manufacturing Technologies (SEMTA)
Organisations representing equality and vulnerable groups	Age UK National Autistic Society South Glos. Equalities Forum (Vacancy)

## Appendix 2 – Terms of reference for the Economy and Skills Partnership

### 1. The Purpose and Aims of the Partnership

- 1.1 As its Primary purpose, to oversee and help deliver actions that support sustainable economic development in South Gloucestershire and ensure that these actions are consistent with the Local Enterprise Partnership West of England functional economic market area priorities, and the wider national economic agenda.
- 1.2 In particular, to encourage, support and propose actions that will help achieve the economic development aims set out in the South Gloucestershire Community Strategy and the South Gloucestershire Economic Development Strategy, namely to :-
- (i) Encourage existing businesses to stay and to invest in South Gloucestershire.
  - (ii) Encourage the development and growth of new/starter businesses including social enterprises.
  - (iii) Improve business competitiveness and productivity particularly in targeted sectors as identified and defined by the West of England Local Enterprise Partnership
  - (iv) Meet the land and premises requirements of indigenous businesses and new businesses in targeted sectors.
  - (v) Raise skill levels at all levels and meet the changing skill and workforce needs of employers.
  - (vi) Encourage local job and training opportunities that meet the needs of the South Gloucestershire resident workforce.
  - (vii) Increase overall employment rates and the employment rates of disadvantaged groups including sick and disabled people, 18-24 year olds, lone parents and the over 50s.
  - (viii) Support and promote the purchase of local products and services.
  - (ix) Promote the regeneration and diversification of the rural economy.
  - (x) Improve the vitality and economic vibrancy of town and district centres
  - (xi) Support and promote opportunities for businesses to contribute towards a low carbon economy.

### 2 Terms of Reference of the Partnership

- 2.1 Within the context of the West of England Vision 2026 and the West of England Local Enterprise Partnership priorities:
- 2.2 To promote and guide the sustainable economic development of South Gloucestershire.
- 2.3 To oversee, co-ordinate, inform and influence the development of policies, strategies and action plans relating to all of the work of the Partnership.
- 2.4 To secure, on behalf of the Local Strategic Partnership, the implementation of those aspects of the South Gloucestershire Sustainable Community Strategy that relate to Economy and Skills.
- 2.5 To monitor progress of the Partnership and its strategies and action plans and ensure equality of opportunity has been addressed.
- 2.6 To ensure effective liaison and working with other strategic partnerships to achieve shared or related objectives, including working links within the West of England Functional Economic Market Area such as the Local Enterprise Partnership.

- 2.7 To be responsible for securing co-ordination between partner agencies and resolution between of potential disputes regarding the various strategies, funding and service delivery issues, to enable objectives to be secured.
- 2.8 To promote an understanding of the contribution and responsibilities of individual organisations based on the shared commitments and aims of the Partnership.
- 2.9 To make recommendations to the Local Strategic Partnership, the Council and other partner organisations on matters relating to the achievement of the Sustainable Community Strategy and other Economic Development priorities.
- 2.10 To influence local, national and regional funding allocation decisions that help to secure the sustainable economic development of South Gloucestershire and the West of England.
- 2.11 To co-ordinate economic development activities in South Gloucestershire so as to secure additional resources, synergy and added value.
- 2.12 To advise and support the West of England Local Enterprise Partnership with regard to the economic development of the West of England.

### **3 Legal Status and Decision Making**

- 3.1 The Partnership shall not make executive decisions or exercise executive authority over constituent members. Neither the Partnership nor any Partnership sub-groups shall have the power to take decisions that bind member organisations.
- 3.2 The Partnership may make recommendations to the South Gloucestershire Local Strategic Partnership, or where executive decisions are needed, to the Council or partner organisation that has responsibility for the function or activity concerned.

### **4 Membership of the Partnership (see appendix 1 above)**

- 4.1 The Partnership shall have the power to co-opt other members as appropriate.
- 4.2 Each member of the Partnership can nominate a relevant substitute to attend any meeting of the Partnership on their behalf.
- 4.3 Officers from the Partnership will be available to offer support, guidance and advice as required.

### **5 Life of the Partnership**

- 5.1 The Partnership shall be subject to review after three years.

### **6 Convening and Conducting Meetings**

- 6.1 The Partnership shall aim to meet at least 4 times a year with additional meetings to be arranged as agreed by Members.
- 6.2 The Chair and Vice Chair will be elected by the Partnership and serve for one year. For the purpose of electing a chair or vice-chair, each partner representative has a vote, the outcome being achieved by simple majority of those present at the meeting.

6.3 Partnership meetings shall have a quorum of a minimum of eight partner organisations being represented.

6.4 The Partnership should aim to reach its conclusions by consensus. Conclusions reached are not binding on partner organisations in respect of their own executive functions and responsibilities. Conclusions will be referred to the relevant partner organisations for consideration and decision. Outcomes will be reported back to the Partnership.

6.5 Secretariat and legal support will be provided by South Gloucestershire Council Legal and Democratic Services, to include:-

- Co-ordination of agenda preparation
- Convening of meetings
- Publication and circulation of agendas and supporting papers at least five clear (working) days prior to a meeting
- Taking of minutes
- Procedural and legal advice
- Monitoring and progressing actions agreed by the Partnership.

6.6 Partners shall have the right to submit agenda items as long as they are received at least seven working days prior to the despatch of the agenda.

6.7 Meetings will be open to the public and the agenda and minutes of meetings will be published.

## **7 Partnership Relationships and Linkages**

7.1 The South Gloucestershire Economy and Skills Partnership are responsible to the South Gloucestershire Local Strategic Partnership. Subject to the agreement of the Local Strategic Partnership (LSP) the Economy and Skills Partnership will have primary responsibility for representing the view of the LSP on economic development and related issues.

7.2 The Partnership will maintain links with other appropriate partnerships and organisations relating to Economy & Skills across the West of England.

7.3 South Gloucestershire's Sustainable Community Strategy identifies high level strategic aims focused within themed blocks covering:-

- Health and well-being
- Place
- Economy and Skills
- Communities.

7.4 The Partnership will ensure that it supports work towards the related outcomes of the high level strategic aims across all the themes as appropriate.

## **8 Probity and Accountability**

8.1 The Partnership will meet in public, with the same opportunities for public participation as apply to Council meetings generally. Meeting arrangements and agendas

will be published so that the public may be aware of the Partnership's activities and the opportunities to engage with them.

8.2 In the interests of transparency and to ensure probity and public confidence in partnership working, all partner representatives at partnership meetings are expected to commit to the seven principles of public life as required by the Localism Act 2011 as follows:

- Selflessness
- Honesty
- Integrity
- Accountability
- Openness
- Leadership
- Objectivity

and to abide by the Members' Code of Conduct of South Gloucestershire as amended from time to time (copies are available from [DemocraticServices@southglos.gov.uk](mailto:DemocraticServices@southglos.gov.uk) )

8.3 Partners who consider that they have an interest to declare are asked to: a) State the item number in which they have an interest, b) The nature of the interest, c) Whether the interest is a disclosable pecuniary interest, non-disclosable pecuniary interest or non-pecuniary interest. Any Partner who is unsure about the above should seek advice from the South Gloucestershire Council Monitoring Officer prior to the meeting in order to expedite matters at the meeting itself. This is dealt with through standard agenda item 5 Declarations of Interest under the Local Government Act 1972

## **9 Scrutiny of Partnerships**

9.1 The activities of the Partnership will be subject to scrutiny by the relevant overview and scrutiny committee of South Gloucestershire Council. As a minimum, an annual report of the Partnership (to all partner organisations) will provide a basic opportunity for the scrutiny of partnership work to take place. However, individual overview and scrutiny committees may wish to pursue additional and specific areas of scrutiny as they consider appropriate.

## **10 Risk Management**

10.1 Good risk management is integral to the delivery of successful partnership working. The Partnership will be guided by and take account of the document "Guidance for Managing Risk and Opportunities in Partnership" in developing aims and Objectives and in all its activities.

## Appendix 3 – Action plan 2013/2014

South Gloucestershire Economic Development Strategy

Developed by the South Gloucestershire Economy and Skills Partnership

Action Plan 2013-14: **REPORTING PERIOD MAY 2013 – APRIL 2014**

Contributors		Awaiting comments	
Abdul Choudhury	South Glos Council Economic Development (SGC ED)		<i>Colin Downey</i> <i>National Farmers' Union</i>
Adam Powell	West of England LEP Skills (LEP)		<i>Dave Baker</i> <i>Schools representative</i>
Amy Robinson	Low carbon SW (LCSW)		<i>David Mace</i> <i>GVA Ltd</i>
Antony Merritt	South Glos Council Economic Development		<i>Greg Lovell</i> <i>New Work Trust</i>
Becky Farmer	Airbus		<i>Jessica Vallentine</i> <i>Business West</i>
Christina Gill	National Apprenticeship Service (NAS)		<i>John Hirst</i> <i>Destination Bristol</i>
Christopher Wilford	South Glos Council Integrated Services		<i>Jon Edwards</i> <i>The Mall, Cribbs</i>
David Lennard	University of the West of England (UWE)		<i>Karen Cole</i> <i>Unite the Union</i>
Diana Elliott	National Autism Society		<i>Nina Skubala</i> <i>Business West</i>
Helen Black	Council for Voluntary Services SGlos (CVS)		<i>Richard Jefferies</i> <i>Business West</i>
Jane Thompson	South Glos Council Strategic Environment		<i>Sam Holliday</i> <i>Federation of Small Businesses</i>
Mike Harris	City of Bristol College (CoBC)		<i>Sarah Buckle</i> <i>Age UK</i>
Ollie Collard	Prince's Trust		
Louise McMillan	City of Bristol College		
Marian Jones	South Glos. Council Community Engagement		
Martin Burton	South Glos. Council Library Services (SGC LS)		
Patrick McLeod	South Gloucestershire & Stroud College (SGSC)		
Sara-Jane Watkins	South Gloucestershire & Stroud College (SGSC)		
Stuart Matthews	Avon Fire & Rescue Services		
Tracey France	South Glos Council Education, Learning & Skills		
Val Baker	Job Centre Plus		

Business competitiveness and economic growth

Strategic Objective 1: To improve productivity and competitiveness, and safeguard and increase jobs in key sectors

	AIM	ACTIVITY	LEAD BODY	PROGRESS
1.1	To create an environment that will sustain a diverse and competitive business sector	a. Work jointly across the West of England to develop a shared sub- regional inward investment offer	WoE Inward Investment Service (IIS)	(SGC ED) Invest in Bristol and Bath (IBB) moved into new offices at Engine Shed at Temple Meads, which operates as a shop window for the WoE. The IBB team including reps from each WoE UA have developed an area wide investment offer.  (UWE) works closely with the LEP and WoE Inward Investment Service to support a shared sub-regional inward investment offer.
		b. Develop an effective marketing and promotion plan for the West of England	WoE IIS	(SGC ED) IBB have developed a campaign led approach to promoting the WoE offer to business. These campaigns include a range of tools and measures to use directly with target businesses and within sectors.  Promotional material was produced for circulation at MIPIM, the international investment fair in March 2014, consisting of development opportunities in the WoE and the offer for new and indigenous investors
		c. Work with the UKTI to generate and host local Foreign Direct Investment enquiries	WoE IIS	(UWE) Is highly supportive of local and national FDI activity and receives a number of enquiries directly from UKTI and international network partners. UWE also hosts a range of UKTI and TSB trade visits and export events at the <a href="#">Bristol Robotics Laboratory</a> and UWE's <a href="#">Exhibition and Conference Centre</a>  UWE has recently opened an international office in Guangzhou, South China, to promote the university to students and build links with industry and business. This complements an existing office in Shenyang, which provides similar support for northern China.  (SGC) Council officers working with IBB have engaged with UKTI to identify and monitor Foreign Owned Businesses in the area. We have an agreed engagement programme and open dialogue on foreign direct investment enquiries as they emerge.

		<p>d. Organise and support business networking events, research projects and other joint initiatives</p>	<p>All partners</p>	<p>(SGSC) Actively involved in numerous engagement events through both West of England Community Learning Trust and the Local Enterprise Partnership immersion events. In addition, business networking occurs through a focussed employer engagement team and college representation on numerous external bodies.</p> <p>(NAS) Apprenticeship Small Business Event hosted by Federation of Small Businesses, South Gloucestershire Council &amp; National Apprenticeship Service on 13<sup>th</sup> February 2014 at Science Park Emerson Green.</p> <p>(CoBC) Launched Partners in Business Employer Board in February 2014 to be an advisory group that represents the business community, key influencers and stakeholders within the local economy. The group acts in an advisory capacity to help shape the college's programmes and services so they are responsive to the needs of employers and are focused on growth areas identified as being vital to economic regeneration.</p> <p>The Partners in Business board also supports CoBC to raise awareness of the business capability and resources available to local private and public sector organisations which can directly benefit from our services. The board meets quarterly and includes representatives from the Financial &amp; Legal, Advanced Engineering, Creative &amp; Media, Leisure, Health and Education sectors.</p> <p>Partners in Business has organised sector specific employer events and employer networking events for local employers to promote training opportunities, apprenticeships and joint events with partners such as Business In The Community, NAS and specific employers.</p> <p>(WoE LEP) The LEP Business Engagement team have met with a number of business networks within South Glos and attended the FSB lead Apprenticeship Event</p> <p>(UWE) organises and supports hundreds of business networking and support events each year, addressing marketing and innovation programmes, incubation/business growth workshops, public lectures,</p>
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		<p>e. Organise and support business networking events, research projects and other joint initiatives cont'd</p>		<p>conferences/exhibitions, careers/employers fairs, trade missions, and events relating to international students, higher level apprenticeships, volunteering, and training/personal development.</p> <p>Research conferences and seminars cover a broad range of activities and sectors, including: advanced engineering and aerospace, construction, creative, finance, professional services, low carbon/environmental technologies, microelectronics, robotics, bio-medicine/bio-sensing, healthcare, life sciences, and digital media.</p> <p>UWE's <a href="#">Bristol Business School</a> deliver The Bristol Distinguished Executive Address Series in partnership with ACCA, Bristol City Council, Bristol Post, Business West, CBI, CMI, IoD, FSB, and West of England LEP. It provides a unique opportunity for attendees to hear about the challenges, issues and decisions being made at the highest level of strategic leadership.</p> <p>For further information see: <a href="#">UWE Events Diary</a></p> <p>(ED) Third Annual South Gloucestershire Business Forum event to take place early May as a breakfast meeting. Over 60 local businesses have registered for the retail-themed event.</p>
		<p>f. Promote investor and developer opportunities within the local area to provide stimulus for business growth</p>	<p>WoE IIS</p>	<p>(SGC ED) A suite of investment opportunities has been developed for South Glos as part of a West of England portfolio. An 'Invest in South Gloucestershire' pack of content has been developed on-line and in print</p>
		<p>g. Provide support programmes to high growth companies</p>	<p>Business West</p>	<p>(UWE) provides a comprehensive range of business support programmes, which are specifically designed for high growth companies. These include the £13m <a href="#">iNet SW</a> programmes, which have worked with over 4000 companies in regionally important sectors, e.g., Aerospace &amp; Advanced Engineering, Biomedical, Creative, Environmental and Microelectronics.</p> <p>UWE's latest business support programme, the £4m <a href="#">Innovation4Growth</a> initiative (and accompanying <a href="#">Innovation Voucher</a> Scheme) enables the region's most promising high growth businesses to accelerate their R&amp;D efforts and develop new/ improved products, technologies, and processes and services.</p>

		h. Promote membership of the WoE Carbon Challenge and achieve sign up of a further 50 South Gloucestershire businesses by 2013	Forum for the Future SGC	(SGSC) Have been part of a regional growth fund project with the five colleges within the West of England focussed on low carbon.
		i. Support the development of environmental technologies via a growth plan for the Avonmouth, Severnside EA	Low Carbon SW UWE	(SGSC) Have been part of the Gloucestershire LEP Strategic Economic Plan (SEP) to redevelop the former Berkeley Nuclear Power Station in Gloucestershire in order to develop GREEN (campus focussed on renewable, low carbon and nuclear engineering) in preparation for the redevelopment of Oldbury Nuclear power station in South Gloucestershire.  The UWE led <a href="#">Environmental iNet</a> has supported the development of businesses in the area and worked with Bristol Port on innovative renewable energy technologies for use in and around the Severn Estuary
		j. To support the LEP cultural strategy to increase the role of culture as an economic and social catalyst for growth	LEP Create group	(SGC LS) The Community Cultural Services Manager attends the cultural strategy group. South Gloucestershire cultural services have identified actions within their service which contribute to supporting the economic growth of the area.  (SGSC) Full member of the LEP Skills Sector Group and various sub-committees and part of their Skills Pilot; fully engaged within the WoE SEP
1.2	To enhance and develop the area as a centre of excellence for high tech industries and aerospace	a. Work with the West of England LEP to develop sector specific profiles	WoE IIS	(SGSC) Full member of the LEP Skills Group and various sub-committees and part of their Skills Pilot; fully engaged within the WoE SEP
		b. Work with landowners, developers and partners to deliver jobs growth in key sectors at the Enterprise Areas at Filton and Emersons Green (Bristol and Bath Science Park).	SGC	(SGC ED) Filton Enterprise Area breakfast meeting held in spring 2014 in association with insider Media to highlight investment and development opportunities.  <a href="http://www.insouthglos.co.uk">www.insouthglos.co.uk</a> now fully populated with all relevant information  (SGSC) Working with the developers of the Filton Airfield redevelopment to ensure students are fully engaged in the concept and that the development responds to their needs

	c. Support the continued development of Knowledge Transfer Partnerships to strengthen links between higher education and industry	UWE	(UWE) Knowledge Transfer Partnerships (KTP) is an extremely successful programme which has been investing in UK business and university partnerships for over 30 years. The initiative helps businesses to improve their competitiveness and productivity and performance through collaborative projects which give access to knowledge, technology and skills in Universities. UWE has a large portfolio of KTP programmes and provides support across a broad range of sectors both nationally and internationally. Expertise covers a wide range of disciplines including science, biosciences, engineering, business, law, computing, health and social care, the built environment, education, humanities, media and the arts.  For further information see: <a href="#">UWE Knowledge Transfer Partnerships</a>
	d. Support a government-backed University Technical College (UTC) in the region supported by educational establishments and major local employers.	UTC CoBC UWE	(SGSC) Working with the University Technical College (UTC) on the delivery of qualifications where they currently lack the breadth.  (CoBC) Sponsors the Bristol Technology & Engineering Academy (BTEA) that specialises in Engineering and Environmental Technology. September 2013 starts were strong and strong links with employers and clear progression routes for UTC students to progress onto Apprenticeship programmes have been developed.
	e. Work in collaboration with key sector lead groups to promote the benefits of the sector in the local area through targeted inward investment initiatives and at sector trade events	WoE IIS	(SGC ED) Invest in Bristol and Bath attended MIPIM March 2014  (SGC ED) Facilitated the development of 'iAero' a concept to bring together aerospace industry to collaborate on aerospace growth  (SGC ED) Developed a proposal for a national aerospace skills academy
	f. Strengthen networks to support innovation specifically in the aerospace and advanced engineering, micro-electronics & environmental technology sectors through the increased use of iNets and incubation business facilities.	UWE	(UWE) iNets provide a comprehensive range of business support programmes, which are specifically designed for high growth companies operating in the following sectors: Aerospace & Advanced Engineering, Creative, Environmental and Microelectronics.
	g. Promote the importance of composites to the future of UK manufacturing and promote the National Composite Centre to local businesses	NCC	(SGC ED) Composites featured in the WoE Strategic Economic Plan  (SGC ED) Opportunities to promote the NCC sought through IBB activity and UKTI connections

		h. Maximise support to South Gloucestershire businesses via the Local Sustainable Transport Fund on green travel planning	WoE Sustainable Transport (WEST)	
1.3	To encourage rural Enterprise and diversification	a. Support the development of rural workspace opportunities	LEP Rural sector group	(SGC ED) Working with the LEP Rural Enterprise Sector Group (RESG) to identify opportunities to promote rural growth. Developed a bid to pilot a rural growth hub network (unsuccessful). Draft strategy and business plan in development for the LEADER programme
		b. Monitor the recommendations in the updated Commission for Rural Communities' (CRC) reports on Rural Economy and LEPs and Business Growth in Rural Areas and implement where appropriate	CRC All partners	(SGSC) Developed a business start up scheme for current and former students; increased participation rates within Hired and Inspired business start up programmes (over 500 annually)  (SGC ED) Actively monitored through the WoE LEP RESG
		c. Enable dialogue to encourage release of more productive land for greater local food and biomass crop production	LEP Rural sector group	(SGC ED) Work on-going through the WoE LEP RESG
1.4	Promote business resource Efficiency and help low carbon and local businesses grow in South Glos.	a. Deliver the West of England Carbon Challenge in South Gloucestershire	Forum for the future	(SGSC) Part of the regional growth fund project with the five colleges within the West of England focussed on low carbon. Have also been part of the Gloucestershire LEP Strategic Economic Plan (SEP) to redevelop the former Berkeley Nuclear Power Station in Gloucestershire in order to develop GREEN (campus focussed on renewable, low carbon and nuclear engineering) in preparation for the redevelopment of Oldbury Nuclear power station in South Gloucestershire.

1.5	To help low carbon businesses grow in South Gloucestershire by increasing demand for goods and services, improving skills and creating the right environment for investment	a. Support the delivery of the low carbon skills training programme (funded through Regional Growth Fund)	Local colleges in conjunction with LEP	<p>(CoBC) The Regional Growth Funded green skills for green jobs project completed financially in January 2014 with ongoing monitoring and reporting requirements to the end of 2017. The project aimed to dramatically increase the delivery of sustainable construction training across the West of England via a consortium of 5 West of England colleges (Weston, Bristol, Bath, Norton Radstock, and SGS). Capital programmes aimed to create the facilities so revenue could be generated from the delivery of a range of green construction training.</p> <p>The capital programmes were completed to budget but there was significant underperformance on revenue which resulted in reduced grant draw down. Non-financial targets were met or exceeded during the financial project, ongoing indirect employment targets continue to the end of 2017, requiring quarterly monitoring and reporting.</p> <p>The facilities developed with RGF funding are to be used for green skills training in order to ensure ongoing employment targets can be met, avoiding any future liabilities. The Project Manager Mike Harris has departed the role but has been working 1 day a week with the lead college, CoBC, to close down the project and establish the ongoing operational monitoring plan. <b>(See also 3.1)</b></p> <p>The Environmental Technology Centre on CoBC Ashley Down Campus will be launched in June and will offer 'Green Deal Adviser' and Domestic Energy Assessor' and 'Glimpse Into Sustainability' training for local employers, employee's and residents.</p> <p>(WoE LEP) Contract delivery stage now complete with capital assets to support ongoing delivery in place.</p>
		b. Support the delivery of the environmental technologies growth plan for the Avonmouth, Severnside enterprise area	Business West Low Carbon SW	(CoBC) Early discussions have been held with LCSW regarding training support that can be offered for the Avonmouth Severnside enterprise area.

		c. Develop Smart City Approach to Growth Areas – ensuring appropriate digital infrastructure and smart energy, water and transport infrastructure deployment	SGC (Strat. planning)	
		d. Deliver the Environmental Technologies i-Net business plan & work with other i-Nets to integrate low carbon objectives (£2million project over 3 years)	UWE Regen SW Uni of Bristol Uni of Exeter	(UWE) The <a href="#">Environmental iNet</a> provides support to hundreds of SW SMEs to help them identify and develop new ideas and green technologies. This includes workshops and working with university academics and other resources on technical development, project management and marketing. The iNet project has been extended until June 2015.
		e. Enable the development of secure low carbon energy supplies	Low Carbon Energy Action Plan	(SGSC) Part of a regional growth fund project with the five colleges within the West of England focussed on low carbon and part of the Gloucestershire LEP Strategic Economic Plan to redevelop the former Berkeley Nuclear Power Station in Gloucestershire in order to develop GREEN (campus focussed on renewable, low carbon and nuclear engineering) in preparation for the redevelopment of Oldbury Nuclear power station in South Gloucestershire.
		f. Review Total Place Low Carbon Project recommendations	LEP	(SGSC) Part of a regional growth fund project with the five colleges within the West of England focussed on low carbon and part of the Gloucestershire LEP Strategic Economic Plan to redevelop the former Berkeley Nuclear Power Station in Gloucestershire in order to develop GREEN (campus focussed on renewable, low carbon and nuclear engineering) in preparation for the redevelopment of Oldbury Nuclear power station in South Gloucestershire.

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Business development and support

Strategic Objective 2: To increase the number, survival rates and growth rates of starter and small Enterprises including social enterprises to maintain a diverse, vibrant, sustainable economy.

	AIM	ACTIVITY	LEAD BODY	PROGRESS
2.1	To have successful started, and small and medium enterprises	a. Provide start up and SME business information, advice and guidance for South Gloucestershire businesses	SGC Business West Business Navigator UWE	<p>(SGC ED) SGC has recently launched its business support programme for 2014/15 (<a href="http://www.insouthglos.co.uk/support">www.insouthglos.co.uk/support</a>) consisting of around two-dozen, half-day business support workshops. These are delivered by experienced local consultants</p> <p>A business support summary leaflet was inserted into c.6.5k business rates' bills in March 2014 to direct traffic toward inSouthGlos</p> <p>Further to the council's Companies House start-up data subscription, a post-card is sent out to all new businesses starting up in the area, directing them to inSouthGlos.</p> <p>(SGSC) Have developed a business start up scheme for current and former students; increased participation rates within our Hired and Inspired business start up programmes (over 500 annually).</p> <p>(UWE) Information, Advice and Guidance is provided through UWE's <a href="#">Research, Business and Innovation</a> Group, which comprises a dedicated team of business advisors and research specialists.</p> <p><a href="#">Bristol Robotics Laboratory</a> is a managing partner in the €20m EU-funded ECHORD++ project, which addresses the technology transfer gap between academic research and industrial take-up of robotics, including the creation of new robotics-based businesses. BRL also has an incubator for technology start-ups and leads the European Robotics Research Facility network, which provides "near to market" research facilities for academia to work with SMEs in developing and implementing new robot-based solutions.</p>
		b. Funding support initiatives (e.g. BEDF, Quartet)	VCS	(SGC ED) Funding allocated to Quartet to support micro businesses with access to finance

	c. Provide information, advice and guidance to develop social enterprise	Social Enterprise Works	(SGSC) Have developed a business start up scheme for current and former students; increased participation rates within our Hired and Inspired business start up programmes (over 500 annually).  (CVS) Would welcome the opportunity to discuss how we can progress this action further.
	d. Safeguard provision of small workspace units at Station Road Workshops	SGC	(SGC ED) Station Road Workshops supported.
	e. 'Welcome to South Glos' Business Information Pack	SGC	(SGC ED) All information contained within this pack is now available online at <a href="http://www.insouthglos.co.uk">www.insouthglos.co.uk</a> . Limited printed material is available upon request and is shared at events/meetings
	f. Provide an offer to employers for recruitment, employment and redundancy support	JCP NAS	(NAS) Apprenticeship Small Business Event hosted by Federation of Small Businesses, South Gloucestershire Council and National Apprenticeship Service on 13 <sup>th</sup> February 2014  Apprenticeship Business Rate Flyers to all businesses in South Gloucestershire providing information on the Apprenticeship offer.  (SGSC) Regular updates with Job Centre Plus (JCP) and constant development of our Suited, Booted and Recruited programmes delivered to unemployed individuals (3000 annually). Development of sector-based work academies with local employers/JCP.  (CoBC) Worked in partnership with JCP and Kingswood Jobcentre to run regular Sector Work Based Academies to support the training of unemployed people into employment in the IT and Health & Social Care sectors. CoBC have also utilised the ESF Skills Support for Redundancies to offer redundancy support to residents and employers in South Glos.
	g. Support the roll out of superfast Broadband and maximise its potential to benefit the whole area through engagement in the superfast ERDF programme.	Peninsula Enterprise	(SGC ED) – A number of superfast broadband events have taken place in South Glos  (SGC ED) – Negotiations on going with gov't to extend the Bristol superfast broadband connection 'voucher' scheme to South Glos.



		h. Encourage more people on-line through assisted digital skills	SGC Community Learning	(SGC LS) South Gloucestershire Libraries have worked with Community Learning, JCP, voluntary groups to support people get online and access Government portals  (SGSC) Full members of the West of England Community Learning Trust; rewritten community learning strategy to embrace on-line learning.
		i. Develop recruitment support for inward growing companies	LEP IIS	(WoE LEP) Skills Team support Inward Investment enquiries in terms of potential future workforce, and skills support for current workforce.
2.2	To support and promote local production and consumption of goods and services	a. Provide businesses with information on services available to them (business directory)	SGC	(SGC ED) Further to the council's Companies House start-up data subscription, a post-card is sent out to all new businesses starting up in the area, directing them to inSouthGlos
		b. Raise awareness of public sector procurement policies and practices, and contract opportunities	SGC	(SGC ED) SGC procurement officers are using inSouthGlos to publicise a consultation they are currently running, to try and increase take-up from local businesses for council procurement opportunities  CVS would be happy to support the role out of this and the new SGC Commissioning and Procurement strategy to VCSE providers.
		c. Use planning influence to encourage local patterns of production and consumption	SGC (Strat. Planning & Development Control)	
		d. Strengthen local supply chains and promote the use of local goods and services within the parameters of procurement legislation	SGC (Sustainability & Procurement teams)	CVS would be happy to support the development of SGC approach to Social Value assessment process as part of this work.
		e. Incorporate the Local Food 'Taste' festival into the new South Gloucestershire Discover Festival. Evaluate effectiveness and make plans to repeat if successful	SGC (Sustainability team)	(SGC ED) Local Food 'Taste' festival incorporated into the new South Gloucestershire Discover Festival
		f. Enable dialogue on opportunities for increasing productivity of land for food production in South Gloucestershire	SGC (Sustainability team)	
		g. Support and promote the success of town and neighbourhood centres	SGC (Econ. Dev.)	(SGC ED) Continued support to own centre associations and business networks

		h. Provide networking and support opportunities for local food projects (Fair Trade)	SGC UWE	<p>(SGC ED) SGC's Fair Trade (FT) Coordinator actively working with FT Steering Group to promote uptake of FT products within local businesses. This resulted in wins for two Bristol companies out of the five regional categories at the inaugural South West FT Business Awards, hosted by Bristol City Council - Best Fairtrade Accommodation (Greenhouse B&amp;B) and Best Fairtrade Supplier (Essential) and one for the South Glos based UWE for Best Fairtrade Food Outlet (Coffee Cart).</p> <p>(UWE) Building on its success in 2012 and 2103, UWE was crowned Best Fairtrade Retailer (Multiple Products) at the annual South West Fairtrade Business Awards in 2014.</p> <p>UWE works closely with the BBC and key partners to deliver the Bristol Food Connections festival, which comprises a programme of accessible and affordable events, including: producer markets, a food trail, debates, good food walks, cookery classes and demonstrations.</p>
2.3	To support and promote business sustainability.	a. Promote Increase Your Resource Efficiency Initiative (IYRE) to small and medium enterprises in South Gloucestershire	Business West IYRE	
		b. Run workshops for local suppliers to support green business supply chain development	Low Carbon SW	<p>(LCSW) Event Nov 2013 South Glos Yate Office 'Are you fit for business in a low carbon economy?' Aimed to help equip suppliers in achieving the aims of the Council's environmental policy and sharpen marketing and business credentials. Included SG Environmental Policy summary and review, guest speaker on 'how to green your marketing message' and section on 'how to write an environmental policy.' Opened by Cllr Ian Boulton <a href="#">More info</a></p> <p>(UWE) The <a href="#">Environmental iNet</a> provides support to hundreds of SW SMEs to help them identify and develop new ideas and green technologies. This includes workshops and working with university academics and other resources on technical development, project management and marketing. The iNet project has been extended until June 2015</p>
		c. Explore possibilities to run waste exchange events in as part of National Symbiosis Programme (NISP)	SGC (Sustainability team)	<p>(SGC ED) Successful previous National Industrial Symbiosis Programme Event at Avonmouth not repeated this year.</p> <p>(SGC ED) Funding provided to SevernNet to act as catalyst to grow self supporting business network with environment and transport issues at its core.</p>

	d. Provide climate change advice and project development support to farmers and rural businesses in the Cotswold AONB	Cotswold AONB	(SGC ED) No work undertaken in this area yet. Cotswold AONB discussion scheduled with WoE LEP RESG
	e. Promote Green Deal to businesses to improve energy efficiency of existing commercial buildings	SGC (Sustainability team)	(SGSC) Have been part of a regional growth fund project with the five colleges within the West of England focussed on low carbon and have been part of the Gloucestershire LEP Strategic Economic Plan to redevelop the former Berkeley Nuclear Power Station in Gloucestershire in order to develop GREEN (campus focussed on renewable, low carbon and nuclear engineering) in preparation for the redevelopment of Oldbury Nuclear power station in South Gloucestershire.
	f. Run workshops for local businesses including public sector suppliers to support local green business supply chain development.	Low Carbon South west	<p>(LCSW) Event June 2013 at Science Park 'Maximising Efficiency: How to save your business money'. Speakers from IYRE, National Industrial Symbiosis Programme and the Design Programme covered top tips, advice, case studies and funding opportunities. Also had live case studies from local SMEs that had made energy saving improvements (hotel and local plumbing company)</p> <p>(SGSC) Have been part of a regional growth fund project with the five colleges within the West of England focussed on low carbon and have been part of the Gloucestershire LEP Strategic Economic Plan to redevelop the former Berkeley Nuclear Power Station in Gloucestershire in order to develop GREEN (campus focussed on renewable, low carbon and nuclear engineering) in preparation for the redevelopment of Oldbury Nuclear power station in South Gloucestershire.</p> <p>(UWE) The <a href="#">Environmental iNet</a> provides support to hundreds of SW SMEs to help them identify and develop new ideas and green technologies. This includes workshops and working with university academics and other resources on technical development, project management and marketing. The iNet project has been extended until June 2015.</p>

		g. Promote Bristol and South Glos via Regional Growth Fund money (VisitEngland) up to 2015 to and to grow employment in the visitor economy	Destination Bristol	<p>(SGC ED) Regular member and officer participation in the Destination Bristol Board. Destination Bristol (DB) received funding from the Regional Growth Fund to integrate closely with the hugely successful Gromit Unleashed project which had a massive impact throughout Bristol and the wider region. DB works closely with all its partners to ensure that the potential of all events, festivals and attractions are maximised and support given to new attractions.</p> <p>DB has been involved in the dramatic increase in the number of Business Improvement Districts (BIDs) in Bristol and continues to work on BIDs 2 and 3 projects having successfully secured a further 5 years of funding for BID 3.</p> <p>The Tourist Information Centre (TIC) is now in its 4th year and saw large increases in sales and visitor numbers over 2013/14, much related to 'The Gromit Effect'.</p>
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Training, Skills and Workforce Development

Strategic Objective 3: To raise aspirations and skill levels through our schools, colleges and universities and meet the skill and workforce needs of local employers

	AIM	ACTIVITY	LEAD BODY	PROGRESS
3.1	To have a skilled local workforce that meets the diverse needs of employers	a. Strengthen the WoE Business into Schools Network, website and single marketing plan	Woe LEP Skills	<p>(SGSC) College's curriculum strategy rewritten to align to LEP strategic priorities.</p> <p>Achieved the West of England LEP Chartermark.</p> <p>Launched a schools careers service (modelling the old Connexions service and now delivering within 16 partners)</p> <p>(WoE LEP) BiSN section of WE LEP website updated with current and new partner information. Partner news and BiSN newsletters added. 3<sup>rd</sup> conference in suite of 3 – planning in progress. X ref 3.2 part 2</p>
		b. Host an Autumn conference (to raise business awareness and improve communication).	Woe LEP Skills	<p>(CVS) Keen to involve VCSE providers in this event</p> <p>(WoE LEP) Autumn 2013 conference held at @Bristol which included Skills Team representation. WE LEP Skills specific conference held at the UWE Conference Centre Spring 2014.</p>

		<p>c. Support the increased take up of apprenticeships through the creation of a WoE wide Apprenticeship Hub which provides single marketing offer based on a set of practical tools, activities and materials including events, promotion and targeted offers in the EZ and EAs</p>	<p>SEMTA FE Economy and Skills p'ship Employers</p>	<p>(ELS) Apprenticeship Strategy approved by CYP Committee. Apprenticeship Working Group established with focus on building partnerships, promoting growth of the local offer and improving awareness to local residents.</p> <p>(SGSC) Growth in apprenticeships at SGSC to over 1200 annually.</p> <p>(CVS) Promoted apprenticeships to the VCSE through the VCSE Leaders Board and is keen to continue to promote.</p> <p>(UWE) UWE works closely with the Bristol Technology and Engineering Academy, and local FE Colleges such as South Gloucestershire and Stroud, City of Bristol, City of Bath, Norton Radstock and Weston to support Higher Apprenticeships, offering young people and adults a means to gain a higher education qualification whilst in work.</p>
		<p>d. Support key partners in overcoming barriers that prevent access and engagement of NEETs target group (transport, locality, referrals)</p>	<p>City of Bristol College Partners</p>	<p>(ELS) Data sharing agreements in place and operational with key Post 16 providers and neighbouring LAs to improve young peoples transition from school to Post 16 provision.</p> <p>(SGSC) Growth in College's NEET engagement and Foundation work.</p> <p>(CoBC) Using their ESF NEET Engagement contract to engage 16-18 year olds and progress them into learning or employment. The target is to engage 60 NEET young people over the year through NEET Engagement officers that work within local communities targeting NEET hotspots. CoBC continue to run Education Unlimited (EUL) offering impartial 1:1 support for NEET 16-18 year olds and progressing them onto Level 1 provision offered by CoBC and partners.</p>

		e. Support key partners in overcoming barriers that prevent access and engagement of NEETs target group (transport, locality, referrals) ont'd		<p>The target is 120 NEET young people a year. CoBC also run the Prince's Trust TEAM programme – a 12 week course that develops soft skills such as motivation, confidence, team working and confidence. The target is 120 NEET 16-24 year olds. All targets are on track to be achieved against the set timescales. CoBC offer a wide range of Level 1 vocational courses that are targeted at NEET young people in South Gloucestershire.</p> <p>(WoE LEP) Previous ESF NEET contract led by City of Bristol College finished. Weston College were successful in securing the current ESF NEET contract which is being delivered in partnership with the four other WoE based FE Colleges and VCS organisations</p>
3.1	To have a skilled local workforce that meets the diverse needs of employers	a. Complete ward level 'needs' analysis - resources targeted at local needs enables participation and sustained engagement	BiS (Jane Taylor), City of Bristol College Partners, Adult Community Learning, Community Learning Trust	<p>(ELS) Mapping of adult and community learning provision across South Gloucestershire and West of England. Identification of gaps and where duplication exists. Working in partnership to develop courses and activities that support adult learners into positive activities and further learning. Targeting resources at specific groups and priority areas, for example, responding to Children's Centre Ofsted report and subsequent action plan.</p> <p>(SGSC) Full members of the West of England Community Learning Trust. Community learning strategy rewritten to embrace on-line learning(CoBC) Part of the Raising Participation Group for South Glos which is due to be replaced by the South Glos Employment &amp; Skills Group. Through this forum we get an understanding of local needs at ward level.</p> <p>(CVS) Southern Brooks and CVS have been involved in this work and are keen to continue to support. Southern Brooks is the VCSE South Gloucestershire representative on the Learning Trust and CVS is working with SGC Community Engagement Team, SGC Strategic Advisor: Skills and VCSE providers to develop a picture of current provision, identify gaps and ensure future resources are targeted effectively to support those furthest from the work place through local VCSE delivery.</p>

	b. Improve employability through the development of an Employer Ownership of Skills Pilot (EOSP) Recruitment Hub, creation of a Chartermark and support of the key LEP/Backing Young Bristol target of getting 2000 young people into/back into work	WoE LEP	(SGSC) College's curriculum strategy rewritten to align to LEP strategic priorities. Achieved the West of England LEP Chartermark. Launched a schools careers service (modelling the old Connexions service and now delivering within 16 partners). Roll out of the College's employability branding for all learners outlining the key attributes that make a student employable.
	c. Improve employability through the development of an Employer Ownership of Skills Pilot (EOSP) Recruitment Hub, creation of a Chartermark and support of the key LEP/Backing Young Bristol target of getting 2000 young people into/back into work cont'd		(WoE LEP) ECM for Education – Pilot completed October 2013. 7 organisations received Employability Chartermark for education. Latest cohort – 27 committed, 15 expressions of interest Primary pilot – 3 signed up to date for pilot ECM for employers – Pilot started Sept 2013 1 organisation receive Employability Chartermark for employers (CORE level) 15 committed, 44 expressions of interest
	d. Extend the range of employment with training opportunities by supporting employers to gain accreditation and convert to Jobs with training or apprenticeships and support employers to recruit young people who are NEET or finishing full and part time courses.	WoE LEP, Employers, SGC (14-19 team), CVS UWE (Student Union Volunteering)	(SGSC) Growth in apprenticeships at SGSC to over 1200 annually.  (CVS) Working with the volunteer centres in South Gloucestershire and is keen to continue to promote volunteering as an opportunity for NEET young people. Currently seeking funding to continue NEET volunteering mentoring pilot.  (WoE LEP) LEP Apprenticeship Hub Manager sits on the SG Apprenticeship Strategy Group In current discussions with Tracey France and Abdul Choudhury to organise a "work placement event" aimed at encouraging more employers to give you people experience of the work environment

	<p>e.. Raise awareness amongst employers of the benefits of employing graduates</p>	<p>LEP, HE Graduate Utilisation group Colleges (student unions)</p>	<p>(SGSC) Development of a college job shop building on the strong existing links we have with employers. (CoBC) Offered Higher Apprenticeships (NVQ at Level 4 or 5) in Accountancy, Engineering, Leadership &amp; Management, Business &amp; Administration, IT, Telecoms &amp; Computing and Construction. Higher Apprenticeships include Technical knowledge at HNC, HND or Foundation degree level. CoBC actively promote Higher Apprenticeships through employer and learner focused events. During the time period from May 2013 until April 2014 we have enrolled 29 students onto Higher Apprenticeships.</p>
	<p>f. Raise awareness amongst employers of the benefits of employing graduates cont/d</p>		<p>(UWE) UWE Careers Service offers employers a range of <a href="#">Recruitment Services</a> to help engage with students and staff. The Careers Service also run a number of Employer Fairs and Employability Programmes, which offer business the chance to meet talented students and graduates looking for jobs, internships and volunteering opportunities. For further information see: <a href="#">UWE Careers and Employability Events</a></p>
	<p>g. Support the delivery of the RDF 'green skills green jobs' plan</p>	<p>LEP, CoBC</p>	<p>(CoBC) The Regional Growth funded Green skills for Green jobs project completed financially in January 2014 with ongoing monitoring and reporting requirements to the end of 2017. The project aimed to dramatically increase the delivery of sustainable construction training across the West of England via a consortium of 5 West of England colleges (Weston, Bristol, Bath, Norton Radstock, and SGS). Capital programmes aimed to create the facilities so revenue could be generated from the delivery of a range of green construction training. The capital programmes were completed to budget but there was significant underperformance on revenue which resulted in reduced grant draw down. Non-financial targets were met or exceeded during the financial project, ongoing indirect employment targets continue to the end of 2017, requiring quarterly monitoring and reporting. The facilities developed with RG funding are to be used for green skills training in order to ensure ongoing employment targets can be met, avoiding any future liabilities. The individual colleges are responsible for their own performance against targets. The Project Manager Mike Harris has departed the role but has been working 1 day a week with the lead college, CoBC, to close down the project and establish the ongoing operational monitoring plan.</p>



		<p>g. Support the delivery of the RDF 'green skills green jobs' plan cont/d</p>		<p>(SGSC) Part of a Regional Growth fund project with the five colleges within the West of England focussed on low carbon and have been part of the Gloucestershire LEP Strategic Economic Plan to redevelop the former Berkeley Nuclear Power Station in Gloucestershire in order to develop GREEN (campus focussed on renewable, low carbon and nuclear engineering) in preparation for the redevelopment of Oldbury Nuclear power station in South Gloucestershire.</p> <p>(WoE LEP) Provision established through the FE Consortium supported by the WE LEP Skills Team. Employer demand failed to materialise due to the lack of predicted government incentives.</p>
		<p>h. Establish and implement a South Gloucestershire Apprenticeship Strategy</p>	<p>Apprenticeship Strat. Planning group</p>	<p>(ELS) Apprenticeship Strategy Working Group fully operational; Has initiated a range of campaigns to promote apprenticeships to all age groups and to increase employer adoption of apprenticeships.</p> <p>(SGSC) Leading on the delivery of apprenticeships within South Gloucestershire Local Authority with a dedicated manager in place within the Council employed by the College.</p> <p>(CoBC) The college and its affiliated Apprenticeship Training Agency SWAC (South West Apprenticeship Company) are members of the South Glos Apprenticeship Group.</p>

		<p>i. Increase employment with training opportunities in local area</p>	<p>LEP JCP E&amp;S SP</p>	<p>(SGSC) Now offering traineeships</p> <p>(CoBC) Working in partnership with JCP to offer regular Sector Based Work Academies for unemployed SGlos residents. The training is vocationally/employer focussed short courses (2-4 weeks) with guaranteed interviews for those that complete.</p> <p>(WoE LEP) Skills Team has worked with employers to help them understand the benefits of taking on an apprentice as a route to addressing their skills requirements. Skills Team has also worked with FE Colleges and other providers to ensure they understand where growth opportunities exist in the eleven key LEP sectors.</p>
		<p>j. Extend the range of opportunities for employment with training and apprenticeships in the local area</p>	<p>NAS CVS Employers E&amp;S SP, Schools FE Colleges JCP</p>	<p>(NAS) Apprenticeship Small Business Event hosted by Federation of Small Businesses, South Gloucestershire Council and National Apprenticeship Service on 13<sup>th</sup> February 2014</p> <p>Ongoing National NAS Apprenticeship Campaigns promoting apprentices to employers and learners – eshots, radio local media</p> <p>(SGSC) Growth in apprenticeships at SGS to over 1200 annually.</p> <p>(CoBC) Actively promote apprenticeships to employers in South Glos through our Partners in Business scheme. CoBC have Business Development Managers (BDM) that are focussed on developing demand for apprenticeships with the Engineering, Transport, IT, Creative &amp; Media, Construction &amp; Environmental Technology, Health &amp; Social Care, Finance, Legal and Professional Services sectors. The BDM work directly with the employer to analyse their needs and develop recruitment and training plans to develop apprenticeship opportunities.</p>

	<p>j. Extend the range of opportunities for employment with training and apprenticeships in the local area cont/d</p>		<p>CoBC's affiliated Apprenticeship Training Agency - SWAC (South West Apprenticeship Company) are actively working with the South Glos Economic Development Team to engage SME's in South Glos to promote the support that SWAC can offer with providing Apprentices to host employers.</p> <p>May 2013 to April 2014 - 1,229 apprentices enrolled which includes 485 16-18 Apprenticeships (342 Intermediate (Level 2), 135 Advanced (Level 3) and 8 Higher (Level 4/5) ).</p> <p>A total of 349 19-23 Apprenticeships which includes 207 Intermediate Apprenticeships (Level 2), 132 Advanced Apprenticeships (Level 3) and 10 Higher Apprenticeship (Level 4/5).</p> <p>A total of 354 24+ Apprenticeships which includes 266 Intermediate Apprenticeships (Level 2), 77 Advanced Apprenticeships (Level 3) and 11 Higher Apprenticeship (Level 4/5).</p>
	<p>k. Extend the range of opportunities for employment with training and apprenticeships in the local area cont/d</p>		<p>(CVS) Promoted apprenticeships to the VCSE through the VCSE Leaders Board and is keen to continue to promote.</p> <p>(WoE LEP) Skills Team has worked with employers to help them understand the benefits of taking on an apprentice as a route to addressing their skills requirements. WE LEP Skills Team has also worked with FE Colleges and other providers to ensure they understand where growth opportunities exist in the eleven key LEP sectors.</p>
	<p>l. Support employers offering jobs without accredited training to gain accreditation and convert to jobs with training or apprenticeships</p>	<p>Employers E&amp;S SP JCP Connexions</p>	<p>(CoBC) Reviewed and updated our curriculum offer to align it where possible to the needs of employers. CoBC are implementing a School Liaison Strategy to promote opportunities within Further Education</p>
	<p>m. Extending opportunities with training providers</p>	<p>Training Providers</p>	

		<p>n. .Extend provision - Post 16 Foundation learning, level 2 and 3</p>	<p>Schools FE, Training Providers</p>	<p>(ELS) Review of secondary education provision and achievement undertaken by external Education Commission. Please refer to report recommendations agreed by CYP Committee (January 2014) <a href="http://council.southglos.gov.uk/documents/s43240/Final%20Report%20-%20January%202014.pdf">http://council.southglos.gov.uk/documents/s43240/Final%20Report%20-%20January%202014.pdf</a></p> <p>(SGSC) Opening of a new dedicated centre at the Filton Campus of SGS for Foundation Provision (September 2013)</p>
		<p>o. Deliver appropriate careers' guidance programmes in colleges</p>	<p>FE &amp; HE Colleges, Training Providers</p>	<p>(SGSC) Dedicated careers team now providing an independent service to 16 schools across the region – received the Matrix accreditation for this bespoke service in Autumn 2013.</p> <p>(CoBC) Offers impartial careers advice for local residents and our students as a delivery agent for the National Careers Service. Careers Advice is embedded within our programmes ensuring that students understand the local labour market and progression routes into employment. This service is available at our Soundwell, Ashley Down and College Green campuses.</p>
		<p>p. Extend opportunities for internship schemes and work experience</p>	<p>Schools E&amp;S SP FE Training Providers Employers</p>	<p>(CoBC) Established a centralised Work Experience Team in September 2013 who work in close collaboration with curriculum developers. Jointly they plan and resource meaningful work experience for all of our 16-18 learners. The Work Experience Team is part of the Partners in Business initiative together they engage employers to provide work experience placements.</p> <p>(UWE) UWE has supported over 1,200 student and graduate internships over the past four years, – with 120 student and 50 graduates in 2012 and a further 130 in 2013.</p> <p>The <a href="#">UWE Bristol Undergraduate Internship Scheme</a> is for employers who wish to recruit a student for an eight week summer project and offer recruiters up to £1,000 funding. The <a href="#">UWE Bristol Graduate Internships Scheme</a> is for employers who wish to recruit UWE graduates on a fixed term project and offer recruiters up to £1,500 funding</p>

3.2	Help young people transition from education to employment	<p>a. Host another Ambitions event to bring together young people aged 14- 19 years with local training providers and employers from the public, private, voluntary and academic sectors to explore career options and gain an insight into the world of work</p>	<p>Kingswood and Concorde Partnerships FE colleges SGC UWE</p>	<p>(ELS) AMBITIONS event October 2013 for all Year 9 students and parents and AMBITIONS + event March 2014 for all Year 12 students.</p> <p>Strategic leadership of future AMBITIONS events 2014 onwards to include long term planning and establishing sustainable future.</p> <p>(SGSC) Head of Schools Engagement part of AMBITIONS Leadership team, college fully engaged in the project and replicated the process at Stroud.</p> <p>(CoBC) Had a presence at the AMBITIONS+ 2014 event in March where we promoted apprenticeships and the wider Further Education offer</p>
		<p>b. LEP Business and Schools: Raising the Bar Conference will bring together senior leaders and governors from schools across the Wets of England to review the raising of the participation age and consider how engaging with business can add value to employment and skills in school development plans.</p>	<p>LEP School Leaders Governors Employers Local Authority Colleagues</p>	<p>(SGSC) Leading the Think Further Campaign across colleges in Gloucestershire and WOE with view of increasing awareness regarding the Raising of the Participation age.</p> <p>(WoE LEP) Event happened April 16<sup>th</sup> 2013. Over 100 attendees.</p> <p>Examples of feedback: ‘Well worth coming out of school for’ ‘Very informative and interesting’ ‘It was nice to network and see those members of staff in other schools who have a similar job’</p>
		<p>c. Improve vocational learning, internships and work experience attributes and qualities needed for entry into the labour market successful</p>	<p>FE Training providers Employers</p>	<p>(SGSC) Curriculum strategy for 2014/15 rewritten to ensure every learner undertakes period of work placement and that our curriculum is aligned to area-wide priorities outlined by the LEP.</p> <p>(CoBC) Established a centralised Work Experience Team in September 2013 who work in close collaboration with curriculum developers. Jointly they plan and resource meaningful work experience for all of our 16-18 learners. The Work Experience Team is part of the Partners in Business initiative and together they engage employers to provide work experience placements</p>

	<p>d. Support the ambitions outlined in the WoE Employability Manifesto</p>	<p>LEP Employability group</p>	<p>(SGSC) Head of Schools Engagement part of AMBITIONS Leadership team, college fully engaged in the project and replicated the process at Stroud.</p> <p>(WoE LEP) Manifesto agreed November 2013 by group. Draft Action Plan work in progress following workshops, second of which April 2013. Final draft produced following meeting March 2014 for progressing in 2014/2015</p>
	<p>e. Establish the Youth Contract for 16 to 17 year olds for the following groups:          Young people who have 1 GCSE at A*-C          Young people who are or were in care          Young offenders released from custody.          The aim is to improve their sustained engagement in education, apprenticeship or employment and support 16-18 year olds in education or employment with training</p>	<p>SGC          South West Contractor          Local partners</p>	<p>(ELS) Data sharing agreement in place to support transition and eligibility of students entering Youth Contract provision.</p> <p>(SGSC) Will be part of the delivery mechanism for the Youth Contract.</p>
	<p>f. Deliver ESF Capacity Building: NEET Reduction Programme and support key partners in overcoming barriers that prevent access and engagement of target groups - transport, locality, referrals</p>	<p>CoBC          Training providers          Pilot schools</p>	
	<p>g. Deliver ESF Capacity Building: NEET Reduction Programme and support key partners in overcoming barriers that prevent access and engagement of target groups - transport, locality, referrals</p>		<p>(ELS) Secured funding and rationale for provision, and targeted resource at most successful providers. Commissioned part of contract to include focus on young people with mental health needs.</p> <p>(SGSC) Will be part of the delivery mechanism for the Youth Contract.</p>

		<p>g. Deliver ESF Capacity Building: NEET Reduction Programme and support key partners in overcoming barriers that prevent access and engagement of target groups - transport, locality, referrals cont/d</p>		<p>(CoBC) Using ESF NEET Engagement contract to engage 16-18 year olds and progress them into learning or employment. The target is to engage 60 NEET young people over the year through NEET Engagement officers that work within local communities targeting NEET hotspots. CoBC continue to run Education Unlimited (EUL) offering impartial 1:1 support for NEET 16-18 year olds and progressing them onto Level 1 provision offered by CoBC and partners. The target is 120 NEET young people a year. CoBC also run the Princes Trust TEAM programme – a 12 week course that develops soft skills such as motivation, confidence, team working and confidence. The target is 120 NEET 16-24 year olds. All targets are on track to be achieved against the set timescales. CoBC offer a wide range of Level 1 vocational courses that are targeted at NEET young people in South Gloucestershire.</p> <p>(WoE LEP) Previous ESF NEET contract led by City of Bristol College finished. Weston College were successful in securing the current ESF NEET contract which is being delivered in partnership with the four other WoE based FE Colleges and VCS organisations.</p>
		<p>h. Deliver the Job Centre Plus “Get Britain Working” using the South Gloucestershire “Opportunity” model</p>	<p>JCP</p>	<p>(SGSC) Working with JCP on our range of Suited, Booted and Recruited courses and on specific sector based work academies.</p>
		<p>i. Establish and implement use of At Risk of NEET Indicator (RONI)</p>	<p>Schools Colleges Connexions Alternative Provision Providers</p>	<p>(ELS) RONI fully operational across all secondary schools. Data sharing agreements fully operational with key stakeholders. Plans in place to extend RONI to include Years 5 to 8 – will become Pupil Risk Indicator Model (PRIM).</p>
		<p>j. Extend the range of appropriate Alternative Provision available in the local area - especially for vulnerable learners</p>	<p>Commissioned Support – Specialist Services &amp; Targeted Services</p>	<p>(SGSC) Opening of a new dedicated centre at the Filton Campus of SGS for Foundation Provision (opened September 2013)</p> <p>(CoBC) offer a wide range of provision for Learners with Learning Difficulties and Disabilities (LLDD) supporting learners with varying support needs from pre-entry to entry level for both 16-19 year olds and adults. Our programmes aim to develop independent living skills and supported work experience placements. CoBC have established a Social Enterprise to support many of these learners.</p>

<p>k. Support employers to recruit young people who are NEET or finishing full and part time courses</p>	<p>VCS Employers Colleges</p>	<p>(SGSC) Opening of a job-shop, growth of employer ambassadors.</p> <p>(CoBC) Support NEET young people to progress into employment through a wide range of Level 1 and Level 2 vocational courses. The CoBC Employment Service broker full time and part time jobs for employers and support our students to access these opportunities.</p> <p>CVS is keen to support this work – we have a network of Youth Providers across South Gloucestershire that could potentially support the role out of this work</p>
<p>l. Extend range of opportunities for volunteering with clear progression routes and encourage young people to participate.</p>	<p>VCS</p>	<p>(ELS) Volunteering opportunities linked to main local progression website 'Career Pilot'.</p> <p>Small scale project developed in three schools 'My Future Pathways' website which is designed by students for students and younger children.</p> <p>(SGSC) Largest delivery partner for the NCS project within the West of England (National Citizenship Service)</p> <p>(CVS) Working with the volunteer Centres in South Gloucestershire is keen to continue to promote volunteering as an opportunity for NEET young people, currently seeking funding to continue NEET volunteering mentoring pilot.</p>
<p>m. Agree and secure all children's services understanding of local At Risk of NEET indicators.</p>	<p>SGC (Quality &amp; Standards, Schools), Colleges, Alternative Provision</p>	



3.3	Widening Higher Level qualifications and Apprenticeships	a. Encourage employers and students to consider Higher Level Apprenticeships and the concept of 'earning and learning	Colleges NAS CoBC	<p>(NAS) WOE LEP Pathways to Professional events covering Engineering, Law, Banking and Accountancy/Business.</p> <p>National Apprenticeship Week featured Airbus Higher Apprentices on media video clips on National Apprenticeship Website.</p> <p>(SGSC) Development of new Higher Level Apprenticeships in Engineering, Finance and Business.</p> <p>(CoBC) Actively promoted Higher Apprenticeships (NVQ at Level 4 or 5) in Accountancy, Engineering, Leadership &amp; Management, Business &amp; Administration, IT, Telecoms &amp; Computing and Construction to our employers. CoBC attend employer and learner focused events throughout the year to promote Higher Apprenticeships. The CoBC Business Development Managers promote Higher Apprenticeships to existing and new employers.</p>
		b. Promote Widening Participation, Aim Higher programmes	Partner universities	
		c. Create opportunities for Post 16 level 2 English and Maths	Schools FE Training Providers	<p>(ELS) Condition of funding and accountability measures. Reported on by Ofsted</p> <p>(SGSC) Implementation of the college's Maths and English strategy September 2013. All learners undertake Maths and English as part of study programmes – all focussed on moving up a level. College has successfully secured a bid for the Core Level 3 Maths Pilot.</p> <p>(CoBC) Offer Level 2 English &amp; Maths for 16+ learners. English &amp; Maths Functional Skills are a core part of all of our programmes for post 16 learners.</p>

Education in our schools

Strategic Objective 4: Improve standards in our schools so young people realise their aspirations and are well prepared for the future

	AIM	ACTIVITY	LEAD BODY	PROGRESS
4.1	To have all young people well educated and skilled, and prepared for the future	a. Remove barriers to achievement so the educational performance of disadvantaged or vulnerable children and young people and those with additional needs is in line with the performance of all children and young people.	SGC Employers FE Training providers	<p>(ELS) Please refer to</p> <ul style="list-style-type: none"> <li>Standards Report (CYP Cmte January 2014).</li> <li>RPA Strategy Report (CYP Cmte)</li> <li>Education Commission Report (CYP Cmte January 2014)</li> </ul> <p>(SGSC) Dedicated careers team now providing an independent service to 16 schools across the region. – received the Matrix accreditation for this bespoke service in Autumn 2013.</p> <p>(CoBC) Offer a wide range of courses for post 16 learner's at all academic levels from entry level to high qualifications. CoBC actively offer support for disadvantaged learners to ensure that they can access the appropriate provision and opportunities for progression.</p>
		b. Remove barriers to achievement to ensure all young people reach their potential	SGC Employers FE Training providers	<p>(SGC) Libraries have been working with 6<sup>th</sup> form colleges and UWE to provide access to UWE library and the resources it offers. The next steps will be to promote this access to other relevant groups (business community , health staff)</p> <p>(ELS) Please refer to</p> <ul style="list-style-type: none"> <li>Standards Report (CYP Cmte January 2014). <a href="http://council.southglos.gov.uk/documents/s43474/CYP%20Committee%20Standards%20Report%20220114.pdf">http://council.southglos.gov.uk/documents/s43474/CYP%20Committee%20Standards%20Report%20220114.pdf</a></li> <li>RPA Strategy Report (CYP Cmte) <a href="http://council.southglos.gov.uk/documents/s44913/Participation%20Report%205mar14.pdf">http://council.southglos.gov.uk/documents/s44913/Participation%20Report%205mar14.pdf</a></li> </ul> <p>(SGSC) Greater range of provision at all levels, introduction of learning mentors across all curriculum areas.</p>

	c. Remove barriers to achievement to ensure all young people reach their potential	SGC Employers FE Training providers	(CoBC) Held a 'Progression Week' for all 16-18 students March 2014 to create a focal point for discussions on progression and employability through providing an opportunity for learners to engage in activities and workshops that help develop employment skills such as CV building, to be inspired through meeting employer role models and to gather quality information, advice and guidance on progressing to the next level, moving into apprenticeships or stepping up to HE or employment'. 685 students attended a total of 53 different sessions over the week. From June 2014 a progression team will be meeting with all students to capture their destination and support their progression.
	d. Challenge the quality of provision to increase attainment of level 2 qualifications in English and Maths at KS4 and improve statistics around positive and sustained destinations	SGC	(ELS) Please refer to <ul style="list-style-type: none"> <li>Standards Report (CYP Cmte January 2014).</li> <li>RPA Strategy Report (CYP Cmte)</li> <li>Education Commission Report (CYP Cmte January 2014)</li> </ul>
	e. Communicate the Raising the Participation Age message through the identification of all key groups and stakeholders, using existing and new channels to raise awareness	Academies	(ELS) Please refer to <ul style="list-style-type: none"> <li>RPA Strategy Report (CYP Cmte)</li> <li>Education Commission Report (CYP Cmte January 2014)</li> </ul> (SGSC) Leading the Think Further Campaign across colleges in Gloucestershire and WOE with view of increasing awareness regarding the Raising of the Participation age.
	f. Extend KS3 opportunities to nurture 'At Risk' students and provide a flexible curriculum (engagement with work related learning)	SGC (Quality Standards), Schools	(ELS) Please refer to <ul style="list-style-type: none"> <li>Standards Report (CYP Cmte January 2014).</li> <li>RPA Strategy Report (CYP Cmte)</li> <li>Education Commission Report (CYP Cmte January 2014)</li> </ul>

4.2	To improve the quality of teaching, training and learning	a. Improve the quality of teaching, training and learning across all providers (as outlined in provider improvement plans and continual professional development training programmes)	Schools Colleges Training providers, Employers	(SGC) Libraries have been working with 6 <sup>th</sup> form colleges and UWE to provide access to UWE library and the resources it offers. The next steps will be to promote this access to other relevant groups (business community , health staff)  (SGSC) Self assessed as 'Good, working towards outstanding'.  (CoBC) Committed to a three year strategy: Investing in Learning which was launched in early 2013. The focus of the Investing in Learning strategy is to rebalance the College, in all aspects, to improve the quality of teaching, learning and assessment, which will provide an enhanced student experience and improved success rates.  (SGSC) Dedicated careers team now providing an independent service to 16 schools across the region. – received the Matrix accreditation for this bespoke service in Autumn 2013
		b. Challenge the quality of provision (as outlined in sector improvement frameworks and accountability systems)	Schools Colleges Training providers	(ELS) Please refer to <ul style="list-style-type: none"> <li>Standards Report (CYP Cmte January 2014).</li> <li>RPA Strategy Report (CYP Cmte)</li> <li>Education Commission Report (CYP Cmte January 2014)</li> </ul> (SGSC) Self assessed as 'Good, working towards outstanding'.
		c. Communicate the RPA message to ensure that all key groups and stakeholders are aware of their duties and responsibilities	14-19 Strategy Board RPA Working group	(ELS) Please refer to RPA Strategy Report (CYP Committee)  (SGSC) Leading the Think Further Campaign across colleges in Gloucestershire and WOE with view of increasing awareness regarding the Raising of the Participation age.
4.3	To meet the skill and workforce needs of employers and address the skills' gap through improved information advice and guidance and the raising of aspirations	a. Careers fairs and conferences to be developed with a more digital and cutting-edge and engaging focus	All partners	(SGSC) Head of Schools' Engagement is part of Ambitions Leadership team, college fully engaged in the project and replicated the process at Stroud.

	b. Improve the match between provision and need in key sectors	All partners	<p>(ELS) Employability and Skills Steering Group (formed May 2014). This group will focus on the implementation and progress of the South Gloucestershire Skills Plan to include the following areas:</p> <ol style="list-style-type: none"> <li>1. Securing high quality Careers Education Guidance (CEG) and Information, Advice and Guidance (IAG) for young people</li> <li>2. Reducing NEET and worklessness</li> <li>3. Developing skills and increasing employability of all age groups</li> <li>4. Increasing the number of adults gaining higher level technical skills</li> </ol> <p>(NAS) Skills Funding Agency working directly with providers and colleges supporting sector demand and growth in Higher Apprenticeships</p>
	c. Deliver appropriate careers' guidance programmes in schools	Schools	<p>(ELS) please refer to the Education Commission Report (CYP Cmte January 2014)</p> <p>(SGSC) Dedicated careers team now providing an independent service to 16 schools across the region. – received the Matrix accreditation for this bespoke service in Autumn 2013.</p> <p>(CoBC) Attended Careers Fairs and given presentations on Apprenticeships and Further Education in the following South Glos Schools - Abbeywood Community School Mangotsfield School Patchway Community College The Castle School The Grange School and Sports College.</p>
	d. Extend opportunities for internship schemes and work experience	Schools Econ. & Skills FE Training Providers, Employers	<p>(ELS) Please refer to</p> <ul style="list-style-type: none"> <li>• Standards Report (CYP Cmte January 2014).</li> <li>• RPA Strategy Report (CYP Cmte)</li> <li>• Education Commission Report (CYP Cmte January 2014)</li> </ul>

4.4	To increase the numbers of students who stay in education and training in accordance with government policy	a. Develop highly effective school liaison with a variety of activities to engage and motivate pupils and their parents	SGC	<p>(SGC LS) Libraries have been working with 6<sup>th</sup> form colleges and UWE to provide access to UWE library and the resources it offers. The next steps will be to promote this access to other relevant groups (business community , health staff)</p> <p>(ELS) Please refer to</p> <ul style="list-style-type: none"> <li>• RPA Strategy Report (CYP Cmte)</li> <li>• Education Commission Report (CYP Cmte January 2014)</li> <li>•</li> </ul> <p>(SGSC) Dedicated careers team now providing an independent service to 16 schools across the region. – received the Matrix accreditation for this bespoke service in Autumn 2013.</p> <p>(CoBC) Attended Careers Fairs and given presentations on Apprenticeships and Further Education in the following South Glos Schools - Abbeywood Community School Mangotsfield School Patchway Community College The Castle School The Grange School and Sports College.</p>
		b. Implement strategies to narrow the gaps – remove barriers to achievement and ensure all young people reach their potential (as outlined in provider improvement plans, raising attainment plans and targeted support and intervention programmes)	Schools Colleges Training providers Connexions VCS SGC	(SGSC) Significant growth in fulltime learner numbers. Internal progression week focussed on progressing more learners.
		c. Encourage females into non-stereotypical jobs such as engineering and science.	UWE Western Training Providers Network (WTPN) All partners NAS	<p>(SGSC) Women into engineering conference held Spring 2014 at the SGS Stroud Campus</p> <p>(CoBC) Works with WTPN and Employers in the Engineering, Construction and Science sectors to promote opportunities to females.</p> <p>(UWE) UWE's commitment to address gender inequality and advance women's careers in science, technology, engineering, maths and medicine is underlined by its membership of the <a href="#">Athena Swan Charter</a> and Athena Swan Bronze Award recognising best practice in recruitment, retention and support of high quality staff.</p>

		d. Encourage FE and HE to engage with primary schools to develop aspirations to go on to higher education.	UWE, Schools and Colleges Partnership	<p>(SGSC) GREEN project includes development of a STEM centre for primary and secondary schools.</p> <p>(CoBC) Developed a School Liaison Strategy that will actively target engagement with Primary Schools from Sept 2014.</p> <p>UWE's <a href="#">Schools and Colleges Partnership Service</a> works with local education providers to help raise aspirations, attainment and awareness of Higher Education at all levels of learning, from primary to secondary, through to post-16 years including adult learners. SCPS and partners offer a range of programmes including:</p> <p>Primary Schools: Campus visits, and Primary tutoring.</p> <p>Secondary Schools: Campus visits, Careers events and parents' evenings, Literacy coaching, Mentoring, Numeracy coaching, PHSE sessions, Revision skills sessions, Schools link tutoring, Study skills sessions, Subject taster visits, Subject tutoring, Summer schools, University roadshows, and Workshadowing.</p> <p>Post 16 and FE Colleges: Applying to HE talks, Attending careers and HE events, Becoming an HE student talks, Campus visits, Fast track application workshops/personal statement surgeries, Making the most of UCAS fairs, UCAS fairs, Personal statement workshops, Student finance talks, and Subject taster visits.</p>
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### Sharing the Benefits of Economic Growth

Strategic Objective 5: To ensure that all parts of South Gloucestershire and all groups share the benefits of economic development, in particular priority neighbourhood areas, rural areas and disadvantaged groups including young people and families

	AIM	ACTIVITY	LEAD BODY	PROGRESS
5.1	To have all our communities benefit from economic growth and employment opportunities	a. Safeguard employment sites in priority neighbourhoods and support community lead groups to deliver on their economic ambitions	SGC (Strat. Planning team)	(SGSC) College part of West of England Community Learning Trust. Community learning strategy now in place.

	b. Provide targeted local area, community employment and training initiatives in areas of greatest need	JCP VCS	(SGSC) College part of West of England Community Learning Trust. Community learning strategy now in place.  (CVS) Southern Brooks and CVS have been involved in this work and are keen to continue to support. Southern Brooks is the VCSE South Gloucestershire representative on the Learning Trust and CVS is working with SGC Community Engagement Team, SGC Strategic Advisor: Skills and VCSE providers to develop a picture of current provision, identify gaps and ensure future resources are targeted effectively to support those furthest from the work place through local VCSE delivery.
	c. Provide local employment support services	JCP	(SGSC) College part of West of England Community Learning Trust. Community learning strategy now in place.
	d. Work with Troubled Families/Action for Families service providers to ensure those eligible for support are given the opportunity to engage with programmes to bring them closer to employment.	SGC (Integrated Services: Troubled Family coordinator)	(SGC IS) A Job Centre Plus advisor is seconded to the Troubled Families Team who screens all referred families and diverts them to appropriate programmes. Families with more entrenched difficulties receive direct support from the Job Centre Plus advisor. 24 Troubled Families who met the worklessness criteria have moved into continuous employment (13 consecutive weeks) since April 2012. 4 have been referred to the ESF programme.
	e. Coordinate and advise all learning opportunities in the Priority Neighbourhoods through <a href="http://www.golearn.me">www.golearn.me</a>	JCP SGC (Communities)	
	f. Explore ways of mitigating barriers to employment for targeted groups (priority neighbourhoods, rural areas, the disadvantaged)	SGC (Community engagement) Rural Hub Initiative	(SGC CE) Team has been working with CVS South Glos to provide evidence of barriers as part of the European Structural and Investment Funding bid. Need for support prior to being work ready has been identified.  (CVS) Working with SGC Community Engagement Team, SGC Strategic Advisor Skills and VCSE providers to develop a picture of current provision, identify gaps and ensure future resources are targeted effectively through VCSE local delivery.



	g. Encourage the successful delivery of the Work Programme in rural areas through an assessment of the extent to which prime providers and their sub-contractors are successfully targeting hard to reach young people in more remote parts of the country	DWP VCS CRC HE FE All partners	(SGSC) College part of West of England Community Learning Trust. Community learning strategy now in place. Delivering training in community locations across the region.  (CoBC) Hold a Work Programme contract as a subcontractor to Learn Direct. DWP refer clients to CoBC's work programme. Contract from South Glos areas including Kingswood, Pucklechurch, Warmley and Mangotsfield. CoBC provide support with travel costs and resources to support clients to have less frequent contact. CoBC offer telephone appointments where there are significant issues with travel.
	h. Support at least one community led initiative in each Priority neighbourhood that promotes local learning and employment opportunities	SGC (Community Engagement) All partners	(SGC CE) Team has supported job club and training provision in the priority neighbourhoods including a new venture in Cadbury Heath.

#### Employment Land and Premises

Strategic Objective 6: To meet the land, premises and infrastructure requirements of businesses where that is sustainable and consistent with strategic employment and regeneration objectives.

	AIM	ACTIVITY	LEAD BODY	PROGRESS
6.1	To provide a service that enables businesses to access information on available land and premises, the local economy and benefits of locating in South Gloucestershire	a. Provide an industrial and offices sites and premises enquiry service in partnership with the West of England Partnership Invest West Team	SGC (Econ. Dev)	(SGC ED) Continues to be a partner of IBB and deliver a property finding service for investors looking to settle in the area. Enquiries can be made directly via the inSouthGlos website or via IBB's website
		b. Major employers to be asked to share their medium term plans so other firms and employment, training decisions can be taken (major employers)	SGC (Economic development)	(SGC ED) The council's major employers' engagement programme is currently being finalised with a view to establish links and rapport with major local employers
		c. Protect and develop rural sites	LEP Rural group	
		d. Support SMEs especially rural areas with hub services (admin, meeting rooms, broadband etc.)	SGC Rural Hub Initiative	(SGC ED) Superfast Broadband programme is being rolled out with the aim of increasing rural broadband coverage.

		e. Provide local inward investment service to promote the skills, experience on offer as much as land, premises	IIS	(SGC ED) Invest in Bristol and Bath moved into new offices at Engine Shed at Temple Meads, which operates as a shop window for the WoE  Promotional material was produced for circulation at MIPIM in March 2014, consisting of development opportunities in the WoE and the offer for new and indigenous investors
		f. Respond to major sites investment	SGC (major sites team)	(SGC ED) Work on-going
		g. Critically assess alternative uses on safeguarded employment sites	SGC (Econ. Dev.)	(SGC ED) Work on-going
		h. Maximise the potential of EAs by proactive marketing of opportunities, support and development networks and tailored workforce	IIS	(SGC ED) Investment prospectus produced to highlight its three Enterprise Areas. This was shared at MIPIM March 2014
		i. Deliver the South Gloucestershire contribution to the growth incentive element of the City region deal through the forecasting and monitoring of the business rate growth and planned spend on strategic infrastructure	SGC (Econ. Dev.)	(SGC ED) Work on-going
		j. Use planning influence to deliver new buildings with high standards of energy efficiency	SGC (Strat. Planning)	(SGC ED) Work on-going
		k. Deliver and maintain Infrastructure plan for South Gloucestershire that feeds into the WoE plan.	SGC (Strat. Planning)	(SGC ED) New approach to Project Management in development. Master plan developed by the Strategic Projects team
6.2	To maintain, extend the provision of small workspace and office units	a. Identify and promote sites where firms can 'grow on' within the areas including those in rural areas	SGC ,New Work Trust joint venture or NWT with any suitable investor/partner	(SGC ED) Work on-going

Town and District Centres

Strategic Objective 7: To sustain and improve the vibrancy and vitality of town and district centres

	AIM	ACTIVITY	LEAD BODY	PROGRESS
7.1	To have vibrant, thriving and accessible high streets, town and district centres	a. Support the facilitation of local business networks, chambers and associations and provide access to joint marketing, training and procurement through networking and signposting.	Local trade associations Chambers of Trade Local businesses Parish Charter working group SGC (Econ. Dev.)	(SGC ED) Continued support offered to town centre business/network groups. Projects initiated include Small Business Saturday in December 2013 and general membership drives. (SGC ED) Business Support Programme being promoted directly to all business networks for the benefit of their members. (UWE) Helping businesses to realise their goals is at the heart of the institution. UWE's commitment and support for business is reflected in the fact that Steve West, UWE Vice Chancellor, is Chairman of the South West CBI, and Business West, the region's largest Business Network, which represents over 16,000 businesses.
		b. Support the development of housing where appropriate to help boost the local economy	SGC (Econ. Dev.)	(SGC ED) Several major housing development sites supported
		c. Encourage the provision of free parking, environmental improvements, local events and promotion of individual characteristics and specialisms	SGC (Econ. Dev.)  Local trade associations	(SGC ED) Free parking still provided at the majority of SG retail districts and centres. (SGC ED) local events organised / supported such as Kingswood family fun day; armed forces day, Yate festival etc.
		d. Monitor vacant retail units, promote activity and alternate use, and support the marketing of retail opportunities in the area	SGC (Econ. Dev.)	(SGC ED) Retail vacancy rates are 6%, currently well below the national average and also below its neighbouring authorities
		e. Support the development of district centres in new communities	SGC (Strat. Planning & Econ. Dev.)	(SGC ED) Core Strategy published
		f. Support the development and growth of businesses at The Mall, Cribbs Causeway	SGC (Strat. Planning & Econ. Dev.)	(UWE) <a href="#">Bristol Business School</a> is a leading provider of executive education, with a strong reputation for combining practical business intelligence, academic rigour and cutting-edge knowledge of today's organisational issues. It offers a range of services to meet the needs and aspirations of organisations and individuals alike.
		g. Explore and support the use of business improvement districts to help support the sustainability of retail centres	Destination Bristol	(SGC ED) John Hirst provided a presentation on Business Improvement Districts. SG Business Networks briefed on opportunity. No takers.

## Appendix 4 – Risk Assessment 2104/15

Key:			Risk rating:			
I	Impact	3	high	1 to 3	=	low
L	Likelihood	2	medium	4 to 6	=	medium
S	Score (I x L)	1	low	7 to 9	=	high

South Gloucestershire Economy and Skills Strategic Partnership									
Ref	The Risk  What/how can risk happen	Consequence of this happening	Inherent Risk			Mitigating Actions / Opportunities	Further Action Required	Risk Owner	Target Date
			I	L	S				
R1	Partners unclear of vision & of what they want to achieve jointly for residents within South Gloucestershire.	Failure to deliver on the vision and priorities	2	1	2	Vision referenced projects	Gain sign-up to delivering on the South Glos Economic Development Strategy	All	Ongoing
R2	Lack of shared understanding of needs across South Glos	Inconsistent approach to service delivery	2	1	2	Ensure direct feed of primary data and joint project plans available to for all to view Shared statistical information		All	Ongoing
		Gaps and overlaps not known	2	2	4			All	
R3	Partners do not meet the requirements of equality legislation	Failure to address the breadth of issues and understand the diversity within the partnership	2	1	2	Ensure equalities impact assessments are carried out on all SGP plans and strategies. ESSP uses and feeds back good practice  Training is available which is relevant and comprehensive		All	Ongoing
								All	Ongoing
R4	Actions do not result in improvements	Insufficient resources. Inefficient use of resources Lack of joined up thinking at Central Government departmental level	3	2	6	Ensure performance monitoring and management arrangements are robust	Conveying to government the impact of competing demands as necessary	All	Ongoing
R5	Not all partners are able to commit resources to the priorities. (or resources withdrawn)	Loss of balance in work of partnership	3	2	6	Scrutiny and challenge by the partnership itself and by select committees. NAO coaching	Conveying to government the impact of competing demands as necessary	All	Ongoing
		Limitations to sustainability of initiatives  Lack of high quality input into joint activities	2	2	4			All	Ongoing
R6	Change in key agencies impacts adversely on performance	Loss of focus. Too much organisational change in LSP impacts adversely on performance	3	2	6	Well managed change process.	Presentation to ESSP of each member's strategy plan	All	Ongoing
		Delayed progress.	3	2	6	Clear strategic direction set out reflecting integration with each partner organisation  Clear communication		All	Ongoing
R7	Partnership working is not well co-ordinated with little evidence of it making a difference	No added value Partner resources diverted	3	2	6	Review mechanisms reflect achievements of the board	Complete a self-assessment review to identify issues	All	Ongoing
						Partnership workshops		All	

R8	There is a risk the Economic Development Priorities and targets will not be met	Failure to deliver on targets	3	2	6	Regular evaluation and review of performance		All	Ongoing
R9	Partners are not committed to attending the Partnership meetings	Unproductive meetings Loss of credibility Loss of expertise and contribution of particular sectors	3 3 3	3 2 2	9 6 6	Commitment to regular attendance by partnership members	Membership of the ESSP regularly reviewed	All	Ongoing
R10	Impact of market conditions	Delayed progress in development of employment land	3	2	6	Work with LEP and other FEMA partnerships	Co-opt members into wider partnerships	All	Ongoing
R11	Disconnect from wider area Economy and Skills Strategic development	<ul style="list-style-type: none"> <li>Failure to contribute to the development of, or deliver on, West of England priorities</li> </ul>	3	2	6	<ul style="list-style-type: none"> <li>Ensure South Glos representation on all LEP groups</li> </ul>	Co-opt members into wider partnerships	SGC	Ongoing
R12	Reduced capacity within Local Authority and partner organisations to support partnership	<ul style="list-style-type: none"> <li>Inability to provide sufficient economic or democratic services officer support and coordination</li> </ul>	3	3	9	<ul style="list-style-type: none"> <li>Co-opt other resource as required</li> </ul>		SGC	Ongoing

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