

SITES

Developing local labour through the Urban Renaissance

SITES BUSINESS PLAN AND ACTION PROGRAMME 2007- 10

Introduction

This updated Business Plan provides a more focussed document for the Board to spotlight on the actions and activities SITES and its partners will undertake during the next 1 – 3 years. It is a rolling Action Programme for the next three years, with detailed actions identified for 2007/08 and key tasks indicated in future years. These will be reviewed and updated during the year, as well as reconsidered more fully in preparation for the forthcoming financial year.

The detailed information relating to the context and issues facing Southampton are retained in a companion document to support the plan and actions through SITES.

Vision and aims

SITES is a practical demonstration of the collective commitment of public, private and voluntary sector bodies in Southampton to close the gaps in social inclusion and economic performance by raising aspirations, opportunities and levels of participation in local labour.

Our aims are to:

- **Reduce unemployment and increase economic activity**
- **Improve basic and vocational skills**
- **Reduce poverty and deprivation**
- **Increase earning potential.**

We will endeavour to achieve this by ensuring Southampton employers have an adequate supply of appropriately skilled labour, and for as many Southampton jobs as possible to be filled by local people.

SITES will deliver this by supporting the delivery agents that operate or impact on Southampton, bringing the various partners together to

facilitate their operating more effectively and to add value to their work, so that the sum of the parts does provide a 'greater whole'.

It will act as the link between the Southampton Partnership through the Skills and Employability Board, to providers and agencies delivering across Southampton, as well as with employers. It will also link with the Communities and Renewal Partnership in its role of monitoring the implementation of the Local Neighbourhood Renewal Strategy.

Translating Aims into Actions

The focus for SITES is, through the work of providers and partners, to reach people from disadvantaged backgrounds, as well as those who live within the Priority Neighbourhoods of Southampton as identified within the Local Neighbourhood Renewal Strategy 2006. Efforts will be concentrated on skills sectors where there is a known skills or labour shortage or where jobs growth is forecast for Southampton. These include; construction, retail, leisure and hospitality, marine sector, health and social care and public service.

Increasing employability and skills incorporates three main action and service components:

- Services to individuals
- Services to employers
- Support functions

Services to Individuals

- Information, advice and guidance
- Job search
- Training (pre-vocational/vocational for target sectors/personal and social or motivational)
- Supported employment

Services to Employers

- Recruitment support
- Training (where this fills the gaps of mainstream training organisations)
- Support in meeting their corporate social responsibility agendas

Support Functions

- Market Intelligence (labour market, skills, commercial developments, funding opportunities)
- Funding – leverage of funding support through physical developments
- Co-ordination
- Contract management – to provide back office support for smaller delivery agents
- Marketing and promotion

SITES Action Programme

Adding value

Raising aspirations and overcoming barriers to employment for the most excluded individuals and communities are not simple tasks. The interventions required are multi-faceted and often bespoke to individual needs. They can require many different specialisms to be effective. Southampton is fortunate to have a variety of dedicated organisations committed to meeting the training and employment needs and to developing local labour. What many of the organisations lack are the resources needed to expand and/or be sustainable in the longer term in order to meet the demand of their client groups, and the overall co-ordination needed to optimise working together effectively and efficiently.

SITES will fill this gap by undertaking the following roles:

Strategic

- Working with Southampton Partnership's Skills and Employability Board to determine the most effective processes to achieve targets set, identifying capacity within the city's partners to deliver, and prioritising where there is a need to develop capacity.
- Form an effective management structure through SITES that can support sustainable delivery within the city.

Coordination

- Provide labour market intelligence to local providers in order to support effective targeting and delivery of their services and support.
- Develop a SITES Delivery Partnership to coordinate the activities of providers that contribute to developing local labour, sharing knowledge and good practice and further developing local delivery capacity.
- Developing service standards across the delivery partnership to ensure a high quality common standard of provision for all residents seeking to advance their economic prospects.

Financial

- Maximising the funding available to develop local labour in disadvantaged communities, directing the allocation of resources to city partners and commissioning services to meet our targets.
- Building local capacity to be better able to access the resources made available through external funding opportunities.

Service delivery

- The SITES core team, when this is fully established, will only consider direct service delivery, if no suitable city partner exists or can be developed.

- Develop a single access point for employers and developers who are required, or who chose, to be involved in targeted recruitment and training.
- Enhance the quality of provision for employment support.
- Providing best practice information, advice and guidance for public sector bodies and other major organisations in securing local labour and training through procurement activity.

The tables below outline the actions which SITES will undertake to progress these main areas of delivery over the next three years.

Note:

These are set out against each role and objective identified for SITES. The key delivery partners to undertake the actions are indicated *in italics*, and where the SITES core budget is supporting the activity this is identified in blue text.

Abbreviations:

- SCC – Southampton City Council
- NRT – Neighbourhood Renewal Team
- T & EI – Training and Employment Initiatives

Budget Summary for SITES

SITES currently has two main funded projects which come under its umbrella, both of which are supported through the Southampton AIF and administered through the City Council’s Training and Employment Initiatives Team;

- SITES Core Budget
- Neighbourhood Learning Centres

SITES Core Budget

This support is available for 2007/08 and it is proposed that it will focus on the following aspect of the Action Programme:

Support to the Board	£500
Annual SITES Conference	£5,000
Community Engagement in training and work	£10,000
Development Work to raise quality standards of local providers	£4,000
Develop the ILM within Southampton	£10,000
Develop a model for effective employer engagement	£10,000
Support sector focussed initiatives	£7,000

Total

£46,500

This work will seek to deliver the following outputs for AIF:

No. of people assisted to get a job	100
No. of businesses assisted to improve their performance	60
No of people assisted in their skills development	70

Neighbourhood Learning Centres

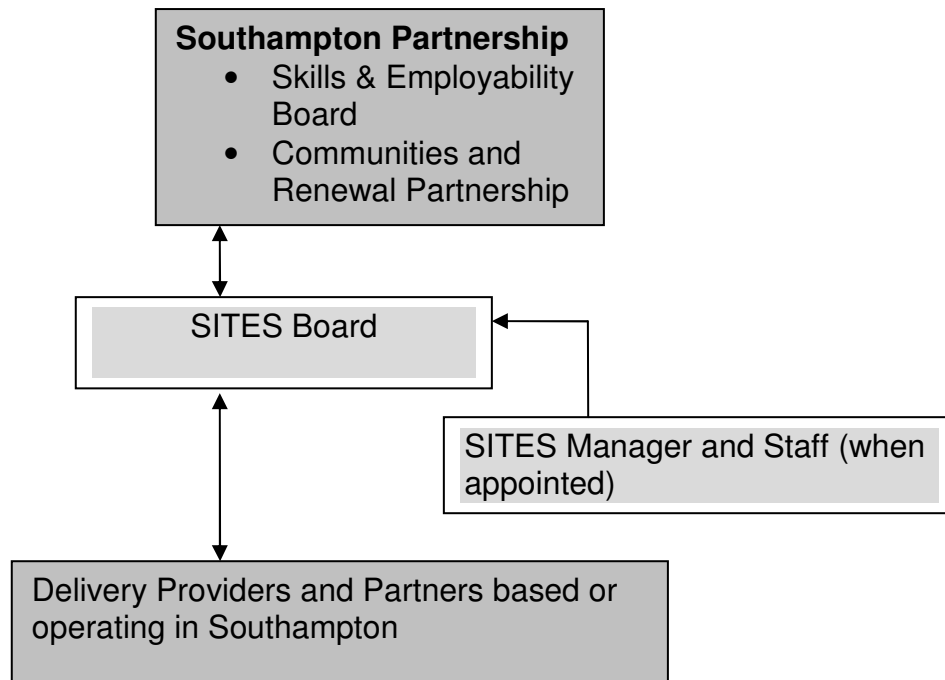
This project builds on and extends the original 'Back on Track' project delivering new services and extending delivery to other learning centres. Services have been running out of four centres; Harefield IT Centre, Weston Learning Centre, Newtown Youth Centre, and Northam Learning Centre. These will be extended to The Warren Centre and the Windermere 'Net a Job' Centre as well as SureStart Central, YMCA, and The Society of St James.

The project enables clients to access first steps to learning in a friendly and informal environment. They are able to benefit from basic skills training followed by further learning up to NVQ Level 2, and will be supported into employment by providing them with employment, careers, and training advice, and direct support into employment.

Budget: £208,633 over 2 years.

SITES Organisation

SITES has been developed until now through a multi agency steering group. In 2007 it will move to a more formal Board structure to provide a clear focus on delivery of the actions listed in the Action Programme below. SITES will establish a clear strategic link with the Skills and Employability Board of Southampton Partnership which will provide the strategic framework for SITES actions in the future. SITES will also link with the Communities and Renewal Partnership and its role to tackle disadvantage and monitoring the Local Neighbourhood Renewal Strategy.



The following Terms of Reference have been agreed for the SITES Board:

- a) To monitor the changing needs of Southampton residents, workers in terms of employment, skills and support in order to inform and advise partners and providers about the needs to be met or addressed.
- b) In tandem, to engage with local employers to better understand their changing needs in terms of staff and skills as well as to encourage their use of local labour.
- c) To provide intelligence on the needs of existing and prospective local employers, business and the city economy in order to inform partners and providers of future needs and opportunities.
- d) To work in partnership with stakeholders across the city to develop local labour and training in the city, particularly in disadvantaged communities.
- e) To build the capacity of employment support and training delivery agents within the city so that they can deliver effective and sustainable support within the labour market.
- f) To facilitate the development of new initiatives with partners and providers where these needs require action.
- g) To monitor and respond to Government and European policies concerning employment and training.

- h) To lobby for and facilitate sustainable funding streams which delivery agents can access to deliver services over the long term.
- i) To monitor funding initiatives and financial support for employment and training in order to maximise the benefit for Southampton residents and providers.
- j) To prepare and agree a three year rolling SITES Business Plan and Action Programme and to monitor progress on its implementation in terms of spend and outcomes.
- k) To receive, comment upon and endorse an Annual Report of the Board's activities prepared by the SITES Manager (or so identified officer).

The Sites Board will meet on a bi-monthly basis, which will have a quorum of five attendees where there is a minimum of one representative from four of the five interest groups within the Board. Administrative support will be provided through Southampton City Council's Neighbourhood Renewal Team.

SITES Action Programme 2007- 2010

Role	Actions 2007 - 08	2008 - 09	2009 - 10
Strategic			
Objective			
Establish effective management arrangements for the SITES partnership	Implement the SITES Board structure. (SCC NRT/T & EI) £500	Update SITES Business Plan.(Board)	Review and Revise SITES Business Plan.
	Produce annual SITES Business Plan.(SCC NRT)	Review Board and management arrangements. (Board)	
	Take part in Southampton Partnership's review of partnership groups. (<i>Soton Partnership</i>)	Ongoing	
	Provide a co-ordinated response to any consultations on employment and skills at national, regional or local level – e.g. LAA, Green Papers, etc (<i>Nominate lead partner on basis of interest/relevance of consultation</i>)	Ongoing	Ongoing
	Raise the profile of SITES with key local players, including Councillors, MPs, Business organisations, and agencies. (<i>SITES Board</i>)		
Work with Southampton Partnership's Skills and Employability Board	Establish links with Skills and Employability Board (S&EB) and the Community and Regeneration Partnership of Southampton Partnership. (<i>SITES Board</i>)	Consultation with S&EB on SITES annual action plan	Consultation with S&EB on SITES annual action plan
	Develop a protocol for reporting on action to S&EB and for S&EB to communicate changes and developments in priorities.		

	<i>(SITES Board)</i>		
	Monitor performance on the Integrated Employment Strategy and use this as the basis for action in conjunction with S& E Board. <i>(S& E Board)</i>	Review the IES for ratification by S&EB	Identify status of actions in consultation with designated responsible organisations.
Co-ordination			
Objective			
Provide labour market intelligence to local providers in order to support effective targeting and delivery of their services and support.	Update and expand labour market information for use by local partners and providers through SCC website and Invest microsite. <i>(SCC NRT)</i>		
	Consider development of SITES website as gateway to main agency information. <i>(SITES Board)</i>		
Develop a SITES Delivery Partnership to co-ordinate the activities of providers.	Ensure that there is a co-ordinated grass-roots/provider voice. <i>(SITES Board)</i>	Ongoing	Ongoing
	Support the development of activities that contribute to LAA outcomes on employability and skills (KO11 and 12) <i>(SCC NRT)</i>	Develop possible pooling of agency funding to support LAA outcomes. <i>(SCC/JCP/LSC)</i>	
	Update and develop local provider database through SCC website and Invest microsite. <i>(SCC NRT)</i>	Undertake annual update of providers.	Undertake annual update of providers
	Host annual conference for local providers and partners highlighting key issues. <i>(SCC NRT)</i> <i>£5,000</i>	Host annual conference for local providers and partners highlighting key issues. (SITES)	Host annual conference for local providers and partners highlighting key issues. (SITES)
	Prepare and publish an information bulletin to local partners. <i>(SCC NRT)</i>		

Develop service standards across the delivery partnership.	Undertake consortium development work with local providers in order to bid within larger regional tenders. <i>(SCC NRT)</i>		
Financial			
Objective			
Maximise funding available for local delivery. Develop local capacity to be better able to access external resources.	Support the implementation of the revised SCC Section 106 planning policy. <i>(SCC T&EI)</i>		
	Identify section 106/development agreements that will support training and employment initiatives in the city. <i>(SCC NRT)</i>	Monitor Section 106 policy agreement and financial impact this may have.	Establish first Section 106 funded initiatives within the city. <i>(SCC)</i>
	Identify support for local training and employment initiatives through procurement by key public sector bodies within the city. <i>(SCC NRT)</i>		
	Investigate other sources of funding to support local training and employment initiatives through land sales, or legacy agreements. e.g. West Quay 3, Casino development <i>(SCC NRT)</i>		
	Bid for funding through EU, govt and agency programmes <i>(partners)</i>	Ongoing	Ongoing
	Prepare one SITES consortium bid using the SITES with local partners. <i>(SCC T & EI)</i>	Prepare one SITES consortium bid with local partners. <i>(SCC T & EI)</i>	Prepare one SITES consotium bid with local partners. <i>(SCC T & EI)</i>
	Lobby government on the negative impact regional procurement processes have on local delivery bodies. <i>(SITES Board)</i>		

Service Delivery			
Objective			
Develop a single point of access for employers and developers	Develop activities and support for key groups within the labour market facing multiple barriers: <ul style="list-style-type: none"> - disabled people - lone parents - young people (NEETS) - Ex offenders - older people - BME communities (including refugees and new communities) 		
	Develop community-based activity programme to engage with most excluded individuals as the initial steps to re-engage them with the labour market. (SAFE) £10,000		
	Link in with Community Hub developments to provide well resourced sessional space for a range of training and employment support activities. (SCC Neighbourhoods Management)	Secure the space needs of training and employment support providers within first community hub at Lordshill.	Secure space needs within next community hub.
	Develop a model of engagement with local employers to provide work trials, work experience placements, interviews etc. (SCC NRT) £10,000	Expand Employer Engagement support within city.	Review approach to engagement with employers.
Provide best practice advice and guidance .. in	Secure local labour and training requirements within two major SCC contract commissions. (SCC NRT)	Secure local labour and training requirements within 1 major contract commission by	Secure local labour and training requirements within two major public

securing local labour through procurement activity. Enhance the quality of provision for employment support.		AN Other public sector organisation. <i>(SCC NRT/Other organisation)</i>	sector contract commissions. <i>(SCC NRT/other organisation)</i>
	Undertake development work to raise the quality standards of local providers, particularly smaller organisations. <i>(SCC T & EI) £4,000</i>		
	Grow and develop the ILM scheme within the city to provide a sustainable support programme for those requiring a graduated pathway into work. <i>(Lead body to be agreed) £10,000</i>	Expanded ILM scheme within city.	ILM scheme expanded to support provision for two additional employment sectors.
	Develop sector specific local employment initiatives – with a focus on Health and construction. <i>(SCC T& EI) £7,000</i>	Develop measures for other sectors - Retail/Tourism and Hospitality.	Develop measures for other sectors – related to Olympics.