

HASTINGS AND BEXHILL ECONOMIC ALLIANCE

DRAFT AIF Annual Performance Plan

2006/2007 – 2008/09

1. Contact Details

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HASTINGS AND BEXHILL ECONOMIC ALLIANCE

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This document builds on the AIF Performance Plan 2005/6 which was approved by SEEDA in June 2005.

Section 3 – Strategic Goals and Outcomes – has been developed by the four thematic focus groups

Section 4 refers to projects which have been approved by the Project Appraisal Panel to receive devolved funding in 2006; in addition section 4 refers to capital projects which are recommended by the Physical Regeneration Focus Group to be commissioned in 2006-07 and 2007-08 and to further revenue projects which are recommended to be commissioned in 2007-08. These projects will be commissioned, appraised and approved by the Economic Alliance in due course

PART I. STRATEGIC CONTEXT

2. Context for the Performance Plan

2a Partnership Development to Date

Please provide an update on how the Partnership has been developed during the past year.

The Hastings and Bexhill AIF Board has evolved into the Hastings and Bexhill Economic Alliance – this was formally agreed on 19th August. The Economic Alliance is now in the process of revising its Terms of Reference, has agreed a robust structure and is planning its future development. It is anticipated that this new AIF structure will serve as a more effective vehicle for coordinating local economic regeneration and inclusion activity. It is intended that the Economic Alliance be a strategic body with the ability to lever in funding from a variety of mainstream and other sources to achieve economic prosperity and inclusion objectives. It will also be a tool for coordinating work on the revised Regional Economic Strategy and other regional plans affecting Hastings and Bexhill in terms of economic issues. The primary focus of the Economic Alliance will be economic regeneration and inclusion. In this context, inclusion means increasing the number of people who are economically active and the average income level of residents.

The 2006 Performance Plan has been drawn up in consultation with the Hastings and Bexhill Economic Alliance and builds on the 2005-08 Performance Plan approved by SEEDA in June 2005. This Performance Plan builds on the work carried out during 2005-06 and looks to the future in terms of the economic regeneration of Hastings and Bexhill.

The Hastings and Bexhill Economic Alliance consists of nominated representatives from key stakeholder organisations across both Hastings and Bexhill and its Terms of Reference provide for the inclusion of representatives from other area partnerships engaged in the regeneration and economic development of Hastings and Bexhill. This will help to ensure linkage with and strategic coordination between relevant programmes, cooperative working and better integration of regeneration and economic development activity across the area. The membership and geographical remit of the Economic Alliance will be reviewed regularly in response to regional strategic developments and with a view to ensuring that the remit of the partnership is in accordance with achieving local economic regeneration objectives.

The Hastings and Bexhill Economic Alliance is an unincorporated partnership whose objectives are to:

- drive forward strategic priorities for economic regeneration and economic inclusion in Hastings and Bexhill;
- to facilitate the co-ordination of all regeneration funding and to oversee the development and delivery of all economic regeneration action plans across the area, *excluding those funded and delivered through the Hastings and Bexhill Task force*;
- to develop programmes which underpin the delivery of objectives in, and actions arising from, the Hastings and Bexhill Task force's Five Point Plan;
- to make decisions on funding priorities; and
- to co-ordinate the delivery and monitoring of economic targets contained within the Hastings Community Strategy

The Economic Alliance has established four thematic focus groups which build on the work of the previous AIF theme Groups, with key aims as detailed below:

- **Economic Inclusion**

To remove barriers to employment and increase the number of people in Hastings and

Bexhill who are economically active

- **Learning and Skills**

To increase aspiration and educational attainment, encourage a culture of lifelong learning and ensure that local people have the opportunity to acquire skills at any stage of their life cycle to achieve their potential

- **Jobs and Business Growth**

To promote business innovation and growth, increase employment opportunities for local people, raise average wage levels and ensure an appropriately skilled local workforce

- **Physical Regeneration**

To support the development of employment sites and ICT infrastructure, improved transport links and services, and promote urban development. The Economic Alliance has also delegated responsibility to this group to bring forward, through liaison with the other three Focus Groups, proposals for capital spend.

Each Focus Group is made up of members of the Economic Alliance and other partners. Its membership is non-prescriptive and lies with the discretion of the Chair of the Group and is ratified by the Economic Alliance. However the (draft) Terms of Reference state that each Focus Group should have representation from the following:

- public sector
- private sector
- voluntary and community sector

Each Focus Group will develop its own Terms of Reference which will be ratified by the Economic Alliance and specific inclusion targets will be allocated to each group.

In addition to advising, supporting and making recommendations to the Economic Alliance (and its Executive Group) and the LSPs (Local Strategic Partnerships), other specific functions of each Focus Group will include:

- working with service providers to identify any gaps in service provision
- identifying investment priorities
- influencing the core programmes and mainstream funding of relevant statutory partners
- consulting with all relevant partners and organisations within the field of the focus Group, in particular those specialist groups already in existence both in Hastings and in Bexhill; and
- identifying and commissioning projects and initiatives that will contribute to addressing the strategic outcomes and agreed spending priorities of this Performance Plan

Currently, work is duplicated across a number of Economic Alliance and LSP theme groups. Where the work of an Economic Alliance Focus Group cuts directly across LSP theme / priority group activity, the Alliance will work with the two LSPs to endeavour to merge the work into one Focus Group that will serve the needs of and advise both the Economic Alliance and the LSPs. This will help to reduce duplication of activity and encourage a more integrated way of working across areas of common interest. Where the Economic Alliance's performance plans address issues such as housing, health, crime / safety, and community development, in addition to strategic input from the Economic Alliance's Inclusion Focus Group, the Alliance will seek the input of relevant LSP thematic partnerships.

Progress to date under the previous AIF theme Groups is summarised below by theme:

Learning and Skills:

This group has effectively brought together all educational strata, with the exception of primary

education, working in the Hastings and Bexhill area. Alongside partnership working across the sector it has promoted two key AIF projects –

- **Learning Link**

This project started in April 2005 and is now providing community based adult learning advice for residents in Downs Farm and Ore Valley

- **Routeways into Employment**

This project is led by the Excellence cluster and was approved to start in October. The project aims to enable work placements for 14-16 years olds as part of the implementation of secondary school 14-16 vocational education curriculum.

Jobs and Business Growth (formerly Innovation and enterprise)

This group has established a working partnership and common agenda within and across Hastings and Bexhill. It has mapped what business support activities are available in the area and is writing a business support strategy. It has focused on particular aspects of business support and how to enable easy access to appropriate advice.

The following AIF funded projects are being implemented under the auspices of this group:

- **Destination Management**

A destination management strategy is being produced and destination benchmarking surveys are being carried out in Hastings, Battle, Bexhill and Rye

- **Sector Development**

This has concentrated on construction and fisheries.

- **Tourism Researcher**

Work has included surveys on the evening economy, perceptions of 1066 country as a destination, economic impact study on volume and value of the area's tourism

- **Evening Economy**

A weekly evening entertainments programme has been established in Hastings town Centre on Thursday evenings (Thursday Late and Live) and retailers are encouraged to stay open into the evening. Footfall in the town centre at this time has steadily increased and four new evening opening restaurants have opened.

Economic Inclusion (formerly Social and Economic Inclusion)

This is the first time that partners have worked across the two conurbations of Hastings and Bexhill on this agenda. With AIF funding the group instigated the Economic Action Planning Research. The draft action plan coming from this research provides the vehicle for the development of interventions to meet specified outcomes which will address issues of economic exclusion identified within the research. The ESF funded **Intermediate Labour Market Project** is one of the interventions identified where the plan has assisted the project in securing funding outside of the AIF. The action plan will provide the framework for the future work of this group.

In addition the following project has been approved:

- **Voluntary and Community Sector External Funding Officer**

This project has now commenced with the recruitment of the worker underway and a project steering group established on which the Chair of the Inclusion Group sits. The project will enable the voluntary and community sector to maintain its role as a local employer and in the provision of services which address social and economic inclusion in the area through the provision of support and training to enable such organisations to work together, draw in funding, and build capacity.

Physical Regeneration (formerly Physical Infrastructure)

This group is addressing sites and premises, ICT and transport infrastructure. This group now also has the devolved responsibility (from the Economic Alliance) to put forward proposals for capital spend working closely with the other three Focus Groups.

The following project coming from this Focus Group has been approved:

- **Land Use**

This project enables the Economic Alliance to complement the work of the Hastings and Bexhill Task force by identifying and carrying out preliminary work on potential employment sites in Bexhill and Hastings. There is a need to find a solution to the shortage of flexible accommodation for business start-ups and incubator units for high growth enterprises in Bexhill which may be met by sites identified in the land use project.

In addition, the Economic Alliance has established an **Executive Group** to which it has devolved responsibility for overseeing the operational delivery of the objectives of the Economic Alliance, to make decisions on project applications / proposals and allocate funding in accordance with agreed spending priorities as set out in this document.

A **Project Appraisal Panel** has also been established, appointed by the Economic Alliance, to consider funding proposals and to make recommendations to the Executive Group. The Panel is working effectively but the process of bringing forward projects which are sufficiently developed for appraisal has been slow and a number of projects identified in last years Performance Plan have not come to fruition. This has contributed to a slow start to implementation and has been at times frustrating for both Focus Groups and project applicants. The Economic Alliance will be reviewing its application and appraisal process for devolved funding in order to make the whole process more efficient and effective and to move towards a commissioning process which will enable the Economic Alliance to identify potential interventions to fill identified gaps in provision.

In order to make the most effective use of the part of SEEDA's devolved revenue grant for the current financial year which had not previously been allocated and which is not available for future years, the Economic Alliance has identified a number of short terms projects which address the AIF objectives for funding support. The first tranche of these short term projects were approved in September 2005 and include the following projects:

- **Sustainable Business Development**
- **On Track**
- **Bridge Café**
- **Tressell Retail qualification**
- **Land Use II**

A second tranche of short term projects has been considered by the Project Appraisal Panel and the Economic Alliance. These projects are as follows:

- **Hastings and St Leonards Credit Union**
- **Bridge Café 2**
- **Social Enterprise Support (pilot project)**
- **Single Telephone Number for Business Support**

The Economic Alliance (in the form of the previous AIF Board) has also approved 8 projects which will continue to devolved funding during the 2006/07 financial year using SEEDA's Single Programme Appraisal Guidance process. A further project, **E-Biz**, which is planned to run for three years, has also been considered and approved by the Project Appraisal Panel and the Economic Alliance.

These projects are as follows:

- **Destination Management**
- **Sector Development**

- **Evening Economy**
- **Land Use I**
- **Tourism Researcher**
- **Learning Link**
- **VCS External funding Officer**
- **Routeways to Employment**

The full Economic Alliance meets quarterly to set and agree the strategic direction and to agree the annual Performance Plan and set spending priorities. The AIF's strategic goals and investment priorities complement the physical and education-led regeneration objectives being delivered through implementation of the Five Point Plan, and will ensure that the benefits of this regeneration are realised across the deprived wards and that economic activity and employment generation is stimulated and retained within the Hastings and Bexhill area.

As accountable body, Hastings Borough Council will maintain its Regeneration Programme Team to support and monitor the delivery of this Performance Plan and to support the work of the Economic Alliance and its subordinate Focus Groups.

Baseline Position and Measuring Impact

Whilst extensive data is available for the Borough of Hastings there is less available for the town of Bexhill as this is usually embedded within Rother District Council information. The Regeneration Programme Team's dedicated Research and Information Officer is leading on the gathering and analysis of statistical data to underpin this Performance Plan. The Economic Alliance has also agreed to take part in commissioning an evaluation methodology with other AIF partnerships which will provide us with a toolkit for establishing the economic impact of the application of AIF funds and the work of the Economic Alliance.

2b Future Partnership Activities

Please give details of how the Partnership will be developed in future to become an effective tool for achieving AIF goals. This could include any plans for how the Partnership will look to engage stakeholders, and developments to its structure e.g. sub-groups.

A great deal of work has been undertaken over the past year, culminating in a strategic planning away-day facilitated by an independent facilitator to establish the most appropriate future partnership structure. This has been detailed in section 2a above. Additional work is ongoing to further refine the Terms of Reference and develop the thematic focus groups. Further development of the practical linkages between the Economic Alliance and the LSPs in both Hastings and Bexhill is planned over the next year which will include discussions around an exploration of opportunities to rationalise the thematic sub-groups of the Hastings LSP and of the Economic Alliance.

The aim of this development work is to ensure a coordinated approach to investment in area regeneration by identifying the most effective use of the various funding streams and to identify gaps in service provision and avoid duplication of provision and to ensure the effective strategic planning and delivery of services over the Hastings/Bexhill/Rother area in the context of regionalisation and other proposed devolved structures and issues. Some fine tuning of the new Economic Alliance structure may be required in the light of experience, the Local Area Agreement, the outcome of LEGI (Local Enterprise Growth Initiative – to be submitted in December), and the Regional Economic Strategy.

The Economic Alliance is already meeting the challenge of operating effectively and adding value in an arena of multiple partnerships. For the future the main challenges in partnership working are:

- the development and implementation of the Local Area Agreement, particularly, although not exclusively, the economic prosperity block
- working with the Local Strategic Partnerships on rationalising the thematic partnerships which cover the same ground as the Economic Alliance's subordinate Focus Groups
- working with Hastings Regeneration Partnership (HRP) with a view to exploring the option of taking on SRB responsibilities if the HRP determines to wind up operation before the end of the Hastings SRB Programme in March 2007
- the implementation of the LEGI bid, if successful

Making the best use of AIF funding is in itself a challenge. To be effective in the long term AIF will need to lever in or instigate investment by partners in sustainable projects as well as having a clear strategic overview. This will require the Economic Alliance to clearly plan in advance for projects which it hopes to commission for receipt of funding in future years. All revenue funds for the 2006-07 financial year are committed although funds are available for allocation the following year.

The challenges to effective economic regeneration and inclusion in the sub-region, identified last year, remain:

- to change the perception of the area and create a vision of a vibrant exciting area in which to live, work or visit
- to generate high growth, high skills, high pay employment in the area
- to identify the Key business sectors to support and find ways of making them grow into sustainable clusters
- to raise the levels of education performance across the board but particularly in subjects which support the key sectors and for all levels of employment
- to reach out to excluded residents and to help them to raise their aspirations and skills

The Economic Action Planning Research has confirmed that we are working from a low base line and that significant intervention is required to impact on economic exclusion. While addressing skills and employment opportunities is vital now, investment in early years, support for parents and in education is likely to bring long term benefits.

From a business perspective there is still a big gap between the skills that business requires and the skills of current entrants into the labour market. Closing that gap is a huge challenge. Equally challenging is enabling local people, particularly those who are currently excluded and those living in deprived areas, to acquire the skills that they need to help them to get and retain jobs. Capital investment in vocational training facilities will be beneficial in this area as will as are projects such as Learning Link. Capital investment is also planned in order to bring forward sites for supported workspace and small business units / workshop space.

In order to support the start-up, development and growth of local business capital investment is also planned in initiating a common Customer Relationship Management system and associated training which will be beneficial to all providers of support and advice services for business and for the Economic Alliance in tracking progress and identifying continuing gaps.

Areas where SEEDA's core programmes could support the AIF:

SEEDA's continued support for the Bexhill and Hastings Task Force is essential to the on-going regeneration of the area. This includes funding at the approved level as well as the

infrastructure, resources and support necessary to manage and deliver the major capital projects.

There are two further main areas in which SEEDA's core programmes are essential to economic development within the area – sector development and skills / training.

Support is required to encourage the development and expansion of new enterprises within key sectors. SEEDA's business advisory and support activities are essential in helping to meet those needs. The business support mapping exercise has also identified the significance of SEEDA's core programmes in providing support.

It is necessary to tailor the curriculum and opportunities within further education to meet the future needs of employers. To achieve this we will continue to look to the Learning and Skills Council and Sussex enterprise to build links between schools, colleges and local businesses. In particular we would want to see significant input from the Workforce Skills programme is delivering vocational training and support within the area.

In addition to these broad activities, the AIF will also require support from specific SEEDA initiatives such as the establishment of a Virtual Gateway Team to help to deliver the expansion of Broadband services and the e-Biz Centre. The Jobs and Business Growth Focus Group (formerly Economic Prosperity) is committed to the furtherance of this proposal and Sussex Enterprise will be taking the lead. There is a likely to be an associated need for AIF investment to ensure that a dedicated Business Link officer is employed to be based in Hastings to serve the Hastings and Bexhill areas. We also look to the Regional Sector and Cluster networks to establish strong supportive links with the area's local businesses.

3. AIF Strategic Goals and Outcomes

JOB AND BUSINESS GROWTH: Strategic Goal : Achieve an increase in the value and productivity of key sectors through strategic and coordinated targeting of support services; Increase the amount and range of jobs and ensure that all residents are equipped with the ability to access local and regional job opportunities

Baseline Position	Target Strategic Outcomes for the 3-Year Period	Interventions																								
<p>Innovation and Enterprise Achieve an increase in the value and productivity of key sectors through strategic and coordinated targeting of support services</p>																										
<p>The labour market is dominated by the public sector, which provides 40% of total jobs.</p> <table border="1" data-bbox="149 703 730 1305"> <thead> <tr> <th>Sector</th> <th>Hastings %</th> <th>SE %</th> </tr> </thead> <tbody> <tr> <td>Manufacturing</td> <td>11.9</td> <td>10.6</td> </tr> <tr> <td>Construction</td> <td>3.9</td> <td>3.9</td> </tr> <tr> <td>Distribution, hotels, Catering</td> <td>25.4</td> <td>26.3</td> </tr> <tr> <td>Transport & Communications</td> <td>4.0</td> <td>6.4</td> </tr> <tr> <td>Banking & finance</td> <td>10.5</td> <td>23.0</td> </tr> <tr> <td>Public sector</td> <td>40.6</td> <td>23.0</td> </tr> <tr> <td>Other</td> <td>3.6</td> <td>6.8</td> </tr> </tbody> </table> <p>Source ABI 2002 TO BE UPDATED</p>	Sector	Hastings %	SE %	Manufacturing	11.9	10.6	Construction	3.9	3.9	Distribution, hotels, Catering	25.4	26.3	Transport & Communications	4.0	6.4	Banking & finance	10.5	23.0	Public sector	40.6	23.0	Other	3.6	6.8	<p>Increased investment and retention of existing key employers within the targeted key sectors of advanced engineering, creative industries, construction, healthcare and destination management.</p> <p>i.e. more businesses – and more employment in key sectors, measured as a percentage of the total employment of the area.</p> <p>Increased total number of jobs in the area, but a reduction in the dependence upon the public sector and an increased percentage of high value jobs.</p>	<p>SeaSpace will provide facilities to attract new businesses through the incubation centres and space for rent in Hastings and Bexhill.</p> <p>Partners will work with the East Sussex Inward Investment team and explore FE college facilities for commercial opportunities.</p> <p>Increase the capacity of the resources for inward investment activity to match the development of sites and availability of new premises.</p> <p>Economic development and town centre management capacity building in Hastings and Bexhill, including activities to attract and retain business investment, increase entry level job opportunities and up-skilling for local people, support start-up and entrepreneurial activity and develop the evening economy.</p> <p>Partners will support interventions developed by Sussex Enterprise and 1066 Enterprise that will attract and retain high value added businesses that trade outside the local economy.</p>
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<p>In a survey in 2003, Sussex Enterprise found that fewer businesses in the area were introducing new products or entering new markets, restricting their ability to compete.</p> <p>Certain key sectors have been identified as having good potential for growth and employment – advanced engineering, creative industries, construction, tourism and healthcare.</p> <div style="border: 1px solid black; padding: 5px; margin-top: 10px;"> <p style="color: red;">Our Research and Info officer is investigating the availability of baseline data to measure level of inward investment</p> </div>	<p>Increased economic and employment contribution of existing sectors with growth potential</p> <p>i.e. increased value and productivity amongst existing businesses, measured as increased GVA per head in the area as a proportion of the overall East Sussex GVA.</p>	<p>Activities to embed, enhance and support key growth sectors, including targeted support to meet the specific needs of key sector businesses. Key sectors identified are: construction, healthcare, destination management, advanced engineering, creative media and e-commerce. Development / implementation of destination management strategy to support value added growth of the tourism sector, rather than more of the same.</p>																												
<p>The area has a high number of small employers mainly within the service sector. Eighty-five percent of Hastings businesses employ less than 10 people.</p> <table border="1" style="width: 100%; border-collapse: collapse; text-align: center;"> <thead> <tr> <th colspan="4">VAT businesses at end of 2003</th> </tr> <tr> <th></th> <th>Hastings</th> <th>Rother</th> <th>Rest of County</th> </tr> </thead> <tbody> <tr> <td>Total</td> <td>1890</td> <td>3150</td> <td>11755</td> </tr> <tr> <td>New during the year</td> <td>210</td> <td>280</td> <td>1140</td> </tr> <tr> <td>De-registered during the year</td> <td>185</td> <td>320</td> <td>1065</td> </tr> <tr> <td>Change</td> <td>25</td> <td>-40</td> <td>75</td> </tr> <tr> <td>% of total</td> <td>+1.3%</td> <td>-1.2%</td> <td>+0.3%</td> </tr> </tbody> </table> <p>Source : Nomis</p>	VAT businesses at end of 2003					Hastings	Rother	Rest of County	Total	1890	3150	11755	New during the year	210	280	1140	De-registered during the year	185	320	1065	Change	25	-40	75	% of total	+1.3%	-1.2%	+0.3%	<p>Improvements in the productivity and wealth creation amongst small enterprises to secure their future sustainability.</p> <p>Increased numbers of SME start-ups and improved survival rates, particularly within the key sectors.</p> <p>Increased number and contribution of social enterprises to economic growth</p> <p>See also Learning and Skills section in building business-education partnerships to develop business and entrepreneurial skills amongst young people.</p>	<p>Sussex Enterprise will review and increase the effectiveness of the support services for small businesses. A single telephone number point of contact for business support services is being funded by AIF as a pilot project led by Sussex Enterprise for three months. Should this prove to be successful it will be mainstreamed by support service providers.</p> <p>1066 Enterprise will co-ordinate the delivery of support schemes that offer on-going mentoring and support to small businesses to improve survival rates and encourage growth.</p> <p>Identification of sites and premises through the capital programme – bringing these forward as supported employment cluster sites, incubator units and so on. Also identification of sites for move-on accommodation.</p> <p>Initiatives which harness social enterprise activity and provide support and advice for social enterprise start-up and development. Promoting and supporting entrepreneurial activity in deprived areas including outreach support services, workshops and mentoring activity. Functioning support here will be provided through Hastings Trust, Bexhill Community</p>
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<p>During 2003, the number of VAT registered businesses in Hastings increased by a larger percentage than the remainder of the County (excluding Hastings and Rother). Within the whole of Rother the number actually fell during 2003.</p> <p>There is a gap in existing business support service provision for longer term mentoring for SME's.</p> <p>83% of local SMEs either have no budgetary provision for training nor provide training for staff.</p>		<p>Partnership and ESSEN</p> <p>A Business Loans project through the Princes Trust will support the start up of new businesses, targeting work at the most excluded and young people. 24 business ideas will be explored, potentially leading to 8 anticipated new businesses.</p> <p>The Economic Alliance and partners will work collaboratively to explore options for the provision of training for small businesses and work with businesses to promote staff training and development</p>
<p>Local businesses are in general less optimistic about their future prospects than businesses in other parts of the region. Support is patchy and inconsistent .</p> <p>The 2003 Sussex Enterprise survey revealed that the number of local businesses that cite poor quality business support as a constraint to efficiency and competitiveness is higher in the area (24%) than in Sussex as a whole (12%).</p> <p>There is a multiplicity of organisations delivering a range of business supports services with no real coordination between providers in terms of provision or marketing of services</p>	<p>Improved co-ordination of the development and delivery of support services in response to sector needs to prevent duplication and achieve greater economies of scale from targeted funding.</p> <p>This will be measured by a reduced percentage of businesses citing poor quality business support as a constraint within the next Sussex Enterprise survey.</p>	<p>Building on the Business Support Mapping activity undertaken in the 2005-06 financial year, market these services more clearly with a single brand and make them easily accessible with a 'no wrong door' approach and clear communication links established and maintained between all providers – to be led by Sussex Enterprise but with buy-in from all partners. A single telephone number point of contact for business advice is being piloted by Sussex Enterprise during quarter 4 of 2005-06 which will, if proven successful, be mainstreamed by support agencies in the future.</p> <p>Sussex Enterprise will be commissioned to further a common CRM system during the 2006-07 financial year. This common CRM will be shared with the four Sussex AIFs.</p> <p>Sussex Enterprise and SEEDA will develop an Enterprise Gateway. This is likely to require future AIF revenue investment to secure a dedicated Business Link officer to be based in Hastings and to serve the Hastings and Bexhill areas.</p> <p>Sussex Enterprise will continue to develop a co-</p>

		ordinated programme of business support services that address the specific needs of Hastings and Bexhill businesses. Including the adequate presence of Business Support provision in both Bexhill and Hastings.
	<p>Integration of skills and training provision with business support services and access to ICT infrastructure.</p> <p>To be measured by the level of take-up of Broadband by businesses.</p>	<p>Need to improve the links between education services and employers to identify the future needs of local businesses. Work with LSC, employers, schools and colleges, building upon the PDA network. See Learning and Skills section.</p> <p>E-business project led by Sea Space to provide e-business and e-commerce support to businesses across Hastings and Bexhill – services will comprise information, advice and client guidance on e-commerce, e-learning services and other broadband activities to increase the competitiveness, enterprising skills and behaviours of local businesses and voluntary sector organisations.</p>
<p>Employment</p> <p>Increase the amount and range of jobs and ensure that all residents are equipped with the ability to access local and regional job opportunities</p>		
<p>The true nature, extent and reasons of economic inactivity in Hastings and Bexhill are not known.</p> <p>Research has been undertaken to investigate these issues, and a report and associated action plan produced.</p>	<p>Identification of specific measures to address the issues around economic inclusion</p>	<p>The Economic Alliance will seek to support selected priority initiatives to address some of the key recommendations from the research, including targeted activity to move people from unemployment into work, remove barriers to employment and employability and build the capacity of local social enterprises.</p>
<p>Unemployment in October 2004 in the area was significantly higher (3.1%) than the national (2.1%) and east Sussex (1.4%) figures.</p> <p>Nearly 50% of the unemployed are aged</p>	<p>Unemployment in the area reduced to be within 1% of the East Sussex average by 2008 (Hastings Community Strategy target)</p>	<p>The reduction of unemployment relies upon the creation of jobs (see Innovation and Enterprise) and the enabling of residents (see Learning and Skills), but initiatives are also needed to bring the two together.</p>

<p>between 20 and 29 years.</p>		<p>Increased partnership support to enhance and extend successful projects across the Hastings and Bexhill area which enable unemployed people to return to work.</p> <p>Work with employers to create the opportunities for unemployed residents to return to work, particularly in the growth of jobs in sectors that match the skills available.</p> <p>Develop schemes to promote pathways from education into employment and progression through employment.</p>
<p>Unemployment is largely concentrated in the thirteen wards that fall within the 20% most deprived wards nationally and there is a real risk that residents of these wards will not be able to share in the benefits arising from capital investment by the Task Force.</p> <div data-bbox="220 846 651 964" style="border: 1px solid black; padding: 5px; margin: 10px auto; width: fit-content;"> <p style="color: red;">Ward-based baseline data to be recorded</p> </div>	<p>Improved economic inclusion resulting in a reduced gap in unemployment levels between the five most deprived wards and the other seven wards that fall within the worst 20% nationally by ensuring that jobs are created for all levels of skills.</p> <p>The challenge will be to meet the needs of the excluded population - providing them with the basic life skills and then the employability skills they require to get them onto the ladder of opportunity.</p> <p>To be measured by a reduction in the gap between the thirteen deprived wards and the average for the area.</p>	<p>Development of sustainable businesses that employ local people of all skill levels.</p> <p>Increase the number and contribution of social enterprises to economic growth, such as Intermediate Labour Markets and Social Firms.</p>
<p>Employment in the area is predominantly in occupations with low qualification requirements and with average hourly wages below South East levels; in addition the proportion of part time to full time employment in the area is higher than the national average.</p> <p>As a consequence, the percentage of working adults on income support is higher in Hastings than in other parts of the UK</p>	<p>Increased average earnings.</p> <p>Target to be 83% of the UK average by 2005 and the same as the East Sussex average by 2008 (Hastings Community Strategy targets)</p>	<p>The 5-point plan includes a vision of attracting higher-wage businesses – advanced engineering, creative industries, etc - supported by the new University Centre.</p> <p>Support initiatives to stimulate local existing businesses to move up the value added chain.</p>

Gross Average Weekly Earnings:

	Hastings	East Sussex	UK
2002	341	397	478
2003	388	413	493
2004	421	445	512

Source : ONS 2004 (ASHE survey)

Improved career progression through the local labour market. To be measured by the number of local residents with skill levels 3 and 4.

Available baseline data and target to be obtained

The local workforce will be encouraged to continue to increase their skills levels even when in employment through such schemes as Next Steps (LSC) and Management and Leadership courses at UCH.

The PDA network and increased use of liP will be used to monitor progress.

Partners:

Hastings Borough Council, Rother District Council, Sea Space, East Sussex County Council, Princes Trust, Job Centre Plus, Business in the community, LSC, HCAT, Sussex Enterprise, 1066 Enterprise, Tourism South East, 1066 Country, Construction Skills Group, Stade Partnership, Priory Meadow Centre, Town Centre Management, Bexhill Community Partnership, Hastings Trust, Bexhill Regeneration Partnership, local businesses, particularly from the key sectors

LEARNING AND SKILLS. Strategic Goal : Provide pathways to employment through lifelong learning that is easily accessible and inclusive in high quality learning establishments that leads to both economic and social inclusion

Baseline Position	Target Outcomes for the 3-Year Period	Interventions
<p>Educational attainment levels in Hastings are lower than most other areas in East Sussex and in some schools attainment is significantly lower than elsewhere in England. Both Bexhill Secondary Schools are achieving results above the East Sussex and national averages.</p>	<p>Improved educational participation and achievement from primary through to further education / higher education</p>	<p>Develop a programme of activities to target those at risk of failing to achieve: such as mentoring services, professional and alternative curriculum. Including work with Tressell Training, Excellence Cluster 'Routeways to Employment' project</p>
<p>According to data provided by the Basic Skills Agency, a disproportionately high percentage of the workforce in the area has a low level of skills, and a high proportion of the workforce have no qualifications at all. There are high levels of people suffering from literacy and numeracy problems in both Hastings and Bexhill.</p>	<p>Improved adult basic skills levels in both literacy and numeracy and increased levels of qualifications within the workforce particularly within those subjects needed by the key sectors.</p>	<p>Support skills development projects to act on the findings of the AIF Economic Action Research project and to implement its Action Plan and fill current gaps in provision including improving vocational training / apprenticeships linked to business needs and improving adult basic skills levels. Including work with Tressell Training, Excellence Cluster 'Routeways to Employment' project.</p>
	<p>Increased proportion of the workforce employed in 'level 3 & level 4' occupations</p>	<p>Development of specialist courses at UCH through the AIF funded Destination Management project.</p>
<p>The provision of lifelong learning is fragmented and there is a lack of awareness of opportunities that are available to people to progress through learning and into employment</p>	<p>Clear pathways from learning into employment for all ages across the Hastings and Bexhill area and a structured mechanism for encouraging and supporting people through the process from learning into employment including outreach to attract people into learning, IAG services, mentoring and motivational services</p>	<p>Review results of research and implement the associated Action Plan to develop a comprehensive system of learning opportunities addressing the needs of local people and employers. HVA has previously undertaken an audit of community learning activities which will be used to identify gaps assist the Economic Alliance in commissioning suitable projects.</p> <p>Promote the Learning Link approach to encourage those without skills into training and employment – as proven successful within</p>

		<p>Bexhill.</p> <p>Support projects skills for life programmes and schemes that encourage people back into work – such as Intermediate Labour Market, Social Enterprise, etc</p> <p>Support projects that develop multi-agency facility and increase access to vocational training / workability skills in deprived areas, and support the development of activities that link community groups and education providers with cultural, sporting and recreational activities to increase vocational training and employment opportunities in those areas.</p>
<p>Growth in key employment sectors is constrained because the current skills base of the area does not match the future requirements of the key sectors</p>	<p>Increased 16-18 participation rates in further education and apprenticeships.</p> <p>A curriculum that meets the needs of local businesses</p>	<p>Work with local businesses to identify the skills needed within each sector and identify any gaps in the provision of services. The approved AIF project for 'Sector Development' will contribute towards this as will the Excellence Cluster's 'Routeways to Employment' project.</p>
<p>There is no clear statement of basic requirements for entry into the workplace</p>	<p>A certificate of 'readiness for the workplace' with a curriculum and content agreed with local businesses to be in place.</p> <p>Core subjects to be delivered at all schools in the area with specialist subjects being delivered at identified centres of expertise.</p>	<p>Partners will work with LSC, Sussex Enterprise, HCAT, Bexhill College, schools and local businesses to:</p> <p>identify the basic needs of businesses</p> <p>develop appropriate school curriculum to meet these needs</p>
<p>There is a lack of workplace opportunities for young people.</p>	<p>A 'clearing house' to be established to manage all student work placements within the area, to be led by a partnership of business and educational organisations</p>	<p>encourage businesses to offer work placements to students who have attained these basic skills</p> <p>co-ordinate all work placement opportunities within the area</p>
<p>There is a shortfall in the provision of construction skills training in order to exploit opportunities created through the capital investment of the Task Force.</p>	<p>Adequate supply of local skilled construction workers.</p>	<p>The AIF Sector Development project includes Construction as one of the key sectors.</p> <p>The Learning and Skills Group to examine how more young people in schools can be encouraged to think of careers in construction by providing opportunities for vocational courses in</p>

		schools.
There is a lack of meaningful consistent data to track people through learning opportunities and pathways into employment	A better understanding of the needs of the learning population is achieved.	Consider options for developing a tracking system or “passport to learning” facility that enables people to be tracked through the learning pathways to show where services succeed or fail. The Excellence Cluster ‘Routeways to Employment’ project is key here.
<p>Partners:</p> <p>Hastings and Bexhill Task Force, Hastings Borough Council, Rother District Council, Learning and Skills council, Sussex enterprise, 1066 enterprise, Job Centre Plus, key area employers, Hastings College of Arts and Technology, Bexhill College, University Centre Hastings, Local Strategic Partnership, Bexhill Learning Link, Hastings Community Network, University of Brighton, Bexhill Community Partnership, Bexhill Regeneration Partnership, Hastings Regeneration Partnership</p>		

PHYSICAL REGENERATION : Strategic Goals : Ensure the sustainable development of business, residential and cultural / heritage development, taking advantage of strategic brownfield sites and the attractive environment to maximise the potential for economic growth and to ensure that physical location and transport difficulties do not exclude residents from employment; Modernise the existing local and regional transport system and make better use of alternative transport solutions to achieve greater access to employment and community services and to ensure that no area is disadvantaged by a lack of transport opportunities; Ensure that all residents have access to broadband ICT and that it becomes a standard tool in business through investment in infrastructure and training in all aspects of ICT usage

Baseline Position	Target Outcomes for the 3-Year Period	Interventions
<p>Sites and premises</p> <p>Strategic Goal: Ensure the sustainable development of business, residential and cultural / heritage development, taking advantage of strategic brownfield sites and the attractive environment to maximise the potential for economic growth and to ensure that physical location and transport difficulties do not exclude residents from employment</p>		
<p>The lack of quality office space and limited availability of land for new developments is a major constraint on enterprise, encouraging business expansion and attracting new investment into the area.</p>	<p>Improved availability of quality offices and workspace that meet the needs of potential occupiers</p>	<p>The TaskForce is developing a number of key sites. AIF partners will support these developments and the services subsequently delivered from the sites.</p> <p>Partners will work collaboratively to identify and bring forward sites for development as small business start-up units, incubator units and move-on accommodation. Good quality as well as affordable employment accommodation is needed across Hastings and Bexhill. The focus of development should be prioritised at the smaller end of the market, looking both at supported employment space and smaller units at the cheaper end of the market.</p> <p>RDC will undertake a feasibility study of the Sidley Goods Yard site to develop a firm proposal for employment use.</p> <p>HBC will develop plans for bringing sites into regeneration and employment use.</p> <p>The Seafront Strategy has been identified as an important document and we hope to support employment related interventions within this strategy. HBC and RDC to explore this possibility further to look at developing</p>

		interventions in future years.
Significant levels of capital investment for the development of major sites are being delivered through the task force. However, there are funding gaps in terms of bringing forward smaller employment sites and for public realm improvements to stimulate private investment in town centres.	A number of small sites identified for private / public development offering employment opportunities	A 'Land Use' project will identify possible sites that meet established criteria and which can be developed. This project to be led by RDC with support from HBC and the TaskForce See above with regard to RDC undertaking feasibility work on Sidley Goods Yards and HBC looking further at the possibility of bringing sites forward for employment use. Also see above re: Seafront Strategy
Relatively low property values are a disincentive for speculative development.	Enhance the quality and image of the built environment for all and promote Urban Renaissance Recycled and remediated brownfield land by focusing investment activity in the town centres of Hastings and Bexhill	Investigate and bring forward town centre sites for employment and entrepreneurial purposes and undertake activities that promote urban renaissance and inward investment e.g. Hastings and Bexhill Task force's development of a MasterPlan for Bexhill Town Centre and HBC has commissioned a Central St Leonards MasterPlan.
Transport		
Strategic Goal: Modernise the existing local and regional transport system and make better use of alternative transport solutions to achieve greater access to employment and community services and to ensure that no area is disadvantaged by a lack of transport opportunities		
The limitations of existing transport links is a constraint on economic growth but improvements to key road and rail links are constrained by national policies and investment priorities.	Improved business connectivity and opportunities for securing inward investment	AIF Partners will act in a lobbying role to support the major strategic improvements needed to the road and rail infrastructure supporting the area and will engage with the LTP2. AIF partners will support information and signing package for Hastings Station to assist visitors and business users; feasibility work on Wilting Station Proposal which links in with Link Road Design work and Ashford – Hastings rail enhancements stage 2.
Hastings has a lower than average rate of car ownership but poor public transport services in some areas inhibits access to employment and learning opportunities.	All residents in the area are able to access services and employment opportunities	AIF Partners will support existing transport groups to deliver improvements in the provision of public transport within the area such as the QBP. This will include Access to Local Activity Nodes – evaluation of the accessibility of centres

		<p>of employment, shopping, education and health: to identify shortfalls and priorities for improvements now and as new developments progress – this relates directly to the review of local bus services being funded by the QBP.</p>
<p>ICT</p> <p>Strategic Goal: Ensure that all residents have access to broadband ICT and that it becomes a standard tool in business through investment in infrastructure and training in all aspects of ICT usage</p>		
<p>BT's broadband service is now available throughout the area and Broadband Experience Centres have been opened in both Hastings and Bexhill town centres to engage employers and residents. The Broadband Centre in Bexhill is closing but on-going e-Business and e-commerce support will be provided on an outreach basis through the E-Biz Centre project</p>	<p>Accelerated access, utilisation and uptake of existing available broadband services.</p> <p>Realised potential of Broadband for business development and community learning</p>	<p>Installation of hardware and networks into Hastings and Bexhill to provide businesses affordable access to high-speed communications capability and activities linked to the Enterprise Hub to promote the use of Broadband. Develop a bid for leading edge technology such as Digital Streaming Media Server facility allowing the broadcasting of digital broadband internet television, including access to Bexhill College and the creative industries shall be furthered through the Physical Regeneration Focus Group</p> <p>Also ensuring that e-business support and training are made available – e.g. through the e-Business project</p>
<p>Partners:</p> <p>Hastings and Bexhill Task Force, Hastings Borough Council, Rother District Council. Private sector, Bexhill Regeneration Partnership, Hastings Regeneration Partnership; East Sussex Broadband Partnership, Wired Sussex, 1066 Enterprise, University Centre Hastings; East Sussex County Council, Quality Bus Partnership, Transport Operators</p>		

ECONOMIC INCLUSION : STRATEGIC GOAL: Tackle the causes of deprivation and improve people's quality of life by raising the capacity within the community, including 'hard to reach' groups, to address their needs and enable them to influence opportunities that give an equality of outcome.

Baseline Position	Target Outcomes for the 3-Year Period	Interventions
<p>There is a broad network of both voluntary and community organisations active in the area, whose contribution to regeneration is constrained by problems associated with securing funding from a range of time limited special funding programmes.</p>	<p>Increased capacity of local communities to participate in the regeneration of the area through active citizenship.</p> <p>Raised aspirations and strengthened opportunities through effective partnership structures that engage communities in shaping policy and influencing the delivery of local services so that they respond to local needs and aspirations.</p>	<p>Dedicated advice / support for community / voluntary organisations on external funding sources and applications to be provided through the Voluntary and Community Sector External Funding Officer project being delivered by HVA to work with the VCS across Hastings and Bexhill to build capacity through the provision of training and one-to-one interventions with VCS organisations, also to increase joint working amongst VCS organisations to draw in funding for partnership activities</p>
<p>Certain social circumstances are perceived as barriers to social or economic inclusion – health, race, ex-offenders, gender, etc</p>	<p>Strengthened role of the voluntary and community sectors in securing sustainable solutions to tackling exclusion</p>	<p>With partners, develop and implement the Economic Action Research Action Plan</p>
<p>Partners: Hastings and Bexhill Task Force, Hastings Borough Council, Rother District Council, LSC Sussex, HCAT, Sussex Enterprise, 1066 Enterprise, East Sussex Economic Partnership, Bexhill Regeneration Partnership, Hastings LSP, Hastings Regeneration Partnership, Bexhill Learning Link, Neighbourhood Community for a, Greater Hollington Partnership, Hastings Community Network, Bexhill Community Partnership</p>		

PART II. DEVOLVED FUNDING FROM SEEDA

4. Project Development

4a Prioritisation and Rationale

- (i) How have you prioritised those areas that require SEEDA's devolved funding?
- (ii) Why do you consider it important that SEEDA and not other funders fund these activities?

i) This Performance Plan has been developed within the overarching strategic context of the Hastings-Bexhill AIF Action Plan, the Five Point Plan, Hastings' Community Strategy and Bexhill's Regeneration Strategy. The areas of activity that have been identified within the Performance Plan are those priority areas where there are investment shortfalls.

In particular, the Hastings Community Strategy identifies 21 key targets for sustainable economic, social and physical regeneration. The activities set out in the Performance Plan will directly contribute towards meeting the targets related to the inequalities and underperformance of the local economy. The Hastings Community Strategy is currently under review and the Economic Alliance will contribute to the review of the key targets.

A particular priority identified through the development of the AIF is the need to build on the capital projects being delivered under the Five Point Plan by ensuring that regeneration benefits are realised in deprived wards, by addressing barriers to economic inclusion and by fostering business entrepreneurship, innovation and investment. The early priorities identified for SEEDA devolved funding specifically address the key economic objectives and investment priorities in the AIF action plan and add value to the wider regeneration activity taking place across Hastings and Bexhill. Capital funds will be applied to bringing forward sites for development as employment space and thereby encouraging entrepreneurship and economic activity – supported work units, incubator space and so on. Such capital investment will be built on in future use through a strategic application of devolved revenue funding.

Within this context, specific projects will continue to receive devolved funding for the financial year 2006/07. No new revenue projects for the financial year 2006-07 have been identified as revenue funds are all committed. However, close management of spend will be required to ensure that any funds becoming available through project slippage can be applied strategically to interventions which contribute to meeting Economic Alliance objectives as identified within this plan. Capital projects will be important this year in help to build the physical infrastructure within which future revenue projects will sit. It is important that the Economic Alliance takes a strategic view in relation to future years revenue allocations to ensure that they build on work funded through the capital programme, partner interventions, current revenue funded initiatives and Sea Space activities.

A number of short term revenue projects were funded during the second half of 2005-06 and it is important that the good practice and lessons learned from these pilot interventions is applied to the identification of future investment priorities in coming years.

ii) These priorities and the projects that will deliver them have a clear economic focus and, therefore, it is appropriate that they are supported by SEEDA's devolved funding. In their way, each project contributions towards meeting the objectives within the Regional Economic Strategy, as shown in section 4c below.

4b Projects Prioritised for Devolved Funding

AIF Strategic Investment Priority	Project Name (lead organisation)	Key Activity	Key Outcomes (Please show links to section 3c) Outputs are for the 3 year period 2006-09
Achieve an increase in the value and productivity of key sectors through strategic and coordinated targeting of support services.	Sector Development (Hastings Borough Council)	Construction industry: <ul style="list-style-type: none"> • Develop charter • Increase levels of construction skills training 	Increased economic and employment contribution of existing key sector.
		Fishing industry: <ul style="list-style-type: none"> • Increase catch levels • Increase local outlets 	Increase in number of jobs and increased productivity and value.
		Retail Sector: <ul style="list-style-type: none"> • Retail needs assessment 	Improved productivity amongst small enterprises to secure their future sustainability 25 jobs created 24 businesses assisted 56 people assisted in skills development
	Evening economy (Hastings Borough Council)	<ul style="list-style-type: none"> • Policy research with stakeholders • Provision of a programme of early evening cultural activities to attract town centre visitors • Encourage retailers to extend opening hours • Site investigations at Marina and Bexhill for new restaurants 	Increased economic and employment contribution of existing key sector. 10 jobs created 14 new businesses 43 businesses supported 24 people assisted in skills development

	Destination Management (Task Force)	<ul style="list-style-type: none"> • Develop a destination management strategy • Pre-feasibility study for a new major visitor attraction • Develop HE coastal management qualifications to be delivered at UCH 	<p>Increased economic and employment contribution of existing key sector.</p> <p>Increased proportion of local residents employed in occupations with skill levels 3 and 4</p>
	Tourism researcher (Task Force)	<ul style="list-style-type: none"> • Provision of leisure, tourism and hospitality sector research and analysis • Stimulate inward investment within this sector 	Increased economic and employment contribution of existing key sector.
	E-Business Project (Sea Space)	<ul style="list-style-type: none"> • 	130 businesses supported to improve performance Xxx people supported in skills development
<p>Projects that are likely to be commissioned for revenue funding in future years should they still be viewed as priority interventions</p>	Business mentoring	Provide sustained mentoring to SME's (this support currently ceases after one year)	<p>Improved productivity and growth.</p> <p>Increased number of SME start-ups and improved survival rates.</p> <p><i>120 businesses supported</i></p>
	<p>Building on the finding of the Business Support Map project</p> <p>Sussex Enterprise</p>	<ul style="list-style-type: none"> • Increased penetration into the market • Increase the GVA of businesses worked with intensively • Reduced cost per business supported 	<p>Improved co-ordination of development and delivery of business support services through a 'no wrong door' approach</p> <p>A single telephone number point of contact is being piloted during quarter 4 of 2005-06. If successful it is anticipated that this will be mainstreamed by support agencies.</p>

	<p>Business support – virtual gateway – and Business Link</p> <p>Sussex Enterprise</p>	<ul style="list-style-type: none"> Develop a no-wrong door approach amongst service providers <p>The Enterprise Gateway is being developed by Sussex enterprise with SEEDA. It is likely that it will require AIF contribution to enable the employment of a dedicated Business Link officer to be based in Hastings to serve the Hastings and Bexhill area</p>	<p>Improved co-ordination of development and delivery of business support services.</p> <p><i>120 businesses supported</i></p>
	<p>Training and development support for SMEs</p>	<p>83% of SMEs in Hastings and Bexhill do not provide or do not have a budget for staff training.</p> <p>The Economic Alliance will consider commissioning projects from providers who would work to promote and enable SME access to staff development and training</p>	
<p>Increase the amount and range of jobs and ensure that all residents are equipped with the ability to access local and regional job opportunities</p>	<p>Social Enterprise Support</p> <p>Bexhill Community Partnership</p>	<p>Provide a supportive environment to encourage the development of a number of social enterprises through a series of workshops and mentoring.</p>	<p>Increased number of Social Enterprises and employment opportunities. A reduction in the unemployment levels within the 13 most deprived wards in the area.</p> <p>8 new businesses 10 businesses supported 40 jobs created</p> <p>BCP are leading on a pilot project to take place in the final quarter of 2005-06 which will inform future</p>

			developments in social enterprise support to be supported by AIF in future years
Provide pathways to employment through lifelong learning that is easily accessible and inclusive in high quality learning establishments that leads to both economic and social inclusion	Routeways into employment (Excellence Cluster)	<ul style="list-style-type: none"> • Increased vocational learning • Improved retention at 16 • Improved advice and guidance • Develop new adult learning centres 	Outputs?
	Learning Link (Learning Link)	<ul style="list-style-type: none"> • Information and advice centres • Outreach services to engage hard to reach groups • Broker courses with colleges • Develop taster sessions to encourage people into learning 	<p>A structured mechanism for encouraging and supporting people through the process from learning into employment including outreach to attract people into learning, IAG services, mentoring and motivational services.</p> <p>2395 people assisted in their skills development</p>
Ensure the sustainable development of business, residential and cultural / heritage development, taking advantage of strategic brownfield sites and the attractive environment to maximise the potential for economic growth and to ensure that physical location and transport difficulties do not exclude residents from employment	Land Use (Rother District Council)	<ul style="list-style-type: none"> • Conduct a site audit of the vacant employment sites in Hastings and Bexhill • Strategy for development of 9 sites with detailed delivery plan for 6 	A number of small sites identified for private/public development offering employment opportunities.
Ensure that all residents have	e-Business Centre	•	120 businesses supported to

<p>access to broadband ICT and that it becomes a standard tool in business through investment in infrastructure and training in all aspects of ICT usage</p>	<p>(Sea Space)</p>		<p>improve performance</p> <p>Xxx people assisted in skills development</p>
<p>Modernise the existing local and regional transport system and make better use of alternative transport solutions to achieve greater access to employment and community services and ensure that no area is disadvantaged by transport opportunities</p>	<p>No current interventions</p>		
<p>Identify and tackle the barriers within the social and community infrastructure which create or maintain the exclusion of groups and individuals preventing them from accessing training and employment and from playing a full role within the community</p>	<p>VCS External funding officer (Hastings Voluntary Action)</p>	<p>Review existing VCS funding and develop a VCS funding strategy. Advise and support VCS organisations in their submission of funding applications.</p>	<p>Increased capacity of local communities to participate in the regeneration of the area. Raised aspirations for residents to influence the delivery of local services.</p> <p>10 jobs created 60 people assisted in finding a job 160 people assisted in skills development £600,000 levered in</p>
<p>Projects that are likely to be commissioned by the Economic Alliance in future years should they still be viewed as priority interventions</p>	<p>Equalities – support for employers</p>	<ul style="list-style-type: none"> • Further develop the Equalities Toolkit produced by Sussex University • Develop web-based advice and guidance • Engage employers to change their traditional recruitment practices 	<p>Improved perception amongst employers towards marginalised groups and individuals and improved recruitment processes</p> <p>60 people assisted in finding a job 240 businesses assisted to improve performance</p>

	<p>Assertive Outreach</p>	<p>Recruit additional workers within existing schemes to proactively engage economically inactive residents and support them into training and employment opportunities</p>	<p>Reduction in the number of long-term unemployed people within the area. Improved adult basic skills levels in literacy and numeracy. Reduction in the levels of economic and social exclusion.</p> <p>1300 people assisted in finding a job 400 people assisted in their skills development</p>
	<p>Parent support</p>	<p>Identify current provision of childcare services and the shortfall to meet demand. Work with stakeholders to examine appropriate projects and long term funding. Help partners to set up high quality sustainable projects.</p>	<p>Reduction in the number of parents who consider childcare responsibilities to be a barrier to employment.</p> <p>40 people assisted in finding a job 3 businesses assisted to improve their performance 50 people assisted in their skills development</p>
	<p>Generational unemployment</p>	<ul style="list-style-type: none"> • Develop and deliver a curriculum in schools to challenge the unemployment culture • Recruit and train mentors from community, schools and businesses 	<p>Improved attitudes amongst young people towards employment. In the long-term, leading to a reduction in unemployment levels</p> <p>5200 people assisted in their skills development</p>

4c Capital projects to be commissioned in 2006-07 and 2008-09

Strategic Priority	Project	Description	Indicative funds allocated
<p>Achieve an increase in the value and productivity of key sectors through strategic and coordinated targeting of support services.</p>	<p>Common CRM project</p>	<p>Sussex Enterprise will be commissioned to put together a project which provides a common platform for information collection and proactive lead management.. The project will benefit all businesses using business support and skills development services that are publicly funded. The project to consider the needs of all partners prior to commissioning development work and then support to users once the system is developed.</p>	<p>£25,000 (2006-07)</p>
<p>Increase the amount and range of jobs and ensure that all residents are equipped with the ability to access local and regional job opportunities</p>	<p>HBC Employment Sites</p> <p>Supported workspace</p> <p>Business Loans</p> <p>Vocational Training Space</p>	<p>HBC will be commissioned ot work with partners to bring forward and develop small employment sites.</p> <p>RDC will be commissioned to identify and bring forward for development sites for supported workspace.</p> <p>Princes Trust will be commissioned to bring forward a business loans project which will provide business start up loans to young and excluded potential entrepreneurs</p> <p>Organisations will be commissioned to bring forward</p>	<p>£200,000 (2006-07) £200,000 (2007-08)</p> <p>£50,000 (2006-07) £250,000 (2007-08)</p> <p>£40,000 (2006-07)</p> <p>£165,000 (2006-07) £100,000 (2007-08)</p>

		capital projects which will provide vocational training facilities across Hastings and Bexhill	
Provide pathways to employment through lifelong learning that is easily accessible and inclusive in high quality learning establishments that leads to both economic and social inclusion	Vocational training space	Organisations will be commissioned to bring forward capital projects which will provide vocational training facilities across Hastings and Bexhill	£165,000 (2006-07) £100,000 (2007-08)
Ensure the sustainable development of business, residential and cultural / heritage development, taking advantage of strategic brownfield sites and the attractive environment to maximise the potential for economic growth and to ensure that physical location and transport difficulties do not exclude residents from employment	HBC Employment Sites Supported Workspace	HBC will be commissioned to work with partners to bring forward and develop small employment sites. RDC will be commissioned to identify and bring forward for development sites for supported workspace.	£200,000 (2006-07) £200,000 (2007-08) £50,000 (2006-07) £250,000 (2007-08)
Ensure that all residents have access to broadband ICT and that it becomes a standard tool in business through investment in infrastructure and training in all aspects of ICT usage	Digital Media Streaming Software	Sea Space will be commissioned to bring forward a proposal for digital media streaming software which will enable the development of local broadband digital television	£30,000 (2006-07)
Modernise the existing local and regional transport system and make better use of alternative transport solutions to achieve	No currently planned interventions		

<p>greater access to employment and community services and ensure that no area is disadvantaged by transport opportunities</p>			
<p>Identify and tackle the barriers within the social and community infrastructure which create or maintain the exclusion of groups and individuals preventing them from accessing training and employment and from playing a full role within the community</p>	<p>Business loans project</p> <p>Vocational Training Space</p> <p>Supported Workspace</p>	<p>Princes Trust will be commissioned to bring forward a business loans project which will provide business start up loans to young and excluded potential entrepreneurs</p> <p>Organisations will be commissioned to bring forward capital projects which will provide vocational training facilities across Hastings and Bexhill</p> <p>RDC will be commissioned to identify and bring forward for development sites for supported workspace.</p>	<p>£40,000 (2006-07)</p> <p>£165,000 (2006-07) £100,000 (2007-08)</p> <p>£50,000 (2006-07) £250,000 (2007-08)</p>

4d Project Strategic Context

Please link the projects and outcomes identified in section 4b back to the Strategic Investment Priorities of the Partnership.

Project Name	RES Priority	Description of RES Impact	PSA Impact – see PSA targets listed at foot of the table
Destination Management	Urban renaissance	Development of the creative, cultural and sport sector	Culture- increased productivity in the tourism sector
Tourism researcher	Urban renaissance	Development of the creative, cultural and sport sector	Culture- increased productivity in the tourism sector
Sector Development	Enterprise Growth and innovation Skills for prosperity	Ensure skills support for sector and cluster development	Productivity, employment and enterprise
Evening economy	Urban renaissance	Development of a healthy evening economy to increase the viability of the town centres	Culture
Business support map and projects building upon this exercise	Enterprise	Raise awareness and build an enterprise culture by better integration and signposting	Enterprise
E-Business Project	Enterprise Skills for prosperity	Raise awareness and build an enterprise culture Ensure skills support for sector and cluster development	Enterprise, employment

Learning Link	Participation in Prosperity Learning for all	A comprehensive network of basic skills provision Reach out to communities	Adult basic skills
Routeways into employment	Skills for Prosperity Participation in Prosperity Learning for all	Promote workplace learning A comprehensive network of basic skills provision Improve education-business links	Skills development Adult basic skills Employment
Land Use	Brownfield Land	Secure the re-use of brownfield land	neighbourhood renewal
VCS external funding officer	Community participation	Build communities' capacity and enable participation in community activities	Neighbourhood renewal
Capital Projects to be Commissioned			
Supported workspace	Brownfield Land Enterprise	Secure the re-use of brownfield land	Neighbourhood Renewal Employment
Employment sites	Brownfield Land Enterprise	Secure the re-use of brownfield land	Neighbourhood Renewal

Vocational Training Space	Skills for prosperity Community Participation Learning for All	Build community capacity, reach out to communities Ensure skills development opportunities available	Adult basic skills Skills development Employment
Business Loans Project	Enterprise Growth and Innovation Participation in Prosperity	Raise awareness and build an enterprise culture	Enterprise, employment
Digital Media Streaming Software	Growth and Innovation Urban Renaissance	Development of creative, cultural and sport sector Ensure skills support for sector Raise awareness and build an enterprise culture	Culture, increased productivity Enterprise Employment
Common CRM Project	Growth and Innovation	Raise awareness and build an enterprise culture by better integration and signposting	Enterprise

Relevant PSA Targets are:

Productivity: demonstrate progress on the Government's long-term objective of raising the rate of UK productivity growth

Culture: improve the productivity of the tourism, creative and leisure industries by 2008 (DCMS target)

Employment: increase the employment rates of disadvantaged groups (lone parents, ethnic minorities, people aged over 50, those with lowest qualifications and those in wards with the poorest initial labour market position).

Enterprise: build an enterprise society in which small firms thrive and achieve their potential with an increase in the number of people considering going into business; an improvement in the overall productivity of small firms and more enterprise in disadvantaged communities (DTI target)

Neighbourhood Renewal: tackle social exclusion and deliver neighbourhood renewal; narrow the gap in health, education, crime, worklessness, housing and liveability outcomes between the most deprived areas and the rest of England (ODPM target)

Skills development: ensure individuals have the skills they need for employment by raising demand for skills and improving both the acquisition and the effective use of skills at all levels.

Adult basic skills: improve basic skill levels and reduce the number of adults who lack NVQ2 qualifications

5. Expected Strategic Added Value (SAV) Contributions for the 06/07 Year

List other significant Outcomes and Outputs attributable to SEEDA's Devolved Funding the Partnership expects to achieve.

- The establishment of the Hastings and Bexhill Economic Alliance as a partnership working cooperatively on the economic, social and physical regeneration of the Hastings-Bexhill area. This, in turn, will result in collaboration rather than competition for available resources and a more co-ordinated approach to assessing area needs and priorities
- Increased ability to influence the targeting of mainstream funding to meet AIF investment priorities.
- The coordination of skills and training matched to sector needs.
- A coordinated and targeted programme of business support services that meets the needs of area businesses and inward investors.
- The creation of business networks and new opportunities for businesses to have a voice in the economic regeneration of the area
- An economic and education led destination management programme for the wider 1066 Country that is in accordance with the strategic objectives set out in the Regional Economic Strategy, and a more strategic approach to tourism and destination specific research.
- The establishment of an area-wide Enterprise Hub that will contribute to a revitalised image of the area as a desirable location for hi-tech companies.
- More effective targeting of existing resources to eliminate the causes of economic exclusion.
- The development of an improved broadband infrastructure capability that will provide a step change in the nature and type of business investment in the area, creating new opportunities and acting as a major attraction for inward investment and including digital television.
- An increase in the ability of the Voluntary and Community sectors to attract funding into the area and to work collaboratively in order to draw down funds, deliver services and influence mainstream service provision through the Voluntary and Community Sector Funding Officer project
- The establishment of an e-business centre and a growth in e-commerce and e-business start up
- Support for social enterprise development
- Improved quality of reporting to SEEDA on all forms of SEEDA funded business support activity, improved referrals between different business support agencies and increased levels of customer satisfaction from users of business support through the development of a common CRM system.
- Growth in availability of work units / business incubator units
- Growth in the availability of vocational training space, leading to an increase in adult and community learning provision in the area
- Growth in young entrepreneurship through the availability of business loans and support to young and excluded people
-

6. Key Risks and Assumptions

What are the key Risks and Assumptions you are making regarding the contribution of your outcomes and outputs (those brought about through SEEDA's Devolved Funding) to the Goals of the AIF?

6a. Risks

1. Whilst the level of devolved funding announced for future years is welcomed, the imposition of a 60%:40% capital:revenue split in 2006/07 and beyond will restrict the ability of the Hastings and Bexhill Economic Alliance to commission revenue projects in support of the extensive capital programme being delivered by the Hastings and Bexhill Task Force. All revenue funds for 2006-07 are now committed as is £xxx of 2007-08 revenue funds. Revenue funding for 2006-07 is slightly overcommitted. This split also impacts upon the Economic Alliance's ability to build directly onto research and development work funded and will require the Economic Alliance to work strategically and with partners to ensure that findings from such work are taken forward as tangible interventions
2. There is always a risk of delay in project delivery and/or a failure of projects to meet targets / variance in outputs achieved. This has been clearly seen during 2005-06 as a number of projects which were identified in the Performance Plan have not come forward for appraisal. Rigorous monitoring and reporting mechanisms have been established by the Accountable Body to ensure effective tracking of the progress of projects and undertake intervention activities as appropriate. Good relationships between the Regeneration Programme Team and individual project leads will be established to ensure close communication and an ability to identify potential financial / output slippage at an early stage. Potential and actual slippage will be reported to the Hastings and Bexhill Economic Alliance at an early stage. The Economic Alliance will also monitor the performance of the programme against overall targets.
3. Each project has undergone a risk analysis through the application and appraisal process – and individual project risks and risk management are contained within the appraisal reports. Close communication with project leads will ensure that risks identified are minimised.
4. Other key risks relate to the potential failure of the Hastings and Bexhill Economic Alliance to engage effectively with other local organisations and mainstream funders, which will have an adverse impact on the overall effectiveness of the AIF process to influence and coordinate the funding and other types of support for area-wide regeneration. This risk will be considered by the Economic Alliance in its upcoming work to identify and establish wider strategic structures and links with key partner organisations. Closer working relationships with the Hastings LSP and the Rother LSP which will be further developed over the next year will be beneficial in aiding engagement with other local organisations and mainstream service providers.

6b Assumptions

1. Partners who have already signed up to the AIF process through involvement on the Hastings and Bexhill Economic Alliance and the development of the AIF strategy/action plan will continue to support its ongoing development and continue to recognise the strategic benefits of an area-wide approach.
2. There is central government and regional support for the AIF concept by all mainstream funding bodies, thus facilitating the development and coordination of AIF activities at the local level.
3. This Performance Plan has been drafted on the assumption that the same level of AIF funding will be available to the Economic Alliance during the financial year 2008-09.

Appendix 1

Register for Ongoing Risk

Please list all risks attached to the ongoing development of the programme, including those that you have already begun to mitigate against.

REFERENCE NUMBER	AIF OBJECTIVE/ MILESTONE	DESCRIPTION OF IDENTIFIED RISK	RATING – RED AMBER GREEN	ASSIGNED PERSON	REQUIRED ACTION	ACTION REVIEW DATES	RESULT
1.1a Destination Management	Achieve an increase in the value and productivity of key sectors through strategic and coordinated targeting of support services	Failure to achieve strategic added value by duplicating previous work.	Green	Helene Mogelhoj	Ensure the findings of previous research/studies are considered in any future feasibility study into major visitor attraction. Agree SMART outputs with Regeneration Programme Manager.	AIF Board Meetings	Past research findings fully incorporated into project.
1.6a Tourism Researcher	Achieve an increase in the value and productivity of key sectors through strategic and coordinated targeting of support services	Lack of co-operation from private sector businesses to provide required data	Amber	Helene Mogelhoj	Annual reports to AIF Board by TSE on findings of project research. Mid-term evaluation of project to assess impact and achievements. – and adjust/curtail project accordingly.	Evaluate in Year 2	Project effectively informing tourism sector development and destination management Strategy.
1.2a Sector Development	Achieve an increase in the value and productivity of key sectors through strategic and coordinated targeting of support services	Project fails to recruit suitable construction sector worker	Red	Glyn Carter	Update on the position as regards recruitment to be provided and alternative options for delivery not to be furthered without agreement of the Economic Alliance and Regen Prog Manager	Quarterly	

1.2b Sector Development		Demand outstrips existing training provision (or vice versa)	Amber	Glyn Carter	Negotiate with other training providers and identify alternative training delivery (eg workplace training/apprenticeships)	Quarterly	HCAT believe that there is currently a good balance between supply and demand for training
1.2c Sector Development		Project fails to secure private sector commitment or involvement.	Green	Glyn Carter	Extensive consultation with the private sector	Quarterly	Extensive consultation has been achieved with private sector businesses
1.2d Sector Development		Local construction job opportunities fail to reach target	Amber	Glyn Carter	Link clients to job opportunities in Ashford, Brighton and other growth areas in region	Annually	New jobs will be created through the capital projects run by the TaskForce
1.3a Evening Economy	As above	Evening events and attractions in the town centres may not go ahead or prove to be as popular as anticipated	Green	Sarah Watson	Encouragement will be given to retailers with incentives for shoppers	Year 2	Events have commenced; attendance has started low as expected; positive response from shoppers; Priory Meadow Car Park offering incentives
1.3b Evening Economy		Lack of future funding to deliver recommendations from the research	Red	AIF board and SEEDA	Profiling of activities to ensure best use of available funding	Year 2	Funding available to deliver schemes
1.5a Land Use	Ensure the sustainable development of business, residential and cultural / heritage development, taking advantage of strategic brownfield sites and the attractive environment to maximise the potential for economic growth and to ensure that physical location and transport difficulties do	Unable to agree priorities	Green	Graham Burgess	Regular reports to AIF Board	Year 2, following site audit	

	not exclude residents from employment						
1.26a E-Business	Achieve an increase in the value and productivity of key sectors through strategic and coordinated targeting of support services	Failure to recruit participants in e-biz clubs and centre activities	Green	Kevin Nicholson	Proactive recruitment campaign, targeting through partner organisations	Annually	Publicity campaign has commenced with press publicity of the future of the Broadband Centre

Appendix 2 – Economic Alliance Membership

REPRESENTATIVE ORGANISATION	MEMBER
Hastings Borough Council	<i>Cllr Jeremy Birch</i>
Rother District Council	Tony Leonard
East Sussex County Council	Denise Stokoe
Hastings Regeneration Partnership	Richard White Charles Sheldon Dick Edwards
Bexhill Regeneration Partnership	Malcolm Mitcheson, Charles Nicholson, Martin Fisher
Chair of Bexhill Regeneration Partnership	Mike Conn
Chair of Hastings Regeneration Partnership	Christine Goldschmidt
SEEDA	Liz McSheehy
Sussex Learning and Skills Council	Paul Stoggles
Sussex Enterprise	Mark Froud
Sea Space	Alan Blackwell
East Sussex Economic Partnership	Nigel Pargiter
1066 Enterprise	Graham Marley
Co-opted Member (ex officio)	Philip Halstead
Accountable Body (Hastings Borough Council) (ex officio)	Monica Adams-Acton
Regeneration Programme Manager (ex officio)	Mel Bonney-Kane
Government Office for the South East (ex officio)	Sonia Sahota

<i>Executive Group</i>	
MEMBER	ORGANISATION
Christine Goldschmidt	Chair of Economic Alliance
Malcolm Mitcheson	Vice-chair of Economic Alliance
Mel Bonney-Kane	Regeneration Programme Manager
Monica Adams-Acton	Accountable Body (Hastings Borough Council)
Mary Denning	Chair Economic Inclusion Focus Group
John Shaw	Chair Physical Regeneration Focus Group
Paul Evans	Chair Jobs and Business Growth Focus Group
Paul Stoggles	Chair Learning and Skills Focus Group
	Representative of voluntary / community sector

Appendix 3

ECONOMIC ALLIANCE FOCUS GROUP MEMBERSHIP

<i>Jobs and Business Growth Focus Group</i>	
MEMBER	ORGANISATION
Paul Evans (Chair)	Marshall Tufflex
Simon Hubbard	Hastings Borough Council
Cllr Jeremy Birch	Hastings Borough Council
Cllr Stuart Earl	Rother District Council
Malcolm Mitcheson	Bexhill Regeneration Partnership
John Shaw	Hastings and Bexhill Task Force
Mark Froud	Sussex Enterprise
Graham Marley	1066 Enterprise
Monica Adams-Acton	Hastings Borough Council
Alan Blackwell	Hastings and Bexhill Task force
Graham Burgess	Rother District Council
Glyn Carter	Hastings Borough Council
Fiona Malcolm	Sussex Enterprise
	VCS
Officers:	
Jan Papworth	Hastings Borough Council

<i>Learning and Skills Focus Group</i>	
MEMBER	ORGANISATION
Paul Stoggles (Chair)	Learning and Skills Council
Mark Froud	Sussex Enterprise
Mike Conn	Bexhill Regeneration Partnership
Charles Nicholson	Bexhill Regeneration Partnership
Polly Thornton	Hastings and Bexhill Task Force
	Job Centre Plus
Geoff Mann	Hastings College of Arts and Technology
	Bexhill College
Kirsty Baker	Learning and Skills Council
Jonathan Dolding	Business Broker
Monica Adams-Acton	Hastings Borough Council
Christopher Owen	Sussex Enterprise
	VCS
Officers	
Paul Smith	Hastings Borough Council

Economic Inclusion Focus Group

MEMBER	ORGANISATION
Mary Denning (Chair)	Hastings Borough Council
Cllr John Humphries	Hastings Borough Council
Martin Fisher	Bexhill Community Partnership
Richard White	Hastings Regeneration Partnership
	Hastings Housing Partnership
Graham Coffee	Job Centre Plus
Philip Halstead	Excellence Cluster
	HBC Neighbourhood Renewal
	Amicus Group
	Rother Housing Partnership
	GOSE
Sam Evans	Safer Hastings Partnership
Thelma Blankley	Rother Crime and Disorder Partnership
Ivan Rudd	Hastings Primary Care Trust
Charles Nicholson	Learning and Skills Focus Group
Alan Blackwell	Physical Regeneration Focus Group
Graham Marley	Jobs and Business Growth Focus Group
Joy Walley	SEEDA
Officers:	
Karen Hopkins	Hastings Borough Council
Mel Bonney-Kane	Regeneration Programme Manager

Physical Regeneration Focus Group

MEMBER	ORGANISATION
John Shaw (Chair)	Hastings and Bexhill Task Force
Ken Davis	Hastings and Rother Urban Design Group
Graham Burgess	Rother District Council
Richard Shoobridge	Rother District Council
Glyn Carter	Hastings Borough Council
Sarah Isnell	Hastings Borough Council
Alan Blackwell	Hastings and Bexhill Task Force
David Rowland	Sussex Enterprise
	VCS
Officers:	
Geoff Hoad	Hastings Borough Council

Project Appraisal Panel

MEMBER	ORGANISATION
Christine Goldschmidt	Chair of Economic Alliance
Monica Adams-Acton	Hastings Borough Council
Richard Shooobridge	Rother District Council
Carole Bailey	Hastings LSP
Charles Nicholson	Bexhill Regeneration Partnership
Mike Haynes	Hastings and Bexhill Task Force
Officer	
Mel Bonney-Kane	Regeneration Programme Manager