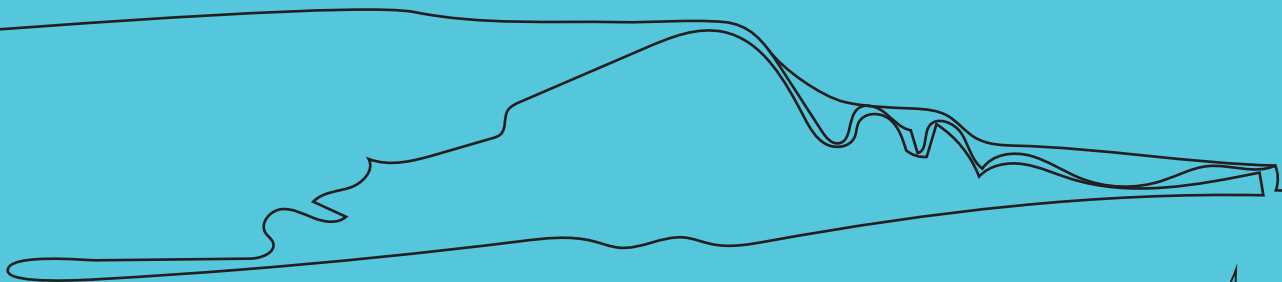


Economy Recovery Plan Action Plan

1 September 2020



1. Introduction

- 1.1 The Team East Sussex Economy Recovery Plan Action Plan has been developed following extensive interviews held with 73 people from 50 key stakeholder organisations. It has been further developed by additional conversations with the chairs of BES, SES and TES and other partners. It is anticipated that the action plan will be a live document from 1st August 2020.
- 1.2 The Team East Sussex Economy Recovery Plan has a primary focus on business, skills and employment priorities. It acknowledges that there are wider economic dependencies and that other plans are being developed which respond to challenges more locally or to a specific area.
- 1.3 We also recognise that challenges to the local economy have a direct impact on the health and wellbeing of the county and its positioning as an attractive, vibrant and inviting place to live invest and develop business. These aspects are intertwined and each element needs to operate effectively. This plan will work alongside other initiatives to support economic changes within a wider agenda of issues.
- 1.4 In reading the Action Plan, the following points should be noted
 - The actions will be delivered over three timescales: 0-4 months (August to November 2020), 5-12 months (December 2020 to November 2021) and 12+ months (December 2021 onwards). Many actions to support the recovery are already underway and these are also highlighted in the Action Plan.
 - The numbering of the missions and actions does not indicate prioritisation.
 - The actions will identify the resources required for successful implementation. At the current time, no additional resources have been made available or confirmed. Future implementation may be dependent on securing new resources, subject to availability
 - Appropriate delivery mechanisms will need review to take account of national and international constraints that may apply.
 - Many unknowns still remain as to how and when the easing of lockdown measures will change further and ultimately be removed. There are huge macro-economic considerations in play and support from central Government will remain essential to assisting with business recovery.
 - There are many inter-linkages amongst these six missions and we must ensure that actions taken to progress each of them impacts positively with and in recognition of the other missions.
 - As highlighted above, the Action Plan is a live document and will be developed and updated with time.
 - Some local area recovery plans are also in place and where there are complementary areas of interest these are included in this Team East Sussex Economy Recovery Action Plan.
 - The Action Plan has clean growth at its heart, promoting missions and activities to reduce carbon emissions while supporting a thriving green economy.
 - It is also important to highlight that this Team East Sussex Economy Recovery Plan is being developed in direct response to the Covid-19 crisis. It is not a Growth Strategy for the county which has a much wider remit and covers a much longer timeframe.

- It should also be noted that there are numerous unknowns that will impact on the Action Plan delivery. These include the changing nature of social distancing regulations, potential second waves, or localised 'spikes' of Covid-19. Other critical considerations include trading arrangements with Europe following the end of the Brexit transition period and uncertainties around the UK's economic relationship with China.

1.5 Clearly, there are a number of issues to consider in the development and delivery of the Team East Sussex Economy Recovery Action Plan and TES will have a lead role in this respect. The roles identified for TES, in relation to the Action Plan and pandemic, include:

- Overseeing the development of the East Sussex Economy Recovery Plan and co-ordinating inputs from TES family partners
- Providing clear leadership to develop and coordinate the response to the crisis
- Lobbying central government, SELEP and others for actions to support the local economy through this crisis and lead its future recovery
- Leading on the co-ordination and development of business cases for future funding bids to articulate the needs and requirements across our business sectors and people to support the delivery of the Economy Recovery Plan
- Managing the Action Plan which will remain a live and dynamic plan
- Monitoring the delivery and impacts of the East Sussex Economy Recovery Plan
- Considering and developing responses to new economic opportunities and challenges in East Sussex as a result of the pandemic

1.6 Additionally, there will be other investment taking place in East Sussex to help the economic recovery from the Covid-19 crisis. This will include investment from the £85 million SELEP has secured from the new Getting Building Fund announced by Government, which sought 'shovel-ready' schemes that would provide much-needed jobs, growth and the groundwork for further investment at this critical time and deliver over the next 18 months.

1.7 We have structured the Action Plan under the following 'Mission' headings:

- 1) Thinking local, acting local ([page 4](#))
- 2) Building skills, creating jobs ([page 13](#))
- 3) Fast-forwarding business ([page 25](#))
- 4) Better places, fuller lives ([page 33](#))
- 5) Cleaner energy, greener transport ([page 40](#))
- 6) The future is digital ([page 51](#))

Team East Sussex Economy Recovery Plan Mission 1: Thinking local, acting local

Objectives:

- Create and safeguard jobs in the county
- Ensure local businesses have the necessary support and finance to enable them to adapt, recover and grow
- Increase local public and private sector spend within the East Sussex economy and reduce leakage
- Capitalise on the home grown and inward investment potential created by the Covid-19 crisis

Ongoing actions to support economy recovery:

- Business East Sussex Growth Hub providing first point of contact for Covid-19 enquiries, via increased frontline capacity and in collaboration with wider SELEP Growth Hub support framework and increasing accessibility through provision of information in 12 community languages.
- Ensuring resources provided through the SEBB programme (grants, specialist support and start-up support) are adapted and targeted to supporting businesses survive, reopen, thrive and take new opportunities created by the Covid-19 crisis.
- Repayment holidays of 6 months+ granted (where requested) to East Sussex Invest loan recipients.
- Newly launched 'Business Hothouse' programme will provide support to budding entrepreneurs looking to start a business during the Covid-19 crisis, including a specialised support programme for 18-30 year olds.
- Online food directories and other resources supporting residents to shop locally created by district and borough councils.

	Headline actions to deliver the mission	Responsible delivery partner	Timescales	Activities	Resources	Target outputs	Monitoring and evaluation
1	Work with partners to provide resources to support businesses to commence trading whilst complying with the new	Better Business for All partnership	0-4 months	Use and promote government guidance for business on reopening. Scope and identify where there are particular needs (by business type or sector) that pose particular difficulty/cost for reopening.	Within existing BBfA and partner resources (SCoC, ACES, FSB, BES)	Updated and refreshed reopening 'toolkit'	BBfA partnership board, BES Steering Group

	health and safety requirements around social distancing, etc.		5-12 months	Review impacts of reopening on businesses – where have any particular issues been and how have these been addressed? What are the priorities for business for remainder of year?	GH, D&Bs) and LDBG		
			12 months+	TBC			
2	The Growth Hub and Business East Sussex partners to develop a cross-sectoral 'buy local' supply chain programme, including building on existing local e-market initiatives and the county-wide SELEP 'Good Food Growth Campaign'	BES Growth Hub	0-4 months	Research how we can further support and develop more local supply chains via the Growth Hub and partners, including assessing the potential to build on existing local e-market initiatives. Also, investigate potential to help develop a 'circular' economy (reduce waste, support innovation, create jobs, unlock private investment in efficient product design and sustainable waste infrastructure etc.)	Natural partnerships CIC, Locate East Sussex		BES Steering Group
			5-12 months	TBC			
			12 months+	TBC			
3	Continue to lobby Government to provide financial support to those businesses who do not meet current eligibility criteria and to amend current eligibility restrictions.	BES	0-4 months	Formalise and agree process and channel for co-ordinated lobbying to Government, amongst BES and other business support stakeholders. Review sources of information and engage with business representation bodies to identify gaps and make representations to Government. Use information to support development of Action Plan priorities.	Within existing SELEP/BES/TES resources	Responsive support programmes in line with identified East Sussex needs.	BES Steering Group meetings

	Specific areas of need to be identified as set out in 3a and 3b below.		5-12 months	On-going process as highlighted above – responding to changes in Government support and business needs			
			12 months+	On-going process as highlighted above – responding to changes in Government support and business needs			
3a	Investigate need for and viability of a programme to address funding gaps for business recovery and growth (potentially involving the ESCC East Sussex Invest Fund, other established vehicles or central Government schemes).	East Sussex Invest board BES Steering Group, LDBG and ESCC	0-4 months	Scope uptake and impact of CBILS and BBLS locally. Identify what, if any, gaps in current govt provision of finance are for local SMEs and what the impact of these gaps are. In light of above, identify what impact there would be of a localised financing scheme on growth and sustainability of local businesses.	ESCC and D&B EDO teams, LDBG, Growth Hub, LES Bus Rep Orgs (SCoC, ACES, FSB) and LDBG Local finance providers and trade associations (Responsible Finance, Banks, LDBG)	Options appraisal for potential scheme New scheme up and running with targets re job retention, business survival etc.	TES via BES Steering Group
			5-12 months Plan	If scoping work identifies a need, and there is resource available to meet it, a localised scheme to be developed and run alongside existing local loan funds (i.e. East Sussex Invest).	Would require as yet unidentified additional funding		
			12 months+	TBC			
3b	Business East Sussex partners to identify and articulate business support needs in the County and to	BES SG BES Chair	0-4 months	Desktop analysis of existing business support (both Covid-19 and non-Covid-19) to identify where there are gaps in provision.	ESCC and D&B ED teams/SELEP GH steering group	Mapping and gap analysis of current support.	BES Steering Group

	feed this intelligence into the evidence base for future funds (including but not limited to) the recently approved SELEP business support fund and any other emerging non-restricted funds.			In light of likely increased unemployment, review provision of pre-start business advice and whether there are gaps in the current provision where high quality, competitively run programmes may be needed to support those thinking of setting up a business. Provide feedback via TES to SELEP to support development of criteria of Business Support Fund.	ESCC, LDBG and D&B ED teams	Feedback provided.	
			5-12 months Plan	Respond to development of new programmes/ideas in response to the Business Support fund [NB – as governance for this fund is yet tbc, precise format for interaction cannot be defined at this stage].			
			12 months+	Continue to review and refine needs analysis of local businesses and potential funds and how to respond to these.			
4	Develop a revised strategy for attracting investment from neighbouring regions (i.e. London, Home counties) realising the potential created by the Covid-19 crisis, in particular trends towards increased homeworking, less commuting and businesses wanting to re-locate to more rural, attractive areas. <i>This action links to and will support the delivery of actions 2 and 3 in Mission 4.</i>	LES Sponsors Board / Locate East Sussex/TES	0-4 months	Identification of target sectors/markets (e.g. Food & Drink, Creative, Manufacturing, Hotels/Entertainment, etc.) Development of revised Investment Strategy LES marketing and branding specialists to develop revised promotional approach for East Sussex.	Access to LES Marketing and research budget of £50k/year. Additional resources may be required to expand communication activities (e.g. attend international EXPOs, brand development, etc.)	Targets TBA	Quarterly Sponsors Board meetings and email updates monthly
			5-12 months	Completion of revised SWOT analysis post Covid-19 Develop the Town Investment Plan and produce a town prospectus to highlight capital and business establishment / development opportunities in the area. Strategy implementation commences	Town Fund		

	<i>This action also links with actions 2 and 3 in Mission 4.</i>		12 months+	Adopt local plan refreshes to assist in attracting inward investment Strategy review			
5	Work with SELEP to ensure the BES Growth Hub remains in line with best practice nationally to provide the best and most robust service possible, as the first stop for businesses seeking support. Work with partners locally and regionally to ensure widespread communication and take-up of the support available and simplification of the offer to businesses.	BES Growth Hub and BES Steering Group SELEP Growth Hub Working Group	0-4 months	Growth Hub /ESCC ED Team to work with SELEP on review of GH provision. BES Members to support communication of key Growth Hub messages via joint messaging and supporting of online presence. Growth Hub to look at realigning resources to allow for increased marketing support within the team.	Growth Hub, LDBG and BES partners. Within existing resources. Would require as yet unidentified additional funding	Options appraisal for GHs across SELEP with strong representation from East Sussex Increased online following for BES Growth Hub by 10% Increased mailing list signup TBC	SELEP Growth Hub Working Group BES Steering Group
			5-12 months	If additional resources are identified, a specific marketing campaign could be run promoting business support in general and the Growth Hub as the route in to business support. If no additional resource identified, Growth Hub to work with BES Partners to maximise reach of combined platforms/messages.			
			12 months+	TBC			
6	Engage in SELEP conversations with ERDF programme leads. Work within restrictions of ERDF criteria to ensure these programmes are well aligned with recovery	SELEP Business Support Working Group	0-4 months	Participate in discussions convened by SELEP for ERDF leads to scope potential flexibilities and cooperation between schemes. Continue discussion with MHCLG regarding repurposing Chart Programme	Within existing ERDF resources	Better aligned programmes more responsive to business needs from ERDF.	SELEP Business Support Working Group

	activity and each other, to support business resilience and recovery.	Local ERDF leads for SEBB, LoCase, Locate	5-12 months	Review impact of ERDF programmes as move to next phase of recovery and assess any emerging needs and opportunities.			
			12 months+	Identify any potential emerging areas of needs/gaps in provision post ERDF and feed in to lobbying role identified in action 1 above.			
7	<p>Working to ensure that the recovery from Covid-19 is equally accessible to all parts of the East Sussex economy.</p> <p>Hardest hit sectors will include retail, tourism, leisure, arts, rural, language schools, care homes as well as supply chains to these sectors.</p> <p>There is also increasing evidence that impacts of Covid-19 do not fall equally across the population, with BAME communities and women particularly affected.</p>	BES SG	0-4 months	<p>Use intelligence from partners to monitor effects on different sectors of the economy. Use this intelligence to inform BES responses to 3a and 3b above.</p> <p>Work with partners to scope impacts on BAME communities and women in East Sussex, and on businesses run by women and BAME entrepreneurs.</p>	<p>BES SG meetings</p> <p>Would require additional resource to undertake scoping.</p> <p>SEBB service already resourced and commissioned.</p>	<p>Localised intelligence on impacted sectors.</p> <p>Research on impact of Covid-19 on these sectors including discrete work with women and BAME entrepreneurs</p> <p>Increased engagement with target sectors/entrepreneurs through SEBB</p>	BES Steering Group
			5-12 months Plan	Review impacts of SEBB programme and identify any further areas of need.			
			12 months+	TBC			
	<div style="border: 1px solid black; padding: 5px; width: fit-content;"> <p><i>This action links with much of the activity set out in Mission 3.</i></p> </div>						

8	<p>Maximise the impact of business to business and public sector procurement activity in East Sussex, to facilitate increased levels of contracting and subcontracting with local contractors, suppliers and service providers and to ensure that social value measures within public procurement practices support employment and training opportunities.</p> <div data-bbox="309 727 600 887" style="border: 1px solid black; padding: 5px; margin-top: 20px;"> <p><i>This action links with the procurement activities of action 4 in Mission 2</i></p> </div>	ESCC in partnership with Ds & Bs, NHS, Universities, FE providers, Chambers, FSB	0-4 months	<p>Business representative organisations (e.g. Chambers of Commerce, FSB, IoD, etc.) to develop and lead an initiative to change procurement processes that will quicken up local B2B procurement and enable goods/services to be assessed and delivered sooner</p> <p>Establish a public sector procurement group (NHS, education, local authorities, etc.) to compare approaches to procurement policy vis a vis contracting with local employers, including local employers in the supply chain, using social value to leverage economic recovery measures</p> <p>Identify key shared service areas where East Sussex has a number of specialist suppliers and explore potential to increase local recruitment of staff to maximise local economic benefit - scoping work by CLES</p> <p>Identify a common approach, wherever this is feasible, to enable local companies to apply for contracts more easily and to ensure that social value supports economic recovery. Test the approach with local businesses via chambers and sector task groups to ensure that approach works for businesses at a local level. Implement. Considerations could include a review of:</p> <ul style="list-style-type: none"> - Contract packaging to provide the potential for lotting of requirements which will provide greater opportunities for SMEs - Due diligence requirements i.e. credit assessments and minimum turnover thresholds. 	<p>ESCC Procurement team to lead</p> <p>Initial contribution of £20k from Lewes DC. Likely to require additional officer & financial resource from partners to deliver</p>	<p>TBC e.g. undertake annual review of % of local employment and % local higher earners to calculate economic uplift</p> <p>(add ESCC KPIs possibly)</p> <p>TBC – subject to existing local employment, but realistic to expect 10% increase in locally employed staff within 2-3 years</p>	BES Steering Group
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		LDC, working with D&B's & ESCC		<p>- Current and new contracts to ensure they deliver COVID related Social Value measures</p> <p>ESCC to agree a process for monitoring the value of procured contract funding reaching local businesses (e.g. the number of local businesses receiving contracts, value of contracts, including social value, etc.).</p> <p>ESCC to monitor the delivery of its current KPIs for social value</p> <p>Assess the effectiveness of awareness raising of local, regional and national contracts to East Sussex businesses and the level of their engagement in bidding for these contracts (business membership bodies, public sector, voluntary sector, Growth Hub, etc.).</p> <p>Update website and media to encourage local businesses to access Procurement Hub, work with FSB to promote and improve access to local authority contract opportunities, utilise information and knowledge gained of local businesses, while delivering the COVID-19 support grants programme.</p>			
			5-12 months	<p>Monitor the Lewes/Eastbourne pilot research work (CLES) into how public sector assets - investments, spending on goods and services, recruitment (e.g. prioritising public sector recruitment from unemployed UC/Apprenticeships from NEET groups and social value measures through recruitment) and land and property (e.g. re use of property for community benefit) can be used to help the</p>			

				recovery. Consider how this initiative could become county-wide.			
				Discussions with D&B/ESCC to identify scope of shared service areas where East Sussex has a number of specialist suppliers			
			12 months+	TBC			

Team East Sussex Economy Recovery Plan Mission 2: Building skills, creating jobs

Objectives:

- Help develop the employment and skills base of the East Sussex workforce
- Expand the skills base of East Sussex employers and their workforce
- Increase the employment opportunities with East Sussex employers
- Increase digital inclusion and digital skills in East Sussex

Ongoing actions to support economy recovery:

- Monitor and track LMI (including salary information) to inform local employment and training providers, to aid delivery. (ESCC – data team, SELEP data team, ESCC E&S team. SCTP to support dissemination to training providers).
- Offer National Careers Service Careers Advice to the unemployed and make referrals to appropriate support, training and employment opportunities taking advantage of additional government funding for delivery of personalised advice and guidance to Priority Groups including:
 - 18-24 NEET's
 - Adults with SEND
 - Single parents with one dependent at home
 - Adults without level 2 qualification
 - Those unemployed for over 12months
 - Adults 50+ unemployed or at risk of unemployment
- Deliver the Positive Directions programme, supporting NEET and pre-NEET school leavers aged 15 and over as well as those aged 16-24 to develop an individual programme of relevant skills and vocational training to enable progression into further education, employment, traineeships or apprenticeships. (Skills Training UK) until 2023
- Deliver Skills Support for the Unemployed (SSU) offering upskilling and support to the economically inactive via online and direct delivery (Twin UK) until 2023, Skills Support for Redundancy (SSR) programme offering Blended learning to fit redundancy needs locally and Skills Support for the Workforce (SSW) – deliver a range of online and direct training in line with employer needs to support SME growth and development until 2023.
- Deliver the Street learning programme of short courses to those living in Wealden and Eastbourne aged 19+ to support upskilling (Wealden DC, ESCG, ACRES, East Sussex Library Service, SCDA)
- Deliver a range of pre-employment provision (SCTP including Pre-Employment Group Members)
- Promote and support the engagement of NEET young people to develop their digital skills (YES)
- Ensure that the digital skills offer and free training offered by the National Careers Service is promoted and embed into all pathway routes providing accessibility to all relevant customers. (CXK)

- Careers Hub to support development of young people’s employability skills and understanding of the labour market and priority sectors by supporting schools and colleges to meet the 8 Gatsby Benchmarks, including virtual employer encounters or workplace experiences, and parental engagement
- Deliver the Troubled Families programmes via partnership between ESCC and the DWP, with Job Centre Work Coaches being co-located in East Sussex Children’s Services to provide progress to work and financial inclusion support (ESCC & East Sussex Job Centres)

Headline actions to deliver the mission	Responsible delivery partner	Timescales	Activities	Resources	Target outputs	Monitoring and evaluation
1 Support recovery by lobbying Government about the local commissioning, and more flexible operational use, of existing and new skills and employment funding and on any policy issues that can support our training institutions and enhance local delivery options for moving people into employment.	ESCG/Plumpton College/SCTP	0-4 months	Approach DfE about more flexible use of Adult Education Budget (AEB) to support recovery	Core funding/ staffing	Influencing shape of funding and policy to support East Sussex residents, employers and providers.	SES
	Apprenticeships East Sussex members and SCTP network via SELEP & AoC & AELP, Sussex Chamber		Lobby government about withdrawal of key Apprenticeship Frameworks including key Level 2 programmes, about ensuring the correct funding bands for priority sectors to ensure apps. in these areas are viable and for incentives to encourage apprenticeships			AES
	SES and ESCC via SELEP		Influence shape of National Retraining Scheme. Offer pilot initiatives.			SES
	Culture East Sussex and TES via SELEP, Sussex Chamber		Lobby government re ongoing support/programmes to address those recently self-employed and for ongoing support for creative sector jobs			TES & Culture East Sussex
	Via SELEP		Lobby ESFA for a locally led response plan to any providers that are at risk of closure, ensuring that providers are able to work collectively to support learners/apprentices’ transition			AES
	CXK		Continue to inform and support Government on the flexibility, innovation and adaptations required on National initiatives such as National Careers Service and ASK to ensure the needs of the South East are reflected in current and future delivery models and KPI’s			CXK
	SES		Influence the shape of the £2m SELEP Skills Covid-19 and £2.4m SME Business Support funds.			SES

			5-12 months				
			12 months+				
2	FE, HE and independent training providers to adapt training offers, adopt best practice from other regions and build on and expand online learning offers/platforms	Sussex University, University of Brighton, East Sussex College Group and Plumpton College, Bexhill College, SCTP	0-4 months	Adapting training offers to ensure that blended online/digitally enhanced provision and campus training-centre based learning can be delivered from September (where required). Plumpton College – all learners will receive a blended learning programme moving forward mixing in college learning with live virtual teaching	MS Teams, Plumpton Canvas, Panopto	Blended programmes developed	Governing Boards
		Bexhill College, Plumpton College, ESCG		Deliver transition support for current year 11 pupils to aid transition to post 16 learning via online programmes Bexhill College: Moodle Transition Pages developed for September 2020 cohort (online via Moodle platform) Activities developed to bridge knowledge and skills gaps as well as introduce and prepare students for online learning Students Services and Support with IT access and use sections developed as part (pages will be accessible and updated between July and September 2020) Plumpton Transition week planned for targeted EHCP learners in August Enrolment taking place virtually for all students followed by a blended induction programme, with face to face activity being prioritised for lower level groups and new students Summer Challenge 2020 launched for all new entrant students in June to engage in a range of activities	Core budgets	Year 11 students receive support	Governing Boards

				relevant to chosen courses and help prepare for start of the academic year			
		Sussex University, University of Brighton,		Develop virtual internships for 20/21– to enable undergraduates and graduates to work remotely for placement providers		Commercial online learning and platforms created	Governing Boards
		Sussex University, University of Brighton, East Sussex College Group and Plumpton College, Bexhill College, SCTP (as conduit to members).	5-12 months	Explore ways of generating new income from online learning platforms in the immediate term, (*although the long-term preference and mission is to offer campus-based face to face provision).			
			12 months+				
3.	Using LMI, develop tailored advice support & training programmes to move the unemployed into roles in sectors with ongoing vacancies using current and new funding. These may be bitesize modular programmes to enable fast redeployment of labour, accredited volunteering/employment skills initiatives or longer programmes to meet projected future workforce needs and opportunities.	ESCC with Careers East Sussex partnership	0-4 months	Develop the Careers East Sussex website to provide up to date LMI and key job search information to those who are unemployed (long-term, newly unemployed, NEET) to help inform choices and to enable them to access relevant learning and support.	ESCC	Careers East Sussex website pages live	SES
		DWP JCP		Undertake analysis of needs of new unemployed client groups via work coaches and develop appropriate support and pathways		New tailored support pathways developed	
		HEE		Develop programmes to move people into health and social care work where there are opportunities to do so via the creation of a Community Asset Hub that brings together a range of key referral agencies. Going forward HEE will work with the Hub to promote the sector & co-design an approach to careers promotion & recruitment.			
		Careers Hub		Support transition of young people at key points in Years 11 and 13. Work with partners such as YES, SLN and ASK		Resources created to	ESCC and report to SES

<div style="border: 1px solid black; padding: 5px; width: fit-content; margin-bottom: 10px;"> <i>This action links with action 9 in Mission 3.</i> </div>			to facilitate information and access to support for schools and young people		support transition	
	Youth Employability Service (YES)		Ensure NEET young people's needs and concerns are shared and reflected in the design, delivery and accessibility of training initiatives and programmes. And provide additional 1:1 support to enable them to access and sustain EET opportunities		Youth offer developed	ESCC
	Training providers/ FE/HE and YES programme		Improve the communication and signposting of young people leaving FE/HE institutions and training providers into supportive NEET engagement programmes			ESCC
	DWP		Develop a DWP Youth Offer centred around a "hub" concept for those aged 18-24			SES to report
	SES partners (16+ provision) and Growth Hub		Explore options for delivering traineeships up to Level 3, and for promoting employer £1000 incentive in East Sussex in line with government recovery package announcements.			SES
	SES		Develop a partnership approach to the introduction of the new Kickstart initiative (six-month work placements for those aged 16-24 who are on Universal Credit and are at risk of long-term unemployment) once Government advice is announced.	Kickstart funding TBC	Kickstart programme developed	SES to report
	Plumpton College		AEB to be used to deliver skills focused and employability focused programmes to support employment opportunities (progression into employment and apprenticeships)	AEB		Governing Body
	Public Health, DWP, ASC ESCC		Develop a programme to coordinate employment and training support to those in supported accommodation or temporary housing.		Programme developed then trialled over 12 months	ESCC
	HMP Lewes, CXK, SES partners.		Work with SES partners to identify possible pathways for those with criminal records that could support the reducing reoffending agenda through training and/or employment such as self-employment or employment courses /. Identify opportunities for volunteering or		Initially referral pathways determined	CXK

			employment those being released from HMP Lewes to East Sussex.			
		ESCG CXK	CXK and ESCG partnership established and pilot rolled out to support students and unemployed individuals access careers advice and AEB funded training programmes			ESCG CXK
		Plumpton College	New blended learning provision offering a 'License to Practice' fast track route for career changers/newly unemployed/furloughed for Land based sector.		Learning developed and delivery commences	Governing Board
		Sector Task Groups to identify upskilling/retention measures	Deliver training/upskilling support to those who have transferred to new employment sectors (e.g. leisure to care) to retain staff in highly needed roles when economy and other sectors start to recover.			SES
		Skills East Sussex	Identify appropriate programmes of support for those aged over 50 and for women as two target groups likely to be affected significantly by the pandemic.			SES
		FE/HE partners	Identify how and which provision should be promoted and offered as part of the government funded commitment for all 18-19-year-olds to have the opportunity to study targeted high-value Level 2 and 3 courses in high-demand sectors including engineering, construction, and social care, when there are no other employment opportunities available to them.			SES
		Health Education England (HEE) South East - Kent, Surrey and Sussex and Skills for Care (SfC).	Sussex safe and timely on-boarding social care workforce project to fast track people into employment across social care services, supporting services affected by workforce shortages because of COVID-19.			Health and Social Care task group
		CXK	Utilise the data and analysis of individuals accessing the National Careers Service to offer and promote targeted support to tackle specific challenges related to skills development, furloughed employees, redundancies etc		A range of targeted support offers in place	CXK

		ESCC with input from Careers East Sussex partners & SCTP		Create a needs analysis and search engine tool to help job seekers make choices and to help careers advisers with signposting to support by end September 2020	ESCC	Tool designed and trialled by end September 2020	SES Board
		Careers East Sussex in partnership with Sector Task Groups	5-12 months	Create and pool existing resources to help job seekers – such as career infographics, videos and CES partnership online careers events.		CES website to be developed to include links to useful resources.	SES Careers Campaign Group
		Voluntary Actions in partnership with programme delivery groups		Develop and deliver East Sussex volunteering programmes to support the unemployed with work skills and pathways into employment.			Careers Campaign Group
		University of Sussex, University of Brighton		Online Careers Fairs and range of other online employer events delivered for Graduates			SES
		University of Brighton and University of Sussex		Entrepreneurship training for students and graduates through the University of Brighton's Beepurple service and the University of Sussex's newly expanded entrepreneurship provision			Governing Boards reported to Careers Campaign group
		University of Brighton		Investigating the introduction of short courses and micro-credentialing to support reskilling of local workforce and improve the employability of new graduates			Governing Boards
		ESCG		AEB to be used to deliver basic skills (maths English digital) and other appropriate training to long term unemployed and marginalised groups for c.75 participants	AEB	c.75 people supported	Governing Board
							SES

		Universities of Brighton and Sussex		STEP-UP: a new ESF funded project, which will bridge the gap between the supply of graduates with high-level skills, and the demand for workforce-ready employees required by small and medium-sized enterprises (SMEs).	ESF		ESFA
		ESCG		Deliver a range of pre-apprenticeship programmes as part of the wider package of Sector Based Work Academies support to approximately 100 applicants		Approximately 100 applicants supported	Governing Board
		Careers Hub		Develop and pilot an Employability Passport for young people through Careers East Sussex	C&EC funding	Passport created and trialled	ESCC
		ESCG		Use AEB to offer short courses to newly unemployed to move them into new vocations for c. 300 participants using £200k of £1m AEB pledge	£200k of £1m AEB pledge	c. 300 participants	SES
		Princes Trust and DWP		Deliver the Get Started Campaign as a digital programme, offering employability preparation, speed interviews and mentoring to young people moving into the care sector	DWP funded		HEE
		ESCG		Sector Based Work Academies developed to link unemployed young people and adults with employment for c.500 participants using c£300k of £1m AEB pledge.	£300k of £1m AEB pledge	500 participants	Governing Board
		SCDA	5-12 months	SCDA Employment Programmes – all participants must be unemployed/economically inactive. All SCDA programmes offer bespoke employment, volunteering, education and training support to unemployed and EI participants both 1:1 and virtually. Work and Health Programme (DWP/ESF funded) self-referrals and referrals via JCP's. Self-declared health or disability Let's Get Working (ESF/Big Lottery Building Better Opportunities, BBO) self-referrals and social prescribing referral routes. Self-declared health or disability Aspirations (ESF/Big Lottery BBO), self-referrals, self-declared mental health	DWP/ ESF/Big lottery		SCDA, ESFA, DWP, Lottery

				Local Learning Perspectives (ESF/Big Lottery BBO) self-referrals, Lewes District only, Any barriers to finding work Working Together for Work (ESF/Big Lottery BBO) self-referrals, Lewes District only, Any barriers to finding work who have dependants. Get Socially Active/Recycle (ESF/Big Lottery BBO) self-referrals, Lewes District only			
		Active Hastings Fellowship of St Nicholas, Education Futures Trust (EFT), Hastings Furniture Service (HFS), Little Gate Farm, Chapel Park Groundwork South Optivo Housing SCDA		Deliver a range of CHART funded employment, business and community support activities in targeted neighbourhoods of Hastings and Bexhill. Active Hastings Academy 108 inactive/unemployed supported Working to capacity for 40 unemployed people Greener Futures 210 unemployed and economically inactive Worksmart 240 unemployed and economically inactive tenants Bexhill and Sidley working together. 300 unemployed and economically inactive people from target wards	ESF CHART Monies	890 unemployed people supported	CHART BOARD
4		FE, HE and independent providers	0-4 months	Adapt the delivery of Apprenticeship programmes for example by front loading taught elements, enabling online placements or learning where possible.	FE/HE budgets		AES
		ESCG, Plumpton College, ITPs/SCTP Members		Deliver pre-employment/apprenticeship programmes for young people via blended learning in key sectors			AES
		Growth Hub, AES, SCTP, ESCC, Sussex Chambers,		Promote Apprenticeships and the £2000 employer incentive to support apprenticeship recovery through a coordinated communications campaign utilising networks such as the Growth Hub, BES, FSB & Chambers.			AES/BES

	In key sectors, sustain vocational training pathways such as Apprenticeships (including Higher level Apprenticeships) for young people and adults and incentivise employers to continue to offer these opportunities. <i>This action links with action 9 in Mission 3.</i> <i>The procurement activities in this action link with action 8 of mission 1.</i>	YES, FE, HE and independent providers		Youth Employability Service to track young people on apprenticeships to identify risk of redundancy and support move to other employers with support from training providers			AES
		CXK		Ensure new initiatives and revised KPI's for the south east ASK programme are closely aligned to all apprenticeship initiatives across the region.			CXK
		AES partnerships	5-12 months	Seek funding (YFF, SELEP Skills) to address training needs of apprentices who are made redundant			ESCC; AES
		ESCC with other procurement partners		Use procurement and social value as a tool to leverage Apprenticeship placement offers		Agree some common social value Skills and Employment TOMs within commissioning processes to support recovery.	SES
		Levy payers		Use Apprenticeship Levy underspend as a device for encouraging Apprenticeship employment in key sectors	Apprenticeship Levy	Allocate up to 25% of Levy (from unspent levy) to local SMEs to support Apprenticeship Training.	ESCC and other Levy payers
			12 months+				
5	Increase digital inclusion, alongside an increased range and higher level of digital skills training offered across education and in business to facilitate online working and to increase the capabilities of	ESCC libraries	0-4 months	Identify local opportunities to enable those most marginalised to access ICT kit and wifi		Create signposting resource to local digital opportunities	SES
Youth Employability		Monitor digital connectivity requirements of young people and apprentices to facilitate targeted digital access support		ESCC SLES in partnership		SES	

	our businesses in the immediate and long-term.	Service, FE and HE providers			with FE/HE providers		
	<i>This action links to the digital inclusion action 4 in Mission 6</i>	SELEP DSP working groups (including Digital inclusion group led by ESCC libraries)	5-12 months	Working with the SELEP Digital Skills Partnership, deliver projects that promote digital inclusion such as the 'futuredotnow' and the 'Good Things Foundation initiative to provide kit / connectivity to disadvantaged areas. Participate in the Digital skills working groups (support to SMEs, support to educators and students, ensuring alignment between education and industry and the development of a digital skills prospectus).			SELEP DSP
	<i>This action links with action 9 in Mission 3.</i>	ESCG		Deliver digital skills training to those employed in businesses and other organisations in east Sussex using AEB for c.200 participants using £200k of £1m AEB pledge			SES
		ESCG		Deliver digital skills training to those who are unemployed in East Sussex using AEB for c. 200 participants using £200k of £1m AEB pledge	£200k of £1m AEB pledge	200 people supported	SES
		University of Brighton and University of Sussex		Digitally Enhanced Learning builds the digital skills of students in 2020/21, ensuring they are equipped with the skills they need for future employability			Governing Board
			12 months+				
6	Work with new and existing business and the self-employed to build on new skills developed during the pandemic, to identify further training needs that will help them operate within new Covid-19 related regulations, recover quickly and move towards a more productive	ESCG, Sussex Chamber, Assess how ITPs can support/ and enhance this offer through AEB & other available funding streams/SCTP	0-4 months	Work with SES Sector Task groups, the Growth Hub and chambers to identify training needs of local businesses and use resources including AEB to develop new courses and deliver current learning packages that are appropriate to support recovery for c.100 participants using £50k of £1m AEB pledge. Initial suggestions include: Sector specific provision such as content creation for the tech sector, Post-Covid-19 readiness/use of PPE/Covid-19 risk assessment training and digital skills training for the visitor economy sector, financial and project management for the construction sector, B2B and B2consumer marketing for the land-based and food	£50k of £1m AEB pledge	c.100 individuals supported	SES

and secure future.			production sectors, and managing remote working teams (across sectors)			
	Eastbourne Chambers		Deliver Edeal Programme ERDF funded for Lewes District area			SES
	Sussex Chamber – programmes constantly being updated and placed online		Deliver a range of online training to local businesses to support their needs (Leadership and Management, Customer Service). New courses constantly being adapted and added online and implemented: Resilience – virtual training, running effective virtual meetings, assertiveness, etc. https://www.sussexchamberofcommerce.co.uk/training There is also fully funded training through Ixion Holdings for East Sussex area: https://www.sussexchamberofcommerce.co.uk/Premier-Members/Ixion-Holdings			Chambers
	CXK		Develop focused IAG support and bespoke group and or individual sessions for employers across the region to support furloughed, redundant or employed staff cohorts			CXK
	HBC/CHART	5-12 months	Development of Churchfields business centre with classroom training facilities and delivery of the CHART funded business support project.			
		12 months+				

Team East Sussex Economy Recovery Plan Mission 3: Fast-forwarding business

Objectives:

- Provide support to East Sussex businesses in these sectors to help safeguard local jobs
- Support the health and wellbeing of the population to enable people to get back to work and education
- Support skills development in these sectors

Ongoing actions to support economy recovery:

- Destination Management Organisations have been communicating a sensitive balance of positive messaging within government guidelines
- Lobbying of DCMS and Arts Council England for issues on emergency grant funding and income support for freelance economy
- Lobbying of Visit Britain on the visitor economy and the need for a Kite Mark and guidance for re-opening
- ESCC External Funding team and Cultural Strategy Manager: assimilating advice and guidance from a range of sources (visitor economy, heritage, arts, creative industries) and circulating weekly email to cultural organisations, artists networks and East Sussex Arts Partnership
- South East Creatives business support re-focused to help businesses to adapt
- South East Creatives Grants – reduction in required outputs to secure funding
- Re-designed Creative Open Workspace masterplan commission to respond to the new trend in home/local working
- Pan-SELEP Tourism recovery programme developed

Headline actions to deliver the mission		Responsible delivery partners	Timescales	Activities	Resources	Target outputs	Monitoring and evaluation
1	Develop cultural programmes which support the county's health and wellbeing in order to support people to be fit to	Culture East Sussex East Sussex Arts Partnership	0-4 months	Support cultural organisations to re-start delivery (see support for freelance sector) Embed cultural consultants in NPOs for closer collaboration	ACE Project Grants NPO resources ESAP grants	TBC	CES quarterly reporting, TES annual reporting, HRAEN steering group

	get back to work and education	Public Health HRAEN Culture East Sussex and East Sussex Arts Partnership D&B's, 3VA, Voluntary Sector, East Sussex College Group and wider partners		Work with the voluntary sector who have been instrumental in providing support to communities, to develop cultural content for our most isolated residents. Commission creatives to capture the impact of Covid-19 on the community to support recovery and encourage people to return to employment and education Commission cultural interventions to support and encourage people to return to GP surgeries in order to support the future health and wellbeing of the workforce			
			5-12 months Plan				
			12 months+	TBC			
2	Expedite the re-use of redundant shop, offices and industrial units for shared creative workspace <i>This action links to and will support the delivery of action 4 in Mission 1 and action 3 in Mission 4.</i>	Culture East Sussex East Sussex Arts Partnership South East Creative Economy Network (SECEN)	0-4 months 5-12 months	Appoint consultants to deliver SECEN Open Workspace programme Support through SEC Planning policy, toolkit, access to finance, engagement with creative sector for co-learning RDC Beeching Road Observer Building and others as result of Getting Building Fund scheme submissions	ACE, SELEP SSF, ESCC, ECC, KCC, Creative Estuary (secured)	Series of 7 outputs identified in work programme	SECEN Open Workspace Steering Group, SECEN, SELEP, TES, CES

		South East Creatives (SEC)	12 months+	New workspaces emerge from SECEN programme			
3	<p>Create a pan-Sussex visitor economy group to re-start the leisure, hospitality, culture, retail and tourism economy that enhances existing marketing vehicles, such as Visit 1066, Visit Eastbourne and Sussex Modern.</p> <p>Ensure that recovery plans and adaptations to enable social distancing adhere to Equalities legislation, Public Health guidelines and Environmental strategy.</p>	<p>Pan-Sussex Visitor Economy (PSVE) steering group to include but not be limited to:</p> <ul style="list-style-type: none"> - 1066 Country - Visit Eastbourne - Sussex Modern - ESCC, LDC, EBC, WDC, RDC, HBC - Experience West Sussex - Brighton and Hove City Council 	<p>0-4 months</p>	<p>Create a pan-Sussex group</p> <p>Develop a coordinated pan-Sussex promotional, PR and social media campaign using existing and newly generated content</p> <p>Promote: Protect, Respect, Enjoy campaign</p> <p>Promote We're Good to Go campaign</p> <p>Promote Know before you Go campaign</p>	<p>Council officer time</p> <p>SELEP Sector Support Fund bid (pending)</p>	<p>Promotion of #Sussex whilst areas also promoting their own distinctiveness</p> <p>Increased traffic to individual destination digital platforms</p> <p>Higher spend in visitor economy</p> <p>Further targets to be agreed once action plan is developed</p>	<p>12 months review by PSVE to evaluate achievements against targets reported to CES, TES, West Sussex CC, B&H CC</p>
	<div style="border: 1px solid black; padding: 5px; width: fit-content;"> <p><i>This action links to and will support the delivery of action 4 in Mission 1.</i></p> </div>		<p>5-12 months</p>	<p>Grow, enhance and develop the 1066 walk, following on from current initiatives, as a means of attracting tourists into rural areas and supporting rural businesses</p> <p>Deliver effective marketing campaigns for domestic and overseas markets</p> <p>Roll out phased media campaigns to respond to international recovery of travel trade</p> <p>Work with Language Schools to encourage foreign students</p> <p>Local authorities to consider what actions they can take to help alleviate financial pressures for tenants in</p>			

				buildings they own that are rented by tourism and cultural businesses and organisations. Respond to government funding opportunities			
			12 months+	TBC			
4	Prepare a pipeline programme of both revenue and capital projects to support leisure, hospitality and tourism business recovery; secure funding for its delivery	Pan-Sussex Visitor Economy steering group SELEP, ESCC and D&Bs private businesses and partners such as SDNP	0-4 months	Set up pan-Sussex steering group Develop action plan Buy Local, Stay Local campaign: a regional website and portal to signpost customers to local food and drink businesses Use and develop existing portals such as South Downs food portal. Identify funding/support coming from government	ESCC officer time, PSVE membership, D&B officer time Sector Support Fund bid (secured for Buy Local campaign)	To be agreed once action plan is developed	12 months review by PSVE to evaluate achievements against targets reported to CES, TES, SELEP, West Sussex CC, B&H CC
			5-12 months Plan	Identify any adaptations required to commercial facilities, including a focus on those owned by local authorities Support re-start of events and festivals			
			12 months+	Develop business cases for pipeline of medium and long-term projects and secure resources towards some of these.			
5	Create a cultural investment framework for mid to long term recovery planning	Culture East Sussex	0-4 months	Commission external review	ESCC to fund initial review	Review approved by CES	CES quarterly meetings

		ESCC, partners including D&B's, Public Health, Culture and creative businesses, education and skills partnerships	5-12 months	Develop Cultural Investment Framework for mid to long term planning which will reflect ERP targets		Framework protocols agreed and initial population of projects	TES annual report
			12 months+	Seek funding to expedite Framework projects		Project funding secured and delivery on at least one project commences	
6	Ensure support for those organisations that support the most vulnerable people in the county, promote wellbeing through coherent and strategic investment in communications, the environment, art and culture.	Culture East Sussex and public health Project Art Works and others TBC. Also D&B's, 3VA, Voluntary Sector, East Sussex College Group and wider partners	0-4 months	Establish steering group of organisations delivering specialist provisions Develop action plan	Commitment would need to be sought to support developing health and wellbeing through cultural programmes.	TBC	TBC
		5-12 months	Deliver actions				
		12 months+	TBC				
7	Reconfigure county wide cultural education offer to support collaborative recovery programme/ curriculum for education sector	Children's Services Culture East Sussex/ Skills East Sussex/ HARAEN/	0-4 months	Set up pan-Sussex steering group. Membership to include education, East Sussex Teaching School Alliances/Hastings Opportunity Area/ Eastbourne Schools Partnership, Fulcrum Learning.	Existing Sector resource/ Talent Accelerator/ Artwork DFE Leadership Programme - Portion of £95K regional fund	Action plan produced Action plan targets	Steering group review Reporting to funders: DFE, Artwork, SES, CES, ACE, SELEP
		5-12 months	Develop action plan Explore the mutual benefits of the use of cultural spaces to help alleviate the				

				<p>pressures on space in the school environment</p> <p>Working with schools to fill gaps in online cultural learning.</p>			
			12 months+	Ensure creative pathways are built into cultural projects to allow local young people access to cultural careers.			
8	Support recovery of creative freelance sector	<p>Culture East Sussex</p> <p>East Sussex Arts Partnership</p> <p>Sussex University</p> <p>South East Creative</p>	0-4 months	<p>Commission robust research on the effect of Covid-19 on our freelance economy – 12 months + study.</p> <p>Create a commissioning budget to stimulate the creative freelance sector</p> <p>Commission cultural engagement activity out of doors to help to support the creative freelance economy</p>	ACE, SELEP, South East Creatives	TBC	<p>CES quarterly reporting, TES annual reporting, ESAP quarterly reporting</p> <p>SECEN two-monthly reporting</p>

		Economy Network	5-12 months Plan	<p>Support and encourage the development of localised cultural networks to support the creative freelance economy Commission research</p> <p>Secure baseline research from Sussex University</p> <p>Webinar programme supporting fundraising, business planning and network development</p> <p>Develop the legacy programme for South East Creatives with gathered intelligence to ensure that business support is tailored to the needs of the sector in a Covid-19 context</p>			
			12 months+	TBC			
9	Re-focus Talent Accelerator to support young people into work post-Covid-19. TA is a new framework through which education settings and creative/cultural industry employers can co-design new learning and real-world skills programmes.	De La War Pavillion for Culture East Sussex, in collaboration with Skills East Sussex (Creative and Digital Task group) & East Sussex College Group	0-4 months	TBC	£196,500 approved in principle from Artsworks' Better Lives Through Culture Investment Fund TBC - £196,500 matched investment from Careers & Enterprise	TBC, but could include new Project grant scheme/Online learning portal/ Digital badge micro credentials / Open Door Industry Placements/ Enterprise Advisers/	Culture East Sussex/ Artswork/ACE/ SES
			5-12 months	TBC, but could include new Project grant scheme/Online learning portal/ Digital badge micro credentials / Open Door Industry Placements/ Enterprise Advisers/ Employer engagement events/ Apprenticeships/ Arts Award and Artsmark registrations			

	<p><i>This action links with actions 3, 4 and 5 in Mission 2.</i></p>		12 months+	TBC	Company / East Sussex Careers Hub / East Sussex County Council / Skills East Sussex / DLWP/ East Sussex College group	Employer engagement events/ Apprenticeships/ Arts Award and Artsmark registrations	
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Team East Sussex Economy Recovery Plan Mission 4: Better places, fuller lives

Objectives:

- Support the revival and adaptation of town centres
- Support the provision of Covid-19 compliant spaces
- Enable broader economic recovery away from the high street
- Ensure the involvement of local people and businesses to support social inclusion and diversity within their own place

Ongoing actions to support economy recovery:

- The impact of Covid-19 is being collated into evidence work on emerging Local Plans.
- Local planning authorities have reduced processes for determining change of use planning applications.
- East Sussex Highways have issued temporary licences and are implementing road closures to enable opportunities for outside trading by cafés/restaurants being able to put tables and chairs on the highway for provision of social distancing
- Locate East Sussex has published first report on the impact of the Coronavirus crisis on East Sussex commercial property.
- Response has been made to the Government’s Towns Fund opportunity for town centre regeneration

Headline actions to deliver the mission		Responsible delivery partner	Timescale	Activities	Resources	Target outputs	Monitoring and evaluation
1	<p>Undertake rapid delivery of outside trading permits and licences, where appropriate</p> <p><i>Note: Government changes (e.g. introduction of pavement licences act) will support this action with boroughs/districts granting permission with 5-day consultation</i></p>	<p>All Local Authority teams</p> <ul style="list-style-type: none"> - Hastings - Lewes & Eastbourne - Rother - Wealden 	0-4 months	<p>Actively respond to requests for change of location for market stalls and/or new outside trading permits</p> <p>Issue new permits as quickly as possible with paperwork following after change has been tested</p> <p>Review best practice in other areas</p>	<p>Local Authority teams (licensing)</p> <p>Town Councils, where appropriate</p> <p>Involvement of local businesses</p>	More outside trading spaces in places	TBC

		- South Downs National Park Authority ESCC Highways	5-12 months 12 months+	Identify specific places that could become outside trading hubs and support their development Review use of outside trading permits Incorporate best practice into longer term public space management protocols Develop guidelines for future non-enforcement practices to support economic recovery Identify and support spaces that could be viable for long term outside trading			
2	Support empty retail sites and empty spaces to be repurposed as business/creative/community and residential places (retrofit these properties with energy efficiency and low carbon measures where possible) alongside instigating town centre and village improvement schemes which encourage and incentivise pop-ups and 'meanwhile use.' <div style="border: 1px solid black; padding: 5px; width: fit-content; margin: 10px auto;"><i>This action will support the delivery of the inward investment action in Mission 1.</i></div>	Town Centre Managers Business Improvement Districts All Local Authority Planning teams - Hastings - Lewes & Eastbourne - Rother - Wealden - South Downs National Park Authority	0-4 months	Review stock of empty sites and identify space availability Assess premises demand of businesses. Work with business membership organisations (Chambers, FSB, IOD) to identify demand and types of 'meanwhile use' being requested Work with community groups and others to encourage ideas and options for use of empty spaces Widen use of Article 4 Directives Publicise Permitted Development Rights along with expectations of minimum standards	Local Authority Planning teams Access to Locate East Sussex monthly property reports Town Centre Managers & Business Improvement District Community organisations, independent businesses (in particular identifying	Reduced empty retail properties in town centres Reduced vacant spaces Greater utilisation of town centres Increased footfall	AMR

				<p>Utilise Local Development Orders to reduce the planning burden</p> <p>Implement government new General Permitted Development guidelines</p>	creative designers, thinkers and performance people)		
			5-12 months	<p>Develop options for vacant spaces and work with local planning authorities to ensure planning permissions are granted</p> <p>Work with property owners to agree opportunities</p> <p>Review emerging evidence from Local Plan and Inward Investment activities to identify needs</p> <p>Develop a formalised plan based on intelligence including funding need</p> <p>Establish and maintain a detailed list / portfolio of premises, sites, public spaces, locations and buildings for meanwhile use and public and private investment.</p> <p>Develop key project proposals for future funding and investment bids and prioritise projects for development (funding required to shovel ready status).</p>	Town Fund	Developed projects proposals to RIBA Stage 3 and 4	
			12 months+	Implement appropriate and flexible policies in local plans to either take			

				<p>properties out of retail boundaries or allow for flexibility of uses</p> <p>Implementation of plan including funding for conversions</p> <p>Review number of pop-ups and 'meanwhile uses' and consider long term future uses</p>			
3	<p>East Sussex planning authorities to prepare/revise development plan policies that allow for a greater variety and flexibility of uses within East Sussex town centres alongside addressing the property needs of home-grown expanding businesses and externally investing businesses</p> <p><i>Notes: need to ensure that the supply of B1 a/b/c premises will not be reduced recognising there is a severe shortage of industrial premises. Also recognise the need to improve industrial / commercial spaces and the supporting infrastructure. Additionally, standards to protect and safeguard are required alongside flexibility.</i></p>	<p>All Local Authority Planning teams</p> <ul style="list-style-type: none"> - Hastings - Lewes & Eastbourne - Rother - Wealden - South Downs National Park Authority 	<p>0-4 months</p>	<p>Identify which local authorities are completing full plans vs partial updates</p> <p>Engagement across authority areas as part of Duty to Cooperate (DtC) to ensure uses within town centres support and complement each other</p> <p>Scoping, evidence gathering, early engagement including commercial property market</p>	<p>Local Authority planning teams</p> <p>Funding for evidence studies</p> <p>Locate East Sussex</p>	<p>Adopted Local Plans</p> <p>No decrease in level of commercial and industrial space availability</p>	<p>Annual Monitoring Reports (AMRs)</p> <p>LES Sponsors Board</p> <p>DES</p>
			5-12 months	<p>Evidence gathering</p> <p>Draft policies in Local Plans which support appropriate flexibility of uses within individual town centre</p> <p>Support the development of the Local Plan and the Housing and Employment Needs Assessment. Detail all capital investment in the pipeline or in process – what, who, how and when (public and private)</p>	<p>Planning Policy Town Fund</p>		

	<p><i>This action will support the delivery of the inward investment action in Mission 1 and the Mission 3 action of expediting the re-use of redundant shop, offices and industrial units for shared creative workspace</i></p>			<p>Identify prospective assets that could be funded through the Town Deal, as well as considering opportunities for other uses as projects are submitted to the Town Deal board.</p>			
			12 months+	<p>Consultation, examination, adoption</p> <p>Adopted policies for town centres which support variety and flexibility of uses to enable town centres to adapt and to support the ongoing recovery</p>			
4	<p>Meet the anticipated increased need for local work and home-education space by encouraging flexible mixed use of spaces for residential, leisure and work activities.</p> <p><i>Note. all sites will require appropriate broadband capacity. This links with the deliverables in Mission 5 Capitalise on digital connectivity.</i></p>	<p>All Local Authority Planning teams</p> <ul style="list-style-type: none"> - Hastings - Lewes & Eastbourne - Rother - Wealden - South Downs National Park Authority 	<p>0-4 months</p>	<p>Review space availability. Consider libraries, community facilities, vacant offices and empty retail spaces</p> <p>Consider existing spaces for adaptation</p> <p>Review demand for spaces</p>	<p>Local Authority planning teams</p> <p>SPACES (Strategic Property Assets Collaboration East Sussex), property owners, etc.</p>	TBC	TBC
			5-12 months	<p>Promote potential opportunities for flexible working space hubs.</p> <p>Opportunities and needs for working spaces to be fed into emerging Local Plan evidence and policies</p>			
			12 months+	<p>Flexible policies in Local Plans to meet workforce and individual needs</p> <p>Ongoing provision of mixed-use places covering both residential, leisure and work spaces</p>			
5	<p>Develop a plan to ensure that the 'asks' from Government, in terms of short, medium and longer-term planning reforms and changes are</p>	<p>Developers East Sussex (DES)</p>	<p>0-4 months</p>	<p>Utilise existing forums for collation of asks</p> <p>Ensure partners are aware of lobbying channels</p>	<p>DES lead</p> <p>Input from Local Plan Managers</p>	<p>Responses from Government in line with requests</p>	<p>DES feedback</p>

	coordinated across the county and the different sectors		5-12 months	Review asks at 5-12 months. What else is now required?	Group and other partners		
			12 months+	Review asks at 12+ months. What else is now required?	Final approval and submission by Team East Sussex		
6	<p>Develop a coordinated East Sussex approach to working with Homes England to identify and implement opportunities for reigniting the house building industry and boosting housing land supply</p> <p><i>Note: the social implications of the pandemic (job loss, financial security, homelessness) will need to be considered and actions developed</i></p>	Developers East Sussex (DES)	0-4 months	<p>Identify stalled sites due to low market confidence and new sites for allocation and development</p> <p>Monitor the impact for tenants and landlords of Covid-19 on the private rented sector</p> <p>Review provision of affordable rented provision and accommodation of the homeless</p>	DES	TBC	Site delivery data
			5-12 months	<p>Develop a strategic relationship with key partners (National CLT Network, DTI, Historic England and Arts Council England) to support housing development</p> <p>Ensure all home building meets the needs identified locally</p>			
			12 months+	<p>Production of a county wide GIS dataset of allocation, larger permissions</p> <p>Production of county wide GIS dataset of ownership</p> <p>Develop firm proposals/ submit funding applications for feasibility/project delivery to support</p>			

				business cases for delivery of the Town Deal Investment Plan			
7	Develop and implement approaches that put local communities at heart of shaping places, recognising the diversity that exists across East Sussex.	VCSE sector working with Developers East Sussex and all local authority planning teams (DES)	0-4 months	Review of existing methods of engagement Consultation with VCSE sector on best approaches Develop protocols for sustainable community involvement	VCSE sector working with Developers East Sussex (DES) Involvement of communities	Greater community involvement	
			5-12 months	Implement plan as part of Local Plan Reviews			
			12 months+	Review of what is working and what is not. Make changes where required.			

Team East Sussex Economy Recovery Plan Mission 5: Cleaner energy, greener transport

Objectives:

- Increase the number of people walking, cycling and using public transport in East Sussex
- Improve air quality and reduce carbon emissions in the county

Ongoing actions to support economy recovery:

- Development of tranche 1 package of temporary transport measures to support the local economy as the COVID-19 pandemic restrictions have been eased particularly in our town centres and development of tranche 2 package of interventions in accordance with DfT guidance.
- Delivery of the transport 1 temporary transport measures including 'Keep Apart' safe social distancing signage across the county and at 200 key bus stops; development of designs for other measures which include pop up cycle lanes, road closures and widening space for pedestrians on our high streets to encourage walking and cycling and safe social distancing.
- Delivery of the capital programme of local transport improvements that includes schemes which help to increase the number of people walking, cycling and using public transport. The programme is funded from a range of sources including East Sussex County Council, development contributions and Local Growth Fund monies secured through the South East Local Enterprise Partnership (SELEP). This will see a total of £9.4m LGF planned for spend this year and next. In addition, the current Active Access for Growth programme, now in the final year of its four-year programme, has delivered new ways working with our partners, schools and businesses to encourage people to travel to work, education and training through active travel and public transport.
- Consultation on the draft Local Walking and Cycling Investment Plan (LCWIP) between April and July 2020 ahead of wider public consultation in Autumn 2020 and adoption in 2021Sussex Air programme with schools to increase walking and cycling to/from school and implement temporary road closures around a sample of schools.
- Sussex Air programme with schools to increase walking and cycling to/from school and implement temporary road closures around a sample of schools.
- LoCASE programme for SMEs with free energy audits and grants for energy efficiency and renewable schemes.
- East Sussex Energy Partnership Winter Home Energy Service to support those in fuel poverty.
- Warmer Sussex programme to assist householders to retrofit domestic energy efficiency measures

Headline actions to deliver the mission		Responsible delivery partners	Timescales	Activities	Resources	Target outputs	Monitoring and evaluation
1a)	Deliver emergency active travel measures in town centres and promote active travel initiatives to support East Sussex economy and support social distancing as restrictions are eased	ESCC	0-4 months	<p>Deliver tranche 1 package of temporary transport measures which encourage active travel and support local economy, subject to local consultation and advertisement of TROs</p> <p>Develop tranche 2 package of permanent active travel measures to embed walking and cycling habits for submission to Government.</p> <p>Subject to approval, commence development of tranche 2 package of measures for delivery within funding timescales</p>	SEI team (client) East Sussex Highways (design services and contractor)	TBC	TBC
			5-12 months	<p>Monitor impacts of tranche 1 temporary transport measures</p> <p>Continue development and commence delivery of tranche 2 package of active travel measures</p>			
			12 months+	<p>Dependent on the tranche 2 timescales, continue to deliver the tranche 2 package of active travel measures</p>			

1b)	Implement active travel initiatives through our Active Access for Growth programme which promote increased walking and cycling	ESCC	0-4 months	Continue delivery of the Active Access for Growth (AAfG) programme of initiatives, led by Sustrans to encourage people to walk and cycle to access work, education and training.	SEI team, ESCC Sustrans Living Streets Other AAfG partners	TBC	TBC
			5-12 months	Continue delivery of the Active Access for Growth programme up to March 2021 (end of programme) and identify legacy projects that can continue beyond end of funding period. Lobby Government for long term funding for continuation of elements of the programme beyond March 2021			
			12 months+	TBC			
2a)	Deliver Local Growth Fund (LGF) walking and cycling infrastructure packages in growth corridor areas and aim to secure funding from the £2bn Government funding for walking and cycling infrastructure	ESCC	0-4 months	Through the County Council's 2020/21 capital programme for local transport improvements, continue the design and delivery of LGF funded walking and cycling packages for: <ul style="list-style-type: none"> • Eastbourne and South Wealden • Hastings and Bexhill • Eastbourne town centre phase2 	Strategic Economic Infrastructure (SEI) team, ESCC – Transport Planning (client) East Sussex Highways (design services and contractor)	Delivery of programme of LGF schemes Full LGF spend against three packages	SELEP LGF reporting

			5-12 months	Through the County Council's 2020/21 and emerging 2021/22 capital programme for local transport improvements, continue the design and delivery of LGF funded walking and cycling packages for: <ul style="list-style-type: none"> • Eastbourne and South Wealden • Hastings and Bexhill • Eastbourne town centre phase 2 			
			12 months+	Through the County Council's emerging 2021/22 capital programme for local transport improvements (to be approved March 2021), continue the delivery of LGF funded walking and cycling packages for: <ul style="list-style-type: none"> • Eastbourne and South Wealden • Hastings and Bexhill • Eastbourne town centre phase 2 			
2b)	Develop proposals identified in the Local Cycling and Walking Investment Plan (LCWIP) in response to the £2bn Government funding for walking and cycling infrastructure	ESCC	0-4 months	Consult with key stakeholders (Borough/District Councils, Walking and cycling groups) on the draft LCWIP document	SEI team, ESCC – Transport Policy	Adopted LCWIP	ESCC internal monitoring
			5-12 months	Undertake public consultation on the LCWIP and adopt LCWIP Identify priority LCWIP projects for further		Successful funding bid to Government	

				development and commission design Develop business case for funding bid (dependent on when Government funding call announced)			
			12 months+	Complete design and subject to successful funding bid, undertake consultation and commence construction of priority LCWIP projects.			
3a)	Develop proposals with bus and rail industries to encourage and incentivise the use of public transport in East Sussex	ESCC, bus and rail operators	0-4 months	Establish working group with bus and rail operators to develop strategy for encouraging / incentivising use of safe integrated public transport	SEI team and Passenger Transport teams, ESCC Bus operators Train Operating Companies	Trajectory of bus and rail patronage numbers increasing towards pre-lockdown levels	Bus and train loading figures (from operators)
			5-12 months	Develop and implement strategy initiatives (dependent on safe social distance measures) Draft and submit DESTI-SMART (Delivering Efficient Sustainable Tourism with low-carbon transport Innovations: Sustainable Mobility, Accessibility and Responsible Travel) action plan to the project lead for approval	SCRP DESTI-SMART Seafront project approximate cost £400k		
			12 months+	Continue implementation of strategy initiatives			

3b)	Develop bus infrastructure proposals to also help increase public transport usage	ESCC	0-4 months	<p>Continue design work Phase 1 of the Hailsham – Polegate – Eastbourne bus corridor improvements (including Eastbourne Road bus lane)</p> <p>Link emerging strategy to LCWIP, particularly walking measures on key corridors of movement.</p>	<p>SEI team and Passenger Transport teams, ESCC</p> <p>Bus operators</p> <p>Train Operating Companies</p> <p>SCRP</p>	Trajectory of bus and rail patronage numbers increasing towards pre-lockdown levels	Bus and train loading figures (from operators)
			5-12 months	<p>Through the development of LTP4, identify bus operators' priorities for bus infrastructure in East Sussex</p> <p>Review of remaining phases of Hailsham – Polegate – Eastbourne bus corridor improvements, in particular the Kings Drive/DGH section</p>			
			12 months+	<p>Through development of LTP4, identify package of deliverable bus infrastructure for development within first Implementation Plan (ImP).</p> <p>Commence development of bus infrastructure proposals identified in the first ImP.</p> <p>Implementation of first phase of the Hailsham – Polegate – Eastbourne bus corridor improvements (including Eastbourne Road bus lane)</p>			

4	Prepare a plan for delivery of electric vehicle charging infrastructure throughout East Sussex	ESCC	0-4 months	Agree action plan with key partners & discuss provision with UKPN and the market	£40K required for dedicated staff resource to lead. This will deliver measurable carbon reduction and develop the local supply chain. Potential £1million accelerated towns fund	To be agreed in the action plan & contract. Will cover: - type, location and approx. number of locations. - estimated take up (of EVs and usage of charge points).	To be agreed in the action plan & contract.
			5-12 months	Establish legal agreement with key partners and procurement of private sector provider. Implement 'Ecargo' bike pilot in Hastings			
			12 months+	Begin roll-out of electric vehicle charge point installations.			
5	Develop a programme to work with low carbon businesses and the energy sectors to support the development/delivery of clean energy technologies and the decarbonisation of the economy, linking with the current LoCase initiative.	Green Growth Platform, University of Brighton	0-4 months	Provide grants and/or support in delivering the programme.	<u>0-4</u> (LoCASE 1.75): fully funded. <u>5 months – 3 years</u> (LoCASE 2 & 3): pending decision by MHCLG. Fully funded if agreed.	6 grants or 12-hour assists. 79 grants or 12-hour assists. 14 SMEs with new products.	Via Green growth Platform Board and funders and via LoCASE Steering Group
			5-12 months	Provide grants and/or support in delivering the programme.			
			12 months+	Provide grants and/or support in delivering the programme.			
6	Develop proposals and secure resources to expand existing programmes that improve domestic and commercial	6a) ESCC / East Sussex Energy Partnership	0-4 months	Current domestic fuel poverty programme: home energy assessment, advice and provision of small energy efficiency measures.	Home energy assessment, advice and provision of small energy efficiency measures are funded in 2020-21 & 2021-22.	Current monitoring arrangement is set in existing	

energy retrofit. This will support the local supply chain, cut costs and reduce emissions		5-12 months	Maximise the value of the existing home energy assessment & advice by promoting and supporting the take up by householders of the new national £2bn Green Homes Grant scheme in East Sussex, which is due to start in September, to improve the energy efficiency of low-income homes.	Additional resources required to install energy efficiency & renewable measures: £750K (i.e. 50 homes @ an average cost of £15K/home). This will deliver measurable carbon reduction and support the local supply chain.		contract with provider. Increased: will replicate robust Public Health M&E from previous contracts for capital measures.
		12 months+	2021-22: maximise the value of the home energy assessment & advice by improving the energy efficiency of 50 low income homes to at least EPC Band C (@ £15k/home).	Grants of up to £10K per household will be available from September. South East Economic Coastal Prospectus - SELEP funding for retrofitting of domestic housing stock BEIS / SELEP		
	6b) Retrofit Works	0-4 months	Current 'Warmer Sussex' programme: To March 2021: deliver energy efficiency retrofit to 70 'able-to-pay' domestic properties.	Current programme is fully funded by BEIS & promoted by Local Authorities.		Current targets are: start energy efficiency retrofit of c.

			5-12 months	<p>Generate new leads with owners.</p> <p>Maximise the value of the existing Warmer Sussex programme by promoting and supporting the take up by householders of the new national £2bn Green Homes Grant scheme in East Sussex, which is due to start in September, to improve the energy efficiency of able to pay households.</p>	<p>£90K is required for additional staff & budget to drive demand (i.e. Open House weekends, pop-up shops in key locations, supply chain training & recruitment events, marketing campaigns). All retrofit costs paid by householders.</p> <p>This will deliver measurable carbon reduction, support the local supply chain, and enable the delivery model to become financially self-sustaining, once the right level of demand has been reached and maintained.</p>	<p>70 domestic properties.</p> <p>With additional resources:</p> <ul style="list-style-type: none"> - generate 100 leads/month. - Retrofit 25 properties/month. - support 5 new/existing business. - Mentor local colleges to offer quality retrofit skills training. 	<p>contract with Retrofit Works.</p>
			12 months+	As above			
		6c) ESCC	0-4 months	<p>LoCASE energy efficiency support for SMEs:</p> <p>Grants provided to SMEs.</p>	<p>LoCASE 1.75: fully funded.</p> <p>LoCASE 2 & 3: pending decision by MHCLG. Fully funded if agreed.</p>	<p>LoCASE 1.75: 15 grants.</p> <p>LoCASE 2 & 3: 120 grants</p>	<p>Quarterly monitoring & annual evaluation.</p>
			5-12 months Plan	<p>Grants provided to SMEs.</p>	<p>An additional £35K would increase the take up of grants by SMEs through LoCASE 2 & 3 from 120 to 200</p>	<p>With additional resources: a further 80 grants.</p>	

			12 months+	Grants provided to SMEs.	(average grants of £5K). This will lever in 60% private sector match, deliver measurable carbon savings, reduce business operating costs and support the local supply chain.		
7	Develop and implement additional energy efficiency & renewable energy schemes in public sector buildings	Local Authorities	0-4 months	Develop additional schemes	Existing LA staff & government funding for capital works	TBC, as the fund details have not yet been announced, but likely to include: carbon reduction, jobs safeguarded or new jobs created.	TBC, as the fund details have not yet been announced
			5-12 months	Apply for funding from the government's new £1bn green building fund			
			12 months+	Begin to implement schemes			
8	Prepare a nature-based carbon mitigation programme (e.g. tree planting, habitat creation), which also provides employment opportunities and helps make East Sussex an attractive place to live and work.	Sussex LNP	0-4 months	Establish an agreed brokerage and QA process between landowners / farmers and organisations that need to plant trees (e.g. the water companies, Woodland Trust etc).	All costs for implementing the nature-based carbon mitigation work (e.g. tree planting etc) would come from the private sector and environmental sector. 1) £25K additional resources required for specialist support to develop an agreed process (i.e. To address	Target: contracts for £50K of tree planting agreed in year 1 from pilot projects, with measured area of restored or new habitat delivered & carbon saved, subject to the	Quarterly monitoring & annual evaluation. Details to be agreed in contracts for the work outlined in the 'resources' column.
			5-12 months	Map local supply and demand of tree planting & habitat creation, and funding mechanisms (e.g. water companies, ELMS).			

			12 months+	<p>Pilot local tree planting & habitat creation process, measure job retention & creation, carbon and natural capital benefits.</p> <p>Scope larger and longer-term carbon mitigation programme with identified skills, jobs, carbon saving and co-benefit opportunities.</p>	<p>the legal and financial barriers and to optimise the co-benefits from mitigation measures).</p> <p>2) £25K additional resources required to:</p> <ul style="list-style-type: none"> - lead the independent brokerage between supply and demand (i.e. Land owners and organisations such as the water companies that have tree planting targets). - support the local supply chain (e.g. Nurseries & landscape businesses). - facilitate setting up local pilots (e.g. procurement etc). 	availability of the additional resources identified.	
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Team East Sussex Economy Recovery Plan Mission 6: The future is digital

Objectives:

- Increase in ultrafast broadband coverage
- Improved mobile phone and data coverage
- Increase digital inclusion
- Promote best practice in home working

Ongoing actions to support economy recovery:

- Commercial Investment – CityFibre in Eastbourne and Openreach in Hailsham, Upper and Lower Dicker, Horsebridge and Forest Row
- East Sussex County Council’s e-Sussex project Contract 3 delivery
- Continue to collaborate and investigate new ways of operating with all providers (ongoing)
- Promotion of existing and new external funding opportunities available directly to communities through BDUK (vouchers)
- Working with telecoms providers to facilitate the quicker delivery of increased ultrafast coverage
- Working to shape and deliver BDUK’s developing “Outside In” programme to reach the final 20% by sharing/improving data and championing local priorities
- Developing innovative uses, including potential community match projects, of any remaining ESCC broadband capital funding

Headline actions to deliver the mission		Responsible delivery partner	Timescales	Activities	Resources	Target outputs	Monitoring and evaluation
1	Increase ultrafast broadband coverage across East Sussex	TES	0-4 months	TES to lobby for funding to deliver increased broadband coverage	TES Board		TES
		Hastings Borough Council	5-12 months	Develop digital infrastructure improvement proposals for the Hastings Town Fund. Focus on improving connectivity to our Town Centres; industrial and commercial employment			

				spaces; education, cultural and community facilities and venues.			
			12 months+		HBC Town Fund Team		
1a	Explore other methods and other ways of funding premises not already superfast	Not currently identified	0-4 months	Explore a “work hotels” concept model (e.g. in a communal building within a village close to an FTTC enabled cabinet) in which Covid-19 secure temporary work space could be set up and rented. This workspace would provide a clean video conferencing background and an internet connected desk with an easy to wipe down chair.	None currently identified		
			5-12 months				
			12 months+				
2	End mobile “not spots” for people whether they are at home, at work or on the move	TES	0-4 months	TES to lobby for funding to deliver much improved mobile voice and data coverage	TES Board		TES
			5-12 months				
			12 months+				

3	Work out steps needed to enable the rapid adoption of 5G technology	Not currently identified	0-4 months	Work with the University of Sussex to explore how to expedite this mission, making the most of the University's 5G expertise, including exploring joint funding bids.	None currently identified		
			5-12months				
			12 months+				
4	Develop proposals to increase digital inclusion (connectivity, training, hardware) particularly for young, disadvantaged people in areas of deprivation and areas of poor connectivity. <div style="border: 1px solid black; padding: 5px; width: fit-content; margin: 10px auto;"><i>This action links to the digital inclusion action 5 in Mission 2</i></div>	Not currently identified	0-4 months	Investigate ways to draw in larger employers to help support digital inclusion	SELEP Digital Skills Partnership (e.g. "Devices DotNow" "Good Things Foundation")		
		ESCC		Undertake project to track down IT devices and if possible, routers for post 16 learners who can't access these for their learning	Staff time		
		ESCC		Undertake project to identify means of providing IT devices with data and appropriate support s for disadvantaged service users, many of whom have been doing courses at libraries	Staff time		
		TechResort		TechResort filed three bids to offer digital literacy sessions in Eastbourne (expanding existing laptop lending scheme, exploring affordability of kit and connectivity, testing socially distanced learning models)	TechResort		
		Hastings Borough Council		Open call for CHART Funding (ERDF and ESF) focussed on digital inclusion			

					Use Town Deal to lay groundwork to leverage in revenue funding to support enhancement of capital programme		
		Hastings Borough Council	5-12 months				
		Hastings Borough Council	12 months+	Consider Community Fibre Partnerships	TBC		
5	Develop proposals to promote best practice in home working to ensure the needs of businesses (e.g. in terms of productivity etc.) and employees (e.g. appropriate support, avoiding social isolation etc.) are met	Not currently identified	0-4 months	Work with the University of Sussex to share the university's management expertise on the impact of digitisation on the future of work	UoS staff and expertise	tbc	TES
		Hastings Borough Council	5-12 months	Work with local partners, HVA, HOA, SCC, SECEN, SECCADS etc. to identify need and training providers Develop a digital access action plan	Use Town Deal and other funding routes to deliver training for all age groups		
			12 months+				
6	Develop bite size tutorials to help businesses make	Skills East Sussex	0-4 months		East Sussex College Group AEB funding?	TBC	TBC

	the most of technology and aid troubleshooting			<p>TechResort is launching “Digital do tank” virtual workshops and online materials for SMEs</p> <p>Blog post series on techresorteb.com sharing UoS and other expertise, as available. Call for tech questions from East Sussex businesses</p>	TechResort		
			5-12 months				
			12 months+				
7	Develop proposals to grow the tech sector to make East Sussex the most exciting and innovative place to live and work	None identified	0-4 months	Chalk Eastbourne/ TechResort partnership to re-confirm tech sector needs (previous research found lack of skills locally to hire, no angel or VC funding, poor choice of premises	TechResort/ Chalk Eastbourne	TBC	TBC
			5-12 months	TechResort to explore setting up a community co-working space for people to acclimatise to remote working, and acquire tech skills. Not in competition with Co-hub and The Works			
			5-12 months				