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# Action Plan for Skills and Enterprise in Rural West Sussex

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Action Plan for Skills and Enterprise in Rural West Sussex

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## Introduction

In October 2010, West Sussex County Council published: '*Skills and Enterprise in Rural West Sussex*' which was the outcome of extensive research and consultation on the characteristics and competitiveness of the rural economy and labour market. The research study, together with this action plan for rural West Sussex, provide the third in a series of geographic approaches to skills development by West Sussex County Council and its partners and follow on from the work on the Gatwick Diamond and Coastal West Sussex.

During initial consultation, the majority of partners expressed the view that not enough was known about the rural area and that, as a result, it was not always accorded an appropriate level of priority. To help to redress the balance, the research study presented detailed evidence on the nature of rural West Sussex and highlighted the importance of its economic contribution, particularly in terms of businesses and employment growth.

Following the research phase, an assessment was made of the economy, labour market, quality of life and infrastructure of the rural area, the results of which are summarised in the later section: '*Rural West Sussex: summary of competitiveness*'. In brief, the assessment of competitiveness concluded that rural West Sussex has many strengths:- notably the quality of its natural environment; a relatively highly skilled resident population; a large and diverse business base showing strong employment growth, particularly in the knowledge economy; high quality education and learning provision and effective partnerships. It also faces a number of major challenges, in particular:

- The economic and social effects of the ageing of the population, which is advancing more quickly in the rural area, as

young people move out to find more affordable housing and better employment opportunities and older people move in.

- Although employment growth has been significant in rural West Sussex there is evidence of constraints on business growth due to factors including a lack of premises for expansion, planning restrictions and weaknesses in the infrastructure, including access to fast and reliable broadband, as well as difficulties in finding suitably skilled people.
- There are areas of weak demand for higher level skills and where the knowledge economy is unevenly distributed. There are also areas where skills are lower than average and unemployment is proportionally higher. Linked to this there are significant pockets of deprivation across all the rural areas.
- The relative sparseness of the population in the rural area means that those residents who have lower skills, reduced access to employment and learning and higher levels of deprivation can be harder to pinpoint. Lower population densities also make service delivery more resource-intensive.

Actions to address these challenges and to promote economic development also have to be balanced with the conservation of the natural environment and the quality of life. Through the research, potential priorities for action were identified and refined in consultation with partners.

This action plan contains the results of that process and is intended to guide skills and enterprise interventions in rural West Sussex over the next three years. It complements the Framework for Action on Skills, the Business Support Framework, the spatial strategies for Coastal West Sussex and the Gatwick Diamond and the strategy for the Coast to Capital Local Enterprise Partnership.

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## The role and scope of this action plan

This action plan takes forward the findings of the research study and consultation process to provide a framework of focused priorities for skills and enterprise in rural West Sussex for the next three years from 2011 onwards.

Experience from previous West Sussex geographic and thematic strategies indicates that actions should be deliberately restricted in number to encourage concentrated effort and enable progress. They also need to be specified at an appropriate level; actions at too low a level may not be sufficiently challenging or achieve real or lasting impact, whilst actions that are too ambitious or that require complex collaboration may discourage engagement, particularly during the current climate of uncertainty surrounding a number of organisations.

The actions in this plan have been arrived at through consultation with partners and distilled from a much more extensive list of potential areas for intervention contained in the research study<sup>1</sup>. Thirty two priorities originally identified in the research have been distilled to provide an initial list of eight and subsequently grouped into four rural priority actions (RPA). These are intended to be achieved within existing resources and mainstream budgets, for example Apprenticeships funding, in the light of current budgetary restraints.

It is also essential that synergies with activities in other areas are capitalised upon. Cross cutting themes and shared interventions with Coastal West Sussex and Gatwick Diamond, as well as with the wider Coast to Capital Local Enterprise Partnership will be continuously reviewed by the Rural West Sussex Skills and Enterprise Group and any subgroups.

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<sup>1</sup> See: 'Skills and Enterprise in Rural West Sussex' Chapter 7.

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## Monitoring and progress review

An important conclusion from the review of the Framework for Action on Skills in West Sussex which took place in early 2010 was that, as well as having the right number of actions at the appropriate level, effective measurement of progress and evaluation of impact are crucial. In order for partners to become fully engaged, they have to be able to assess their own progress and that of the wider partnership, identify any changes that are required and understand and articulate the overall impact of their interventions.

The approach that will be adopted in measuring progress towards the aims of this action plan is to identify the lead partner for each priority. The lead partner will be asked to provide, on a quarterly basis, not only a summative review of progress but also a formative assessment of the direction and activities required in the next period. An annual review of overall progress and impact will also be undertaken.

This is particularly important in the current climate of uncertainty over funding and changes in organisational roles and responsibilities, many of which are yet to be clarified. As these emerge, new actions may be identified to address areas not included in the current shortlist of priorities and to strengthen those that are as opportunities arise, for example the renewed emphasis on skills as a key driver of competitiveness as set out in the recent White Paper<sup>2</sup>.

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<sup>2</sup> 'Skills for Sustainable Growth' Department for Business, Innovation and Skills, November 2010

### Rural West Sussex: summary of competitiveness

The study: *'Skills and enterprise in rural West Sussex'* which preceded this action plan demonstrates that rural economies need to be, not just urban hinterlands, but thriving and competitive areas in their own right, characterised by:

- A strong skills base, the most important determinant of rural competitiveness according to Defra,
- Good access to urban employment centres,
- An innovative economic base serving both national and global markets,
- Businesses whose owners and managers are resident in the district and which trade in both local and extra-local markets,
- A physical environment that provides the basis of a high quality of life,
- A strong sense of place and identity.

Based on these findings, six factors for rural competitiveness were identified:

**Factor 1: Thriving and open economy:** rural areas that have thriving and open economies perform well on business creation, growth and productivity and provide local high quality employment for residents and in-commuters as well as trading outside the local area. This flow of human capital and knowledge provides networks which operate beyond the locality and strengthen the rural economy.

**Factor 2: Strong labour market, skills and education:** rural labour markets that perform well are open and draw in human capital as well as exporting it to urban areas. Strong educational performance and a well-developed skills base create opportunities for individuals to progress and provide productive workforces to enable businesses to grow.

**Factor 3: Entrepreneurship and enterprise:** this includes dynamic business start-ups to drive up employment rates and a range of sectors and clusters to provide the basis for future growth.

**Factor 4: Institutional effectiveness:** successful rural areas have strong partnerships and networks, embedded in the area and engaged with social and business communities.

**Factor 5: Quality of life, cultural and environmental quality:** these ensure all who live and work in the rural area benefit and individuals and businesses continue to be attracted and retained.

**Factor 6: Supportive infrastructure:** including transport and ICT, reliable and fast broadband, and forward looking land-use planning.

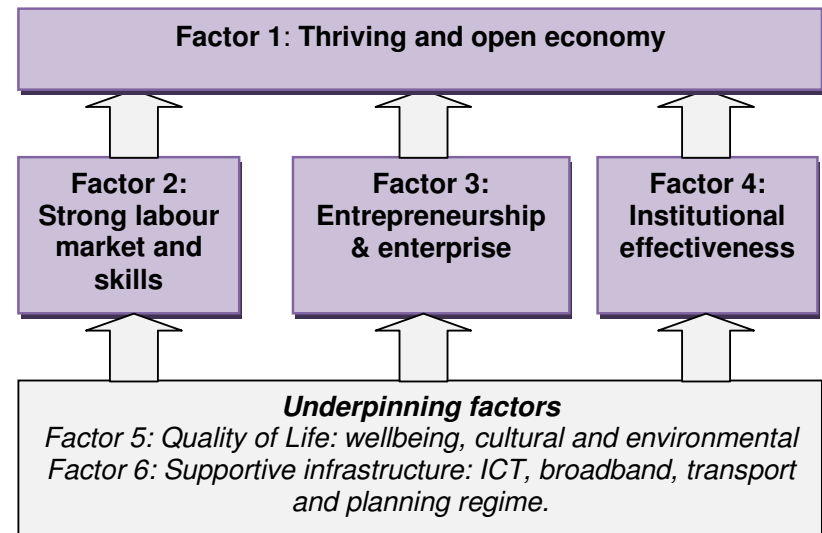


Figure 1: Rural competitiveness diagram

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For each of the six competitiveness factors, indicators were formulated to structure the assessment using the detailed data from the research<sup>3</sup>. In brief the assessment of competitiveness found:

### Factor 1: Thriving and open economy

#### **Resident population**

More than 40% of the county's population reside in the three predominantly rural districts in West Sussex. At ward level, excluding large market towns, 42 out of 145 wards in the county are rural<sup>4</sup> and between them cover 75% of the land mass. They contain 25% of the resident population.

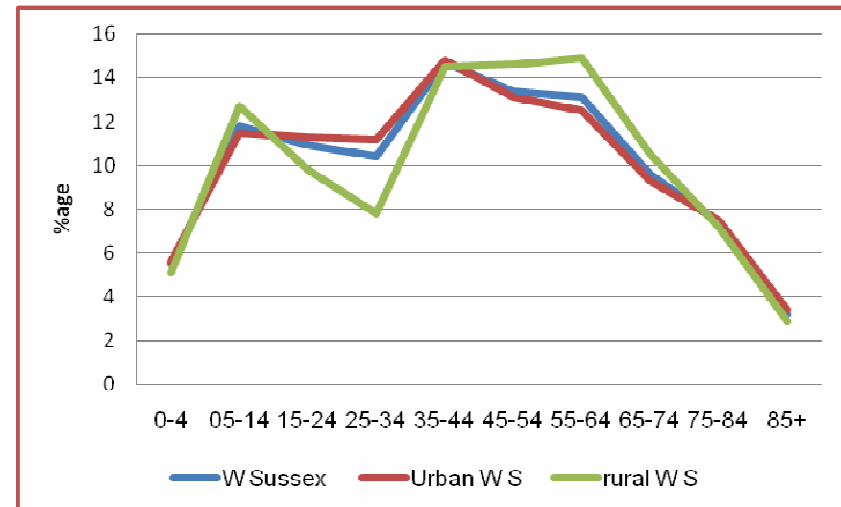
In common with other rural areas, the rural West Sussex population is ageing more quickly than that in the urban parts of the county and those aged 35 to 75 are over represented in rural areas as figure 3 demonstrates.

The biggest disparity between urban and rural West Sussex is among young adults aged from 25 to 34 who form a much lower percentage of the rural population as young people tend to move out to find employment and affordable housing.

Children are more heavily represented in the rural areas, but only up until the age of 14 when they start to decline rapidly as a proportion of the population.

<sup>3</sup> See: 'Skills and Enterprise in Rural West Sussex' Chapter 6 for detailed statistical evidence.

<sup>4</sup> Below LAD level, the LA classification system does not apply. For smaller areas e.g. wards, settlements with populations of over 10,000 are *urban*, while the remainder are defined as one of three *rural* types: *town and fringe*, *village or hamlet* and *dispersed*.



**Figure 2: Age profile of West Sussex rural and urban resident population**

Source: ONS 2007 experimental data (Ward based)/ Simpson Consulting

#### **Business population**

Rural West Sussex contains a large business population; 57% or 21,525 of the county's businesses are located in the three predominantly rural Local Authority Districts whilst 30% of West Sussex's businesses are located in the 42 significantly rural wards (which do not include large market towns).

Home-based businesses are a particularly important aspect of the rural economy; research by Horsham District Council suggests that 1 in 8 businesses in rural areas is home-based and households in rural areas are 50% more likely to have a home based business than their urban counterparts. The 2008 UK Global Entrepreneurship Monitor revealed:

- 54.9% of nascent entrepreneurs planned to start from home (64.7% men)

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- 61.0% of recent starts up operated from home (less than 3.5 years old) (68.7% male)
- 55.9% of established businesses operated from home (71.6% male)

By no means all home-based businesses are lifestyle businesses and a relatively high percentage has growth and export ambitions. Home-based businesses are likely to increase still further in importance in future, driven by the rise of the knowledge economy, the use of technology and the decline in traditional organisational structures.

### **Sectoral make-up**

Manufacturing is particularly important to the rural economy in terms of employment and is the largest sector on this measure, accounting for 12.5% of rural jobs. The rural area contains a third of the county's manufacturers.

There are other marked sectoral differences between rural and urban West Sussex. Businesses in the professional, scientific and technical sector as well as construction firms make up a relatively greater percentage of rural businesses. Conversely, the rural area has proportionately fewer retail, health, finance and insurance businesses.

Traditional rural industries of agriculture, forestry and fishing now make up a very small part of the rural economy, although they do have a wider impact on the preservation of the rural environment and thus contribute to tourism and other industries. Subsectors such as horticulture and viticulture are growing and are increasingly characterised by high technology businesses.

Sector	No of jobs in rural wards	% of rural employment
1. Manufacturing	7653	12.5
2. Education	7139	11.6
3. Accommodation & Food	6447	10.5
4. Public Administration and other	6146	10
5. Health	4738	7.7
6. Construction	4601	7.5
7. Professional, Scientific & Technical	4475	7.3
Sector	No of jobs in urban wards	% of urban employment
1. Health	35341	13.1
2. Retail	34049	12.6
3. Transport and Storage	25178	9.3
4. Public Administration and other	22294	8.2
5. Manufacturing	21751	8
6. Education	21560	8
7. Business Administration	21,428	7.9

**Table 1: No.s of jobs in rural and urban West Sussex, top 7 sectors**

Source: ONS Annual Business Inquiry 2008 Workplace Analysis (ward based data)/ Simpson Consulting

### **Productivity**

There are signs that the West Sussex rural economy is less productive compared to the rest of the South East measured by GVA per head and earnings and the knowledge economy is not evenly distributed across the rural districts.

**Factor 2: Strong labour market, skills and education**

**Employment growth**

Not only does rural West Sussex provides a large proportion of the county’s jobs but employment and knowledge economy employment in particular is growing in the rural areas. Between 2003 and 2008, employment was static in West Sussex as a whole, but the number of jobs in the rural wards increased by nearly 11% or 6,500 whilst the number of jobs in urban areas declined by a similar number or 2.4% of urban jobs.

Knowledge economy jobs grew in the rural wards by 20% or 3,300 jobs in the period 2003 to 2008. However, there is still scope for further growth, particularly in Chichester where knowledge economy presence is relatively weak.

Employment in knowledge economy (KE) sectors	No of KE jobs 2003	No of KE jobs 2008	Net Gain / Loss 2003-8	% Gain /Loss
West Sussex rural wards	16359	19658	+3299	+20%
West Sussex urban wards	94713	92241	-2472	-2.6%
Total knowledge economy employment in West Sussex	111072	111899	+827	0.75
Total West Sussex employment	332232	332137	N/A	

**Table 2: Changes in knowledge economy employment demand 2003-8 in rural and urban West Sussex.**

Source ABI ward based data/ Simpson Consulting

**Resident skills**

Residents in rural West Sussex are relatively well qualified although Chichester is only slightly above the county average.



**Figure 3: Percentage of resident working age population qualified to Level 4 and above in rural districts.**

Source Nomis/ ONS Annual Population Survey Dec 2008

There are also areas with concentrations of low skills, linked to higher unemployment. Chichester has the highest proportion of residents with no qualifications among the rural districts and linked to this, the knowledge economy is relatively weak and unemployment is relatively high.

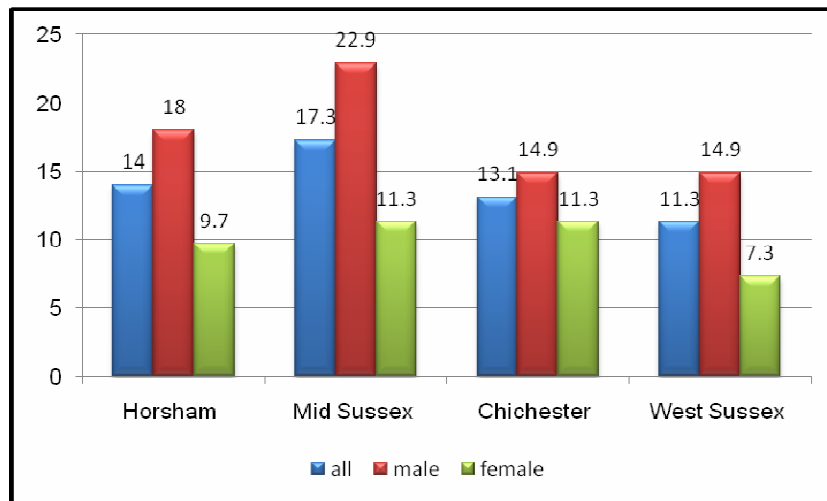
**Skills demand and skills shortages**

Skills shortages do not appear to be a major issue according to the data on hard-to-fill vacancies which are relatively few in number, but there are some signs that the top and bottom end of the labour market may be where there is currently some demand. There are more vacancies for lower skilled occupations in Chichester, which shows signs of low skills equilibrium, whilst higher skilled managerial vacancies are more prevalent in the Crawley area, due to its proximity to the knowledge economy in the Gatwick Diamond.

**Factor 3: Entrepreneurship and enterprise**

***Self-employment and business creation***

Enterprise is thriving in rural West Sussex; Horsham, Mid Sussex and Chichester all have above average rates of self-employment but there are some major differences in male and female self-employment rates, particularly in Mid Sussex where nearly twice as many men as women are self-employed.



**Figure 4: Self employment rates in rural districts for economically active adults 16+.**

Source: Annual Population Survey 2009

Business creation rates are also higher than average in rural districts but the survival rates vary and, on net growth per year in businesses; the rural districts do not perform so well. High levels of entrepreneurship, evidenced by self-employment and business creation rates, are not being consistently translated into sustainable growth in the business stock.

***Sectors and clusters***

There is evidence of sectoral strengths and some clustering among rural businesses and potential for future development. These sectors include: manufacturing; including furniture and other wood products; computers and electronics; specialised construction, e.g. civil engineering; low carbon, green technology and bio-fuels; IT and digital audio-visual (e.g. film and TV production); high-value tourism, heritage and ecology; food and drink and the creative and cultural sectors. Land-based businesses will continue to play an important role, although small in number, as they are key to the visual identity of the rural area and have strong links to the visitor economy. Small but growing subsectors include viticulture and equine industries.

**Factor 4: Institutional effectiveness**

***Learning and skills provision***

Rural West Sussex is well catered for in terms of learning and skills provision, particularly in higher and further education provision which is extensive and of a generally high quality.

Key strengths in HE and FE institutions can be harnessed to develop the new agenda for rural businesses; there is already a degree of synergy with the needs of the rural economy, for example creative and cultural, IT, food and land-based industries and the HE and FE partners are working together to develop new specialist provision.

There is a good supply of private training providers who offer a range of specialisms tailored to the needs of the rural economy e.g. furniture manufacturing and aviation industry-related skills and occupations. .

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School and sixth form college provision for 16-19 has been variable but is improving, although there may be some lack of choice in rural areas, particularly given transport issues.

### ***Community sector***

The community sector is relatively strong and community capacity has been built in market towns and villages, although there is always more that can be done. Funding is likely to be constrained in future for these activities.

## **Factor 5: Quality of life and cultural and environmental quality**

### ***Deprivation***

Deprivation is considerable in rural West Sussex. Over 12,000 people in rural West Sussex are income deprived and over 2,500 children live in income deprived households in rural wards. Rural Chichester and rural Arun are more deprived than rural West Sussex as a whole and all rural districts contain some wards where there is above average deprivation.

### ***Environmental and cultural quality***

The quality of the natural environment is very high and provides a significant amenity for residents and visitors alike. Over 75% of the West Sussex land area is rural and it is highly bio-diverse. Woodland provides a natural resource which is not only part of the attraction of the area but can be used by developing rural sectors such as furniture, bio fuels and eco-building.

There are significant cultural heritage assets in rural areas, which combined with the high quality of the natural environment and low levels of building development help to attract visitors. However, leisure facilities are few in number in rural areas, which may be an issue for young people in particular.

## **Factor 6: Supportive infrastructure**

### ***Transport***

Transport links and public transport are restricted in rural areas which may limit the opportunities of the residents in the 11% of households in rural areas who do not have access to a car and restricted access to employment and learning opportunities may affect young people in particular.

### ***Land-use planning***

Planning controls need to be balanced with the requirements of residents for affordable housing to help to reverse the trend towards the loss of young people and younger families. This is a major contributory factor in the more rapid ageing of the population that is taking place in rural areas.

Businesses also require premises for expansion if employment is to be maintained in rural areas and home-based businesses need to be encouraged. The traditional view of separate zones and premises for living and working should be challenged and towns need to develop a range of cultural, community, leisure and business activities and not become over dependent on retail.

### ***ICT and broadband***

The lack of fast and broadband provision across the rural area is a major infrastructural weakness and includes both 'not spots' and 'not so hot' spots which are a constraint for businesses growth and individuals learning and employment opportunities in rural areas.

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## Developing the rural priorities for action

Following the assessment of competitiveness in the research study a long list of thirty two possible priorities for action was developed.

The criteria for inclusion on the long list were that:

- there was scope for action on skills and/or enterprise development,
- the action was capable of achieving significant impact,
- the issue it was designed to address was unlikely to be self-righting or resolved without intervention.

However, it was clear that the 32 actions identified were too many to enable the degree of focus that partners required and that experience in other areas, for example Coastal West Sussex, has shown is essential for progress. Added to which, the current reductions in public expenditure and on-going organisational changes require an entirely different approach. During the second phase of consultation on the research study in October 2010, the emphasis has therefore been on producing a short list of no more than four broad priorities for intervention.

The criteria remain as before with the addition of the requirement for funding to be available within current resources which, following announcements in the recent Skills Strategy, are likely to comprise main funding streams such as increased numbers of Apprenticeships and Adult Apprenticeships<sup>5</sup>, Further Education, Higher Education (with a significantly reduced third stream) and Adult and Community Learning. There may also be some funding from the Regional Growth Fund although, as this is a challenge fund, the outcome of this is currently unknown.

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<sup>5</sup> 'Skills for Sustainable Growth' Department for Business, Innovation and Skills, November 2010.

There will be a strong emphasis on achieving more progress through better collaboration between individual partners including FEIs and HEIs, business support organisations, Job Centre Plus, the Education Business Partnership and local authorities at county and district levels. Effective working through new and existing partnership structures will be essential and will include close and collaborative action with the new Local Enterprise Partnership as well as cross county working with the Coastal West Sussex partnership and the Gatwick Diamond.

The remaining priorities from the original long list are contained in Annex 1 and will be reviewed as part of the annual impact assessment to identify further appropriate interventions.

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## Rural West Sussex Priority Actions

Conclusions emerging from discussion during the consultation process were that it would be imperative to:

- Support young people and ensure they had sufficient opportunities for learning, work and leisure to encourage them to stay in the rural areas to help to address the issue of the ageing population.
- Promote and encourage self-employment and entrepreneurship and grow more new and sustainable businesses to increase the supply of entrepreneurial skills, the business stock and business survival rates.
- Focus on sectors with the potential to grow and increase the strength and productivity of the rural economy and the knowledge economy, for example: advanced manufacturing, renewable energy and green technology, the high-value visitor economy, the creative and cultural industries.
- Work in close partnership and develop even stronger collaboration between education, skills and business support providers and businesses themselves.

These broad thematic strands have been further defined and specified through discussions with partners and the prioritisation process to give the four Rural Priority Actions (RPAs) which form the basis of the Action Plan in the next section: The four RPAs are:

**Rural Priority Action 1:** Support rural entrepreneurship, particularly among young people and females.

**Rural Priority Action 2:** Create an environment for rural businesses to flourish and ensure their needs are understood and met by partners, learning and business support providers and local residents in or entering employment.

**Rural Priority Action 3:** Promote growth sectors and develop centres of sectoral expertise with integrated skills and business support.

**Rural Priority Action 4:** Identify and develop new approaches to living and working and cultural and creative activities, for example in market towns.

The delivery activities for each of these RPAs are set out in the following action plan tables, together with links to the factors for competitiveness and to other strategies. Potential funding streams and lead partners have also been indicated.

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### Action Plan

<b>Rural Priority Action 1: Support rural entrepreneurship, particularly among young people and females</b>			
<b>Current situation</b>	<b>Ideal state</b>	<b>Links to factors for competitiveness</b>	<b>Links to other main strategies / agendas</b>
RPA 1.A Business start-up rates are higher than average in rural West Sussex but 4 year survival rates vary and are lower than average in Mid Sussex	Rural business survival rates are equal across all districts	F 1 Thriving and open economy F 3 Entrepreneurship and enterprise	Business Support Framework
RPA 1.B Young people are entering a labour market which offers fewer, less secure job opportunities than previously	Young people are equipped with entrepreneurial skills and attitudes to increase their employability and for potential self-employment in future	F 2 Strong labour market, skills and education F 3 Entrepreneurship and enterprise	Coast to Capital Framework for Action on Skills
RPA 1.C Although self-employment rates are high in rural West Sussex, there are marked gaps between male and female self-employment rates.	Female self-employment rates are equal to those of males in rural districts	F 1 Thriving and open economy F 3 Entrepreneurship and enterprise	Business Support Framework
<b>Delivery activities</b>		<b>Milestones</b>	<b>Lead &amp; support partners</b>
RPA 1. A. (i)	Monitor business survival rates in rural districts and identify areas for more targeted support, e.g. social enterprises.	Business survival rates monitoring report by June 2011	<b>Sussex Enterprise, WSCC, DCs</b>
RPA 1. B. (i)	Build on work in schools to develop entrepreneurship among young people in rural areas	Develop ideas for increased collaboration March 2011	<b>WSCC Learning Service, schools</b>
RPA 1. B. (ii)	Support and encourage work to embed enterprise into curriculum in colleges	Review plans for enterprise in the curriculum and ensure they are rural proofed.	<b>Chichester College and University of Chichester</b>
RPA 1. C. (i)	Promote and support female entrepreneurship in rural districts and routes such as self-employment, business start-up and social enterprises	Hold focus groups for women in rural areas considering self-employment etc. Jun 2011	<b>Sussex Enterprise, University of Chichester, WSCC Economic Development, District Councils,</b>

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<b>Rural Priority Action 2: Create an environment for rural businesses to flourish and ensure their needs are understood and met by partners, learning and business support providers and local residents in or entering employment.</b>				
<b>Current situation</b>		<b>Ideal state</b>	<b>Links to factors for competitiveness</b>	<b>Links to other main strategies/agendas</b>
RPA 2.A The characteristics and contribution of the rural economy are not always recognised or given due priority.		The rural economy is given equal priority with the other geographic areas and the rural area has a strong sense of identity.	F 1 Thriving and open economy F 5 Quality of life, cultural and environmental quality	Business Support Framework Coast to Capital plan RWSSEG Communications Plan
RPA 2.B Learning and skills providers sometimes lack sufficient information about rural businesses' skills development needs		Rural businesses' skills needs are fully understood and inform provision	F 2 Strong labour market, skills and education F 4 Institutional effectiveness	Framework for Action on Skills Community Action Plans
RPA 2.C Employer engagement is not always co-ordinated effectively and the voice for rural businesses is not always heard.		Rural businesses have a strong and well-co-ordinated voice and partners adopt a collaborative approach to employer engagement.	F 3 Entrepreneurship and enterprise F 4 Institutional effectiveness	Business Support Framework
RPA 2.D Rural businesses, including HBBs, have increased constraints to growth in terms of access to business support, premises, skills and infrastructure e.g. IT, transport		The rural area provides an environment where businesses can flourish.	F 1 Thriving and open economy F3 Entrepreneurship and enterprise	Business Support Framework Coast to Capital Plan Land use planning policies
<b>Delivery activities</b>		<b>Milestones</b>	<b>Lead and supporting partners</b>	
RPA 2.A (i)	Promote the findings of the report: <i>Skills and Enterprise in rural West Sussex</i> to partners, businesses and residents in the county and at regional and national level.	Communications plan by January 2011	<b>RWSSEG</b>	
RPA 2.B (i)	Develop a skills and business support needs assessment for businesses in the rural areas building on existing work e.g. HDC's work on home-based businesses, Business Support Framework and Coast to Capital priorities	Interim assessment by June 2011	<b>RWSSEG</b> , University of Chichester, Sussex Enterprise	
RPA 2.C (i)	Investigate opportunities for collaborative engagement and strengthening the rural business voice	Collaborative engagement summit by October 2011	<b>RWSSEG</b> , AiRS, Sussex Enterprise	
RPA 2.D (i)	Undertake dialogue with planners to provide a business friendly planning framework for rural area, including for HBBs and highlight importance of supportive infrastructure	Meeting with planners in WSCC and districts by August 2011	<b>RWSP</b> , AiRS DCs.	

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<b>Rural Priority Action 3: Promote growth sectors and develop centres of sectoral expertise with integrated skills and business support</b>				
<b>Current situation</b>		<b>Ideal state</b>	<b>Links to factors for competitiveness</b>	<b>Links to other main strategies/agendas</b>
RPAA 3.A Skills development and business support is not fully aligned in rural areas		Rural businesses can get integrated skills and business support	F 2 Strong labour market, skills and education F 3 Entrepreneurship and enterprise F 4 Institutional effectiveness	Business Support Framework Coast to Capital
RPA 3.B Non tradition rural sectors require increased specialist support to develop their full potential		There is increased sector specific provision for non-traditional, new and emerging rural sectors: <ul style="list-style-type: none"> <li>• Manufacturing, including Advanced Engineering and Manufacturing (AEM)</li> <li>• Creative and cultural (including digital audio visual)</li> <li>• Renewable energy and green technology</li> <li>• High value tourism, food and drink and the environment</li> </ul>	F 1 Thriving and open economy F 3 Entrepreneurship and enterprise F 4 Institutional effectiveness	Coast to Capital plan Framework for Action on Skills National Park West Sussex Growers' Association's plans
RPA 3.C Rural businesses require improved leadership and management skills to enable them to increase growth and sustainability and overcome constraints		Rural businesses and learners can access leadership and management development provision	F 2 Strong labour market F 3 Entrepreneurship and enterprise	Business Support Framework
<b>Delivery activities</b>			<b>Milestones</b>	<b>Lead and supporting partners</b>
RPA 3.A (i)	Develop joint working and referral arrangements between business support and skills providers		Collaborative support summit Summer 2011	<b>RWSSEG</b> , Chichester College & Sussex Enterprise
RPA 3.B (i)	Build on skills and support needs assessment (RPAA 2.2(i)) identify gaps for sector support for non-traditional, new and emerging sectors		Autumn 2011	<b>AIRS</b>
RPA 3.C (i)	Identify lead partners on each of the priority sectors and agree lead roles in developing sector specific provision		Agreement in place March 2011	<b>RWSSEG</b>

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<b>Rural Priority Action 4: Identify and develop new approaches to living and working and cultural and creative activities</b>				
<b>Current situation</b>		<b>Ideal state</b>	<b>Links to factors for competitiveness</b>	<b>Links to other main strategies/agendas</b>
RPA 4.A Rural communities and particularly low income and disadvantaged groups cannot access the full range of services and opportunities that are available in urban areas		Hubs in rural areas provide outreach services to local communities and enable effective community engagement e.g. through volunteering.	F4 Institutional Effectiveness F 5 Quality of life, cultural and environmental quality	AiRS strategy Community plans Framework for Action on Skills
RPA 4.B There is scope for market towns to develop beyond existing community activities to deliver more and new approaches to living and working to enable them to compete with urban competition and reduce dependence on retail		Market towns have distinct identities and are vibrant creative and commercial hubs for living leisure and working	F 1 Thriving and open economy F 2 Strong labour market, skills and education F 3 Entrepreneurship and enterprise F 6 Strong and supportive infrastructure	Coast to Capital Framework for Action on Skills
<b>Delivery activities</b>			<b>Milestones</b>	<b>Lead &amp; supporting partners</b>
RPA 4.A (i)	Support the work of AiRS and build on existing outreach services and community engagement initiatives to develop hubs for rural communities with a wider economic and cultural agenda		Gap analysis of service provision to rural areas by:	<b>AiRS</b> WSCC Economic Development DCx.
RPA 4.B (i)	Develop plan for pilot market town to become creative and cultural hub with new approaches to living and working, linked to dialogue with planners (RPA 2.D (i))		Agreement/ selection of market town by:	<b>AiRS, WSCC</b> District Councils Culture and Sports Board