

Concurrent Meeting of the Growth, Infrastructure and Environment Policy Committee and the People and Communities Policy Committee



Agenda

Date

Friday 15 November 2019

Time

3.30 pm

Place

Colman Room

South Norfolk House
Cygnet Court
Long Stratton
Norwich
NR15 2XE

Contact

Claire White tel (01508) 533669
South Norfolk District Council
Cygnet Court
Long Stratton Norwich
NR15 2XE

Email: democracy@s-norfolk.gov.uk

Members of the Growth, Infrastructure and Environment Policy Committee

Mr Adrian Dearnley
(Chairman)

Mr James Knight

Mr Chris Brown

Miss Fleur Curson

Mr Daniel Elmer

Mr Gerry Francis

Mr Kevin Hurn

Mr Terry Laidlaw

Mr Robert Savage

Members of the People and Communities Policy Committee

Mr David Bills
(Chairman)

Mr Jack Hornby

Mrs Sharon Blundell

Mrs Florence Ellis

Mr Tony Holden

Dr Nigel Legg

Mrs Jenny Wilby

Mr Josh Worley

Ms Vivienne Clifford-
Jackson

This meeting may be filmed, recorded or photographed by the public; however, anyone who wishes to do so should inform the chairman and ensure it is done in a non-disruptive and public manner. Please review the Council's guidance on filming and recording meetings available in the meeting room.

**If you have any special requirements in order to attend this meeting,
please let us know in advance**

Large print version can be made available

A G E N D A

- 1. Appointment of Chairman for the meeting**
- 2. To report apologies for absence to identify substitute members**
- 3. Any items of business which the Chairman decides should be considered as a matter of urgency pursuant to Section 100B(4)(b) of the Local Government Act, 1972. Urgent business may only be taken if, "by reason of special circumstances" (which will be recorded in the minutes), the Chairman of the meeting is of the opinion that the item should be considered as a matter of urgency;**
- 4. To Receive Declarations of Interest from Members;**
(see guidance form and flow chart attached – page 3)
- 5. Joint Inclusive Growth Project Plan;** (report attached – page 5)

DECLARATIONS OF INTEREST AT MEETINGS

When declaring an interest at a meeting Members are asked to indicate whether their interest in the matter is pecuniary, or if the matter relates to, or affects a pecuniary interest they have, or if it is another type of interest. Members are required to identify the nature of the interest and the agenda item to which it relates. In the case of other interests, the member may speak and vote. If it is a pecuniary interest, the member must withdraw from the meeting when it is discussed. If it affects or relates to a pecuniary interest the member has, they have the right to make representations to the meeting as a member of the public but must then withdraw from the meeting. Members are also requested when appropriate to make any declarations under the Code of Practice on Planning and Judicial matters.

Have you declared the interest in the register of interests as a pecuniary interest? If Yes, you will need to withdraw from the room when it is discussed.

Does the interest directly:

1. affect yours, or your spouse / partner's financial position?
2. relate to the determining of any approval, consent, licence, permission or registration in relation to you or your spouse / partner?
3. Relate to a contract you, or your spouse / partner have with the Council
4. Affect land you or your spouse / partner own
5. Affect a company that you or your partner own, or have a shareholding in

If the answer is "yes" to any of the above, it is likely to be pecuniary.

Please refer to the guidance given on declaring pecuniary interests in the register of interest forms. If you have a pecuniary interest, you will need to inform the meeting and then withdraw from the room when it is discussed. If it has not been previously declared, you will also need to notify the Monitoring Officer within 28 days.

Does the interest indirectly affect or relate any pecuniary interest you have already declared, or an interest you have identified at 1-5 above?

If yes, you need to inform the meeting. When it is discussed, you will have the right to make representations to the meeting as a member of the public, but you should not partake in general discussion or vote.

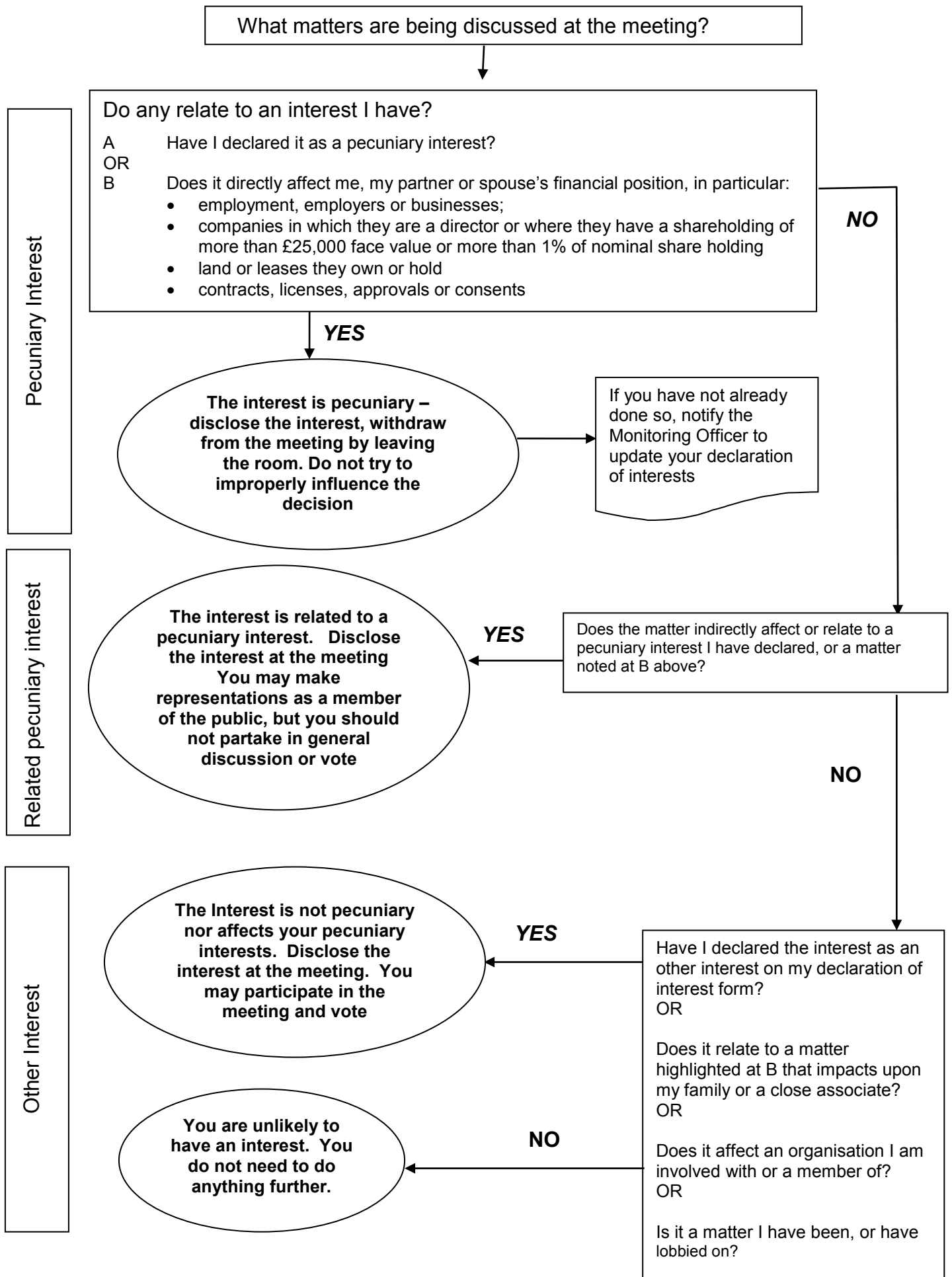
Is the interest not related to any of the above? If so, it is likely to be an other interest. You will need to declare the interest, but may participate in discussion and voting on the item.

Have you made any statements or undertaken any actions that would indicate that you have a closed mind on a matter under discussion? If so, you may be predetermined on the issue; you will need to inform the meeting, and when it is discussed, you will have the right to make representations to the meeting as a member of the public, but must then withdraw from the meeting.

FOR GUIDANCE REFER TO THE FLOWCHART OVERLEAF.

PLEASE REFER ANY QUERIES TO THE MONITORING OFFICER IN THE FIRST INSTANCE

DECLARING INTERESTS FLOWCHART – QUESTIONS TO ASK YOURSELF



Agenda Item: 5
Growth Infrastructure and Environment Policy Committee and the
People and Communities Policy Committee
15th November 2019

Joint Inclusive Growth Project Plan

Report Author(s): Tim Thomas
Evaluation and Data Analyst
01508535329
tthomas@s-norfolk.gov.uk

Portfolio: Health, Housing and Wellbeing, Planning and Economic Growth

Ward(s) Affected: All

Purpose of the Report:

This paper will seek to outline both current and proposed impacts of the Council's Inclusive Growth work, as requested by Cabinet. The paper will provide an update on the Inclusive Growth agenda at the county-wide level, a summary of the current work in this area undertaken by both South Norfolk and Broadland Councils and provides a proposed project plan to underline the Joint Inclusive Growth Strategy.

Recommendations:

1. To endorse the Joint Inclusive Growth Project Plan
2. To recommend that the projects outlined within the Joint Inclusive Growth Project Plan are included within the forthcoming Corporate Plan

1 SUMMARY

- 1.1 This paper will comprise of three distinct sections, following feedback on the Joint Inclusive Growth Strategy given by Broadland and South Norfolk Cabinets. The first section will provide an update on the Inclusive Growth agenda at the county-wide level. The second section will show the breadth of work that both Councils currently undertake within the sphere of inclusive growth and outlines how this will be conducted considering the developing shared officer team. The third section will describe, in depth, the entirely new areas of work that both Councils will look to proceed with in the coming years, in line with the Joint Inclusive Growth Strategy, in the form of project plans.

2 BACKGROUND

- 2.1 The Inclusive Growth Strategy was approved by both Councils in August and September 2019. This included approval of the below Inclusive Growth Framework and associated priority areas. Cabinet did, however, request a more detailed action plan in order to accompany the Inclusive Growth Strategy, to form a workplan in relation to the Inclusive Growth Agenda. This paper seeks to meet that request.
- 2.2 Work has been ongoing at the Norfolk Leader's and Inclusive Growth Coalition level. This has culminated in a number of workstreams, including skills (led by Broadland and South Norfolk Councils) and social value in procurement (led by Norwich City Council). Officers have also produced an 'Inclusive Growth Dashboard'. This shows the performance on a number of factors related to inclusive growth and social mobility, with comparisons to national and local figures. It is intended as a starting point of investigations into how to have the greatest impact on inclusive growth factors.

Inclusive Growth/Social Mobility Strategy Framework

Strategic Vision	All communities and individuals have opportunities to contribute, to learn, and benefit from sustainable economic growth in Norfolk and our focus on inclusive growth and social mobility provides fairer chances for everyone to fulfil their potential and have healthy, independent lives				
Priority Area	Providing Supportive Home Environments	Increasing Aspiration and Career Routes	Supporting Low Paid Workers	Improving Access and Transport	Business Development and Productivity
Key Issues	- House price/earnings ratio at 7:1 (3.5:1 seen as affordable) - Disinvestment in community facilities across public sector (increasing need for resilient communities) - Shortage of public sector staff, such as social work and care workers	- Lack of defined career paths decreasing aspiration (especially manual workers) - Lack of graduate level opportunities in Norfolk - Disadvantaged pupils much less likely to access HE than UK average 13% of children at risk of NEET	- Teams reporting increase in working adults accessing housing benefit - Seasonal and zero-hour workers vulnerable to economic shocks 24% of workers paid below 'Real Living Wage' - Lack of skilled apprenticeships, many are low paid	- Large areas of our districts in bottom 10% of the UK for access to housing and services deprivation 12% of families have no car/access to a car - Rural access to mobile internet/signal hinders flexible working - Lack of active travel routes or public transport to employment areas	- Public sector can support local business further through procurement - Lack of essential workers (social workers/carers) - Low productivity (GVA) compared to UK average - Barriers to accessing adult education - Lack of cohesion between LEP, NCC and districts
Solutions (suggested by joint committee workshop)	Increasing Diversity of Affordable Housing Products Continued Investment in Communities and Facilities Essential Worker Allocations Policy	Develop Links to Schools and Future Careers Collaboration Between Schools and Community Groups Create Training Opportunities to Address Skills Shortages	Explore Council Tax Relief for Residents Rejoining Workforce Increase Range and Amounts of Apprenticeships Seasonal and Retail Worker Toolkit/Charter	Identify and Address Gaps in Communication Infrastructure Work with Partners to Develop Transport Offer Incorporating Connectivity into New Developments	Social Value Procurement Model Co-ordination of Economic Development (Cross-County) Review Business Rates Relief with Inclusive Growth
Further opportunities to improve inclusive growth in our districts will be developed moving forwards, in line with this Inclusive Growth Framework					

3 CURRENT POSITION/FINDINGS

- 3.1 In order to inform the Inclusive Growth Project Work, a matching exercise was undertaken by officers in teams across South Norfolk and Broadland. This will enable us to make the most of what we already do, by identifying best practice across both Councils, allowing us to explore the most effective common position. Whilst both Councils have significant areas of overlap or similarity, there are also schemes that have no equivalent in the other district. By comparing in this way, it allows us to make the most use of the shared officer team across both sites.
- 3.2 This table is intended as a brief summary of projects in these areas. What is apparent is that the work programme in terms of issues is very similar for both districts, but in terms of delivery this can diverge substantially. In these cases, it has generally been recommended that best practice is derived and observed across the related projects, or where there is no overriding policy reason to do so, a single approach should be taken in order to allow the organisation to take advantage of the resources of the shared officer team.
- 3.3 In a number of cases, funding, priority levels, policy and resourcing are different for the Two Councils. Where the policy steer from Members is substantially different, it is proposed that the workstreams continue as previously

Project	Broadland Project	South Norfolk Project	Joint Position
Youth Advisory Board			To continue to independently interact with the individual Youth Advisory Boards, recognising that extra value is provided by having the specific local context of each area. To consult with each group further in aspects of the Inclusive Growth agenda that specifically affect young people. To set aside time for two officers to be a 'single point of contact' for each YAB
Broadband Investment			Both Councils have established (and different) policy in this area. This workstream will not be considered through the Inclusive Growth work
Internal Workforce Development			To be taken up during the 'Two Councils, One Team' work, in consultation with members. The stated aim is for the shared workforce to become an 'Employer of Choice', for which progression and training is vital. Broadland District Council is currently ranked as a 'One to Watch' for career progression, and South Norfolk currently holds Investors in People 'Platinum' status
LIFT (Local Investment in Future Talent)			Covered within the next section of the report. Both Councils invest differing amounts and match funding will end in 2020
Discretionary Housing Fund and Council Tax Reduction			Both Councils currently have their own positions in this area, Member input would be crucial for any combined policy to be formed
Employment, Training and Skills Support			Broadland Choices is a much more intensive programme than the job club equivalent at South Norfolk but does come with an accompanying cost. However, the project comes with a proven track record of supporting value for money when it comes to providing residents with the skills that they need to find their way into the workforce, some with a significant career gap (due to illness, family considerations etc.). This provision is discussed in the next section of the report
Housing Delivery			Both Councils are committed to delivery of affordable homes through their development companies with a view to this continuing in the future
Tots2Teens/ Kids Camp			It would appear unfeasible to combine these services, at least in the short-term, due to the fact that Kid's Camp is very much leisure centre based and has a commercial focus, whereas Tots2Teens is delivered in community spaces throughout Broadland and is targeted as an outreach service that also helps children who need extra support (such as those with learning difficulties and those in contact with Children's Services and the Help Hub). Leisure services will explore shared learning from the different approaches, with a view to expanding the focus on the wider aspiration and

			support benefits of the Tots2Teens scheme to Kid's Camp. The commercial focus of Kids Camp will be incorporated into the Tots2Teens programme. A report will be presented to the relevant committees and panels at Broadland and South Norfolk in November.
Leisure Referral and Community Leisure			Both Councils currently have a strong offer in this area, with community leisure a key part of service delivery in both districts. The shared officer team will be well placed to support this workstream moving forwards, with greater resilience through the new organisational structures
Rent Advance and Deposit Loans			Continue to provide this service, as it comes at minimal cost and is backed by both Councils
Debt and Welfare Advice			Combining the two services provides greater resilience for both Councils moving forwards within the shared team structure, as both Councils currently offer this service, albeit in different forms
South Norfolk/Norwich for Jobs			Determine areas that are not covered by either scheme and establish potential for a 'Broadland4Jobs' approach. Discussions with stakeholders as to the feasibility of this project would have to be had and buy-in sought before this project could be initiated. Norwich and South Norfolk take different approaches, so there are opportunities for taking best practice from the schemes
Interactions with Schools			Broadland currently support the Young Enterprise Scheme and self-esteem workshops. South Norfolk have the Assessment Day event with Jarrolds and are looking into visits to schools. Both Councils currently offer work experience. Next steps are covered later in the report
Formal Business Training			Support for businesses differs at both councils. At Broadland this is led through the Broadland Training Services provision, whereas it is supported through the wider Economic Development provision at South Norfolk. Next steps are covered within the next section of the report
Clarion Futures			Clarion are a major stockholder of social housing within Broadland, with minimal stock in South Norfolk. Their support for businesses and for getting people into work has had tangible results. We will explore other ways of achieving these results with the major stockholders for both authorities
Leisure Passport			Not suitable for a joint approach, as BDC does not directly operate leisure centres. BDC do incorporate a number of reductions for Tots2Teens for those with reduced means.
Industry Interactions			The two Councils will seek to interact with outside groups as a combined presence in future, reducing the need for duplication of resource, whilst representing the two autonomous Councils independently. This will include interactions with the GNLP, LEP, Sector Skills Groups and others

4 PROPOSED ACTION

- 4.1 Each project has a timeline for member engagement. This ensures that if resource need changes, or when feasibility is investigated, members will be in the best position to make an informed decision. The proposed impact of these projects is outlined in the 'deliverables' section within each project brief.
- 4.2 Due attention has been paid to meet the agreed priorities of the Joint Inclusive Growth Workshop of the relevant committees from Broadland and South Norfolk
- i) Expanding use of social value in the local area as a procurement criterion, and trying to embed this within the wider public sector and anchor organisations
 - ii) Promoting or enabling a wide range of affordable housing tenures
 - iii) Council tax relief for low paid workers/those re-entering the workforce
 - iv) Business rates relief matched to inclusive growth objectives
 - v) Improving relationships with schools to help create supportive home environments
 - vi) Promoting living wage in line with high living costs in this area. There were discussions on the ways this could be achieved such as accreditation, through contracts or rates relief
 - vii) Identifying and meeting broadband and mobile signal gaps
 - viii) Supporting and promoting car share and active transport schemes, to overcome rural challenges between business and potential employees. Linking the 'Transforming Cities' bid to inclusive growth
 - ix) Establishing a framework to develop the inclusive growth agenda enables clarity of intention for both business-as-usual services and future projects and initiatives. This evidence led approach will create robust policy, providing direction and clarity of thought to reach shared outcomes
- 4.3 Many of the projects in the plan also relate to areas where initial discussions have begun amongst the members of the Inclusive Growth Coalition across the County. However, some of the projects outlined below may be better led through internal processes.
- 4.4 The first diagram is of an overall timeline, designed to give an overview of timescales and key targets for each individual project. It also demonstrates the linkages between projects.

Timeline of Projects

Project	2019				2020												2021												
	September	October	November	December	January	February	March	April	May	June	July	August	September	October	November	December	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	December	
Strategy to Both Cabinets	Complete	Detailed Project Plan Developed and Adopted																											
Norfolk Graduate Scheme		Stakeholder Engagement and Project Development							Formal Proposal and Sign-Off		Implementation		Application Period			Recruitment Process					Graduates Begin								
Norfolk Skills and Careers Festival		Liaise with Key Stakeholders		Progress Agreed Project			Event Date	Event Review																					
Skills and Training Provision	County discussions on Levy sharing		Recommendations Made		Sharing Process Agreed		Economic Evaluation of Choices Programme					Recommendations Based on Evaluation		Implementation of Recommendations															
Reviewing Business Support in Line With Inclusive Growth Objectives	Review for Report			Cabinet Report Presented	Economic and Social Evaluation of Broadland Training Services										Review of Future Options and Implementation of Recommendations														
Reallocation of LIFT (Local Investment in Future Talent) Funding						Evaluation of Existing and Potential Support		Proposal Developed		Project Implementation																			
Linking Schools with Community Groups and Businesses								Outline Discussions			Project Implementation					Review		Second Iteration											
Review of Community Transport										Review of car share and community transport				Options Presented			Approval and Implementation												
Linking Businesses with Local Talent								Evaluate SN4Jobs/Explore Broadland Scheme			Work up programme to bring to Broadland		Implementation			Initial Review													
Social Value Policy for South Norfolk and Broadland Procurement		Initial Workshop with Norfolk Coalition		Timeframe to follow that of the coalition (subject to change)																									
Council Tax Relief for Residents Re-Entering Workforce					Analysis of Target Market, Potential Impact and Cost			Report Produced		Political Process (both councils)																			
Increasing Diversity of Affordable Housing Products			Consultation with Stakeholders and Options Scoped							Project Implementation (dependent upon partners and opportunities)																			
Reflecting Inclusive Growth in Planning Policy					Working Group Established					Priorities Identified and Action Plan Approved					Action Plan Carried Out														
Establishment of an Inclusive Growth Commission (with Norwich)			Work with Norwich on IG Commission		Agree ToR and Key Focus Issues			Agree initial resourced programme of activity and public engagement				Monitor and review early findings; Identify early ideas around long-term recommendations				Review learning and develop decisions		Publish and disseminate findings; Establish legacy structures and programme											
South Norfolk and Broadland Internship Programme			Project development and scoping, alongside schools and UEA			Engagement with potential interns		Pitching projects and advertising internships		Internships commence			Review project alongside partners			Approach private sector/SME's with potential		Pitching projects and advertising internships		Internships commence									

Key Theme/s: Business Development and Productivity	
Project: Norfolk Public Sector Graduate Opportunities and Talent Management	
Ambition: Providing entry into the jobs market at the appropriate level for graduates wishing to stay in Norfolk	
What is the problem we are trying to solve? • There are significant areas of skills gaps across the local public sector, including planners, environmental health, occupational therapy, social work and others • The numbers of graduates coming to Norfolk through the NGDP (the national local government graduate scheme) are relatively low and generally provide a pipeline for management, not specific skills need • Attracting the best talent to Norfolk can often be difficult due to its geographical position • Single local organisations do not have scale to offer the multiple placements involved in a graduate scheme	Deliverables: • Agreement through the Norfolk coalition (or with a group of local public sector bodies) for a graduate scheme with rotations around the public sector • If the first round is successful, expansion of the project to include the private and voluntary sectors is to be explored • Increased opportunities for local graduates • Increased productivity of Norfolk economy (if expanded to private sector)
Who do we need to be involved? • Norfolk Inclusive Growth Coalition (including LEP, Norfolk County Council and the Norfolk District Councils) • Local public sector organisations, such as Job Centres and Clinical Commissioning Groups • UEA (and other universities) to promote • If the initial programme is successful, we will seek to encourage SME’s to promote graduates in those organisations, in line with the ‘Gateway to Growth’ project ongoing at UEA (https://www.uea.ac.uk/about/-/gateways-to-growth-unlocking-talent-in-norfolk)	
What is required to make the project happen? • Dedicated shared HR resource to administer (including partner buy-in to provide placements and share funding) • Marketing resource to attract the best and brightest talent to the region • Agreement from the Norfolk Leader’s Group for approval and collaborative approach • This project should not require extra finance or resource, as they would allow the organisation to tackle short-term resource need (projects with a stated end date) without having to hire staff • Identification of future vacancies for those going through the programme	
Timeline: • Will be dependent on progress at the Norfolk level, the aim would be to have this in place for graduates from the 2020/21 academic year. • This means that it must be in place by December 2020 and be agreed by mid-2020	

Key Theme/s: Providing Supportive Home Environments	
Project: Social Value Policy for South Norfolk and Broadland Procurement	
Ambition: To ensure that local government money is used in the most effective way to engender positive impact in the communities in which they are spent	
What is the problem we are trying to solve? - Public sector procurement can play a significant role in providing a social value impact in our communities - Without a social value policy, local authorities can find it more difficult to ensure that contractors play their part in increasing the economic welfare of the communities in which they are operating - Procurement funding can often leave the local area in which it is generated - Broadland District Council does not currently have a fully defined social value policy for procurement - Preston model suggests that the social value effect can be multiplied if followed by local public sector	Deliverables: - Ensuring Broadland procurement criteria went through public consultation to achieve social value - Ensuring community workers work together on the agenda, at the moment there are numerous concurrent conversations - Combined effort across the County, to ensure the greatest possible impact through social value - Greater community inclusion through procurement process
Who do we need to be involved? - Representatives of local communities (for social value to be identified) - South Norfolk and Broadland Procurement Team - Norfolk Inclusive Growth Coalition - Other public sector organisations and anchor institutions	
What is required to make the project happen? - Organisation of consultation events with community representatives (and in open forums) to derive (in an evidence-led manner) the most effective way that social value can be applied - Collation and analysis to create a social value policy, to be used for appropriate procurement projects, tailored to each specific community - Agreement amongst Norfolk organisations that the impact on the local economy and communities should fulfil part of the procurement criteria (as in the Preston model) - There is no evidence to suggest that a social value criteria leads to higher costs for public sector organisations, but there may be an initial resource increase in order to organise and collate information through the community events, turning these into a coherent policy	

Timeline:

- Norwich City Council hosted a social value in procurement workshop in October 2019. This meeting was organised to begin initial discussions with the membership of the Norfolk Inclusive Growth Coalition
- Will be linked to county-wide work on social value with the coalition (initial meeting to take place in Autumn 2019)
- Group seeks to form agreement on key target areas for targeting under social value
- This will then be implemented throughout those organisations involved in the group

Case Study - Preston Austerity Strategy: Preston was one of the worst hit councils from austerity cuts in the UK. They found that amongst the top 300 local suppliers, only about 5% of the money flowed back through Preston and only 29% flowed through Lancashire, with £488m a year leaving the area. Over three years, their efforts saw more than £4m extra going through the Preston economy. Institutions became aware that costs became heavier, if too much contract money left the area. For example, the NHS would have more ill-health to deal with if people were not working, there could be more crime and people with skills might move away. In Preston, local spending institutions were persuaded to use the Social Value Act, if possible, to ensure contract money kept circulating locally.

Key Theme/s: Increasing Aspiration and Career Routes

Project: South Norfolk and Broadland Internship Programme

Ambition: To establish a competitive internship programme, integrated across three tiers, in order to ensure that as local authorities we 'grow our own' talent, whilst offering progression opportunities for staff

What is the problem we are trying to solve?

- Administrative and people skills can be lacking in those with academic ability, so helps meet this need
- Lack of skills in management presentation, resource management and awareness of practicalities, which otherwise can be incredibly difficult to get for lower-level staff
- Work experience for young people is often very patchy and not necessarily related to interest areas
- Short-term projects lead to short-term resource need

Deliverables:

Tier 1 – 6th Form Students (between GCSE's and A-Levels, or years 1 and 2 at 6th Form)

- Potential use of this resource in phone surveys, running events and in the leisure centres to help run Kids Camp (much like Tots2Teens), for example
- Applicants identified through a competition to pitch, design and then implement the best 'community project', facilitated through local schools. Winners given funding to implement their chosen idea. Runners-up to be offered internships linked to their area of interest

Tier 2 – Student Experience Opportunities (between 2nd and 3rd year ideally)

Who do we need to be involved? • Broadland and South Norfolk HR, Communications, Communities and Economic Development Teams • University of East Anglia • Local High Schools	• Summer project experience for current students at the UEA, through their internship programme • Plan to use resource for funding bids, newbuild housing survey, evaluation projects, implementing IT upgrades, event planning and others • Provide a solution to short-term resource needs • Providing experience of project delivery and completion in specialised fields, helping students get ‘graduate level’ jobs when they leave university (or entry routes into the shared officer team)
What is required to make the project happen? • The Tots 2 Teens part of this proposal is a current programme so wouldn’t increase costs or change • The internal management of the internship scheme and financial implications would need modelling, but should ensure the organisation can be more flexible in resource need • Promotion of this project across University and School events • HR and internal resource to manage the project	Tier 3 – Support for ‘future leaders’ within the organisation • The programme would provide these staff with management experience, by line managing and overseeing the students within their speciality area • Staff will create and present the original project proposal (with support) to prove significant business need, in a pitch process to corporate management • This strand of the project could help with the retention of the ‘best and brightest’ staff, whilst also providing routes upwards in the organisation and have benefits in terms of staff development
Timeline: • Initial working group already working internally, including an Economic Development (Skills) Officer, HR Rep and Communications Rep • Expansion of working group to schools and the University by December 2019 • Advertisement and engagement with students (and internal staff pitching) in the summer term • Internships to begin in Easter/summer 2020 • Review and potential expansion to other organisations in late 2020 – early 2021	

Case Study - Harleston Job Club Extension: Harleston Information Plus (HIP) were awarded £28,811 from the LIFT Jobs programme to run their successful Jobs Club for a further two years and extend it to surrounding villages, with 36 'pop up job club' events and ongoing support for otherwise isolated jobseekers. The project has a target of 25 men and 38 women gaining employment during the project or within six months of leaving

Key Theme/s: Increasing Aspiration and Career Routes	
Project: Reallocation of LIFT (Local Investment in Future Talent) Match Funding	
Ambition: Learn from projects funded by the scheme, in both South Norfolk and Broadland and decide where that funding will be committed moving forward	
What is the problem we are trying to solve? - Local people often do not have the skills needed to acquire employment. The ageing workforce of our districts also require support in order for our economies to fully utilise their expertise and experience - Assistance in gaining those skills can be more difficult to access due to the rural character of our districts - Despite these issues, match-funding currently offered by BDC and SNC has not been fully utilised. Anecdotal evidence suggests this is due to the difficulty accessing the funding, as it is difficult to meet the resource ask of the EUSF	Deliverables: - To evaluate the suite of projects currently jointly funded by LIFT and Broadland/South Norfolk, and any alternatives. - Produce a proposal to reallocate this funding. Learn from the projects already funded by the scheme, in both South Norfolk and Broadland and to decide where that funding will be committed (Broadland have already reallocated funding to Choices)
Who do we need to be involved? - SNC, BDC and representatives of currently funded projects - Stakeholders in potential alternative schemes - Norfolk County Council	
What is required to make the project happen? - Evaluation of projects currently funded by BDC and SNC, in order to derive where the match funding has and could have the greatest possible impact. - The project had £180,000 allocated to match funding between both organisations, over three years. However, this has not been fully utilised. It is anticipated that an equivalent of one day officer time a week (across the joint officer team) is currently spent administrating this project. A slight increase is needed in order to ensure that options for re-allocation of the funding (and future administration) are fully considered	
Timeline: - LIFT match funding ends in Feb 2020, so the review must be completed in advance, in readiness for the removal of European Social Funding. Allocated to Choices (in Broadland) from February - Structured proposals should be outlined by summer in the New Year - Recommendations to go through the political process by the end of 2020	

Key Theme/s: Improving Access and Transport	
Project: Maximising Use of Car Share Schemes and Other Community Transport Schemes	
Ambition: We seek to research the various schemes, and to encourage them to work together in order that they create the critical mass needed to be successful. Concurrently, increasing knowledge of these schemes in the wider population, both with residents and through partner and anchor organisations	
What is the problem we are trying to solve? • A variety of public and private sector car schemes currently exist within Broadland, South Norfolk and Norwich districts, for services ranging from older people’s transport to transport to work • Rurality makes public transport unviable in some areas and reduces opportunity for those without personal transport • The range of schemes have made it difficult to gain the critical mass needed to be effective • A larger percentage of multi-car households in our districts than nationally, leading to increased living costs • Traffic ‘pinch points’ and low air quality spots could have issues alleviated through fewer commuter journeys	Deliverables: • Creation of an internal car share scheme/transport between sites. Could be introduced as part of the new staff package • Promotion of Liftshare/other car sharing schemes by key organisations, businesses and community groups • Targeted support for inclusive growth objectives through community transport • Reduce the need for multiple car households • Reduced traffic at key times • Support the council’s environmental strategy and air pollution targets
Who do we need to be involved? • NCC Liftshare • Representatives of key industries, voluntary sector and public sector organisations • Broadland and South Norfolk District Councils Community Transport and HR	
What is required to make the project happen? • A co-ordinated approach between the various providers of car shares and recognition of the complementary nature of these schemes in order that they can create the critical mass needed to be successful • Encourage companies to ‘follow our example’ and implement programmes • Promotion of car shares by anchor institutions and public sector organisations (as in the Ocado case study) • Following from the work undertaken to form one joint officer team, an investigation into the options for a car leasing scheme, potentially utilising ‘green’ personal transport methods • Influence the Norfolk Inclusive Growth Coalition to make wider recommendations on how subsidised transport can support inclusive growth objectives	
Timeline: • Corporate management to be provided with a comprehensive set of options for an internal scheme by the end of the financial year • Working with businesses to a target (to be defined) of number of members of car share schemes by March 2021	

- Community transport options in both districts to be reviewed in meantime, to enable the organisation to take advantage of shared resource

Case Study – Ocado: Ocado has been effective in recruiting employees required for its continuous growth, partially due to the introduction of a car-sharing scheme. Access to their site is via a dual carriageway, so sustainable travel solutions are limited. A car-sharing scheme provides a sustainable solution that attracts people to Ocado and assists in retaining employees by offering cost savings. Ocado encourages employees to share their journeys through their induction process with time given to employees match with colleagues travelling in their direction. Offering incentives such as competitions and parking spaces led to 36% of the workforce to register to share their journey and transport savings of £496,000.

Key Theme/s: Increasing Aspiration and Career Routes	
Project: Norfolk Skills and Careers Festival	
Ambition: Linking with schools and the event. Look into barriers to accessing the event and see what can be done to address them	
What is the problem we are trying to solve? • Aspiration levels, especially in rural areas, can be low for some children, as many career paths may not be visible to them, or they may not have role models in suitable industries • Additionally, they may not be aware of the array of career paths available locally • The Norfolk Skills & Careers Festival is held at the Norfolk Showground each year in the Spring. It is supported by schools, businesses, the wide public sector and local authorities. This festival gives local employers and training providers the platform to showcase careers and training opportunities for Schools, Colleges and young people • A number of local schools do not promote the Skills and Career Festival (hosted at the Norfolk Showground) • Both Councils have had a limited presence at the event in the last few years	Deliverables: • Increase contact with the organising committee to add value from district councils • Increase attendance by local schoolchildren and businesses • Increased knowledge of future career options and pathways amongst local schoolchildren • Promotion for the South Norfolk and Broadland Internship Programme
Who do we need to be involved? • Norfolk County Council Children’s Services • Representatives of key industries • Local High Schools • Event organising committee	

What is required to make the project happen? • To link with the current Norfolk Skills fair offer, or a collaboration with our local public sector partners and outreach to a variety of businesses • Engagement work with the local schools in the new year within Broadland/South Norfolk • Work towards representation on the organising committee for the event	and entry into the organisation • Meet skills gaps in local up and coming industries e.g. renewable energy, older people caring services
Timeline: • Contact and engagement has recently begun with the organisers of the event • Work with local schools will commence in late 2019 • Solutions to barriers to attendance for local children to be found by January 2020 • Skills and Careers Festival in March 2020 (Review to take place post-event to evaluate routes for progress)	

Key Theme/s: Providing Supportive Home Environments	
Project: Increasing Diversity of Affordable Housing Products	
Ambition: To ensure that there are a wide variety of affordable housing products, providing opportunities for more residents to own their own home	
What is the problem we are trying to solve? • High house price to earnings ratio (7:1) means some families cannot afford to own their own home • Research has suggested that there is a lack of choice around the number of affordable housing options, removing some residents from the possibility of home ownership, where they could afford to do so	Deliverables: • Continue discussions with partners and internally into the variety of products available • Conduct feasibility with a view to bringing ambitious projects through the policy process • To increase the range of affordable housing products on the market in
Who do we need to be involved? • Broadland and South Norfolk Strategic Housing Team • Registered Providers • Development Companies	

What is required to make the project happen? Partnership working between the above to identify suitable sites and products for innovative affordable housing products	Broadland and South Norfolk, increasing resident access to an appropriate product
Timeline: - Paper currently going through the policy process. Once passage is complete, actions will begin to implement its findings - Conversations are ongoing with partners on potential sites upon which to pilot a 'rent-to-buy' scheme	

Key Theme/s: Business Development and Productivity	
Project: Reviewing Business Support in Line with Inclusive Growth Objectives	
Ambition: The aim is to review the way that we support businesses in order that they support the five priority areas we have identified	
What is the problem we are trying to solve? - Business rates reliefs are applied according to different priorities and policy frameworks in both districts - Broadland Training Services could be more fully utilised (training service open to all as a charging service). - Economic Development Officers report some entrepreneurs lack some basic skills to grow their business – such as computer literacy, social media, accountancy and other issues	Deliverables: - An evaluation of inclusive growth impacts of discretionary rates relief - Production of options in relation to discretionary rate relief to support in line with inclusive growth objectives - Similar impact to Brent Council's 'Voluntary Living Wage Relief Scheme', in the priority areas - Review (then implementation) of options for Broadland Training Services, including expansion to South Norfolk and further commercialisation and re-investment to support
Who do we need to be involved? - Officers from the joint Economic Development Team for Broadland and South Norfolk - BDC's Economic Success Panel and SNC's Growth, Infrastructure and Environment Policy Committee - Business Groups and Representatives	
What is required to make the project happen? - A thorough review, presenting Members a range of fully costed proposals to utilise business rates relief - An evaluation of Broadland Training Services and potential for a formalised training offer for South Norfolk - Consultation with potential target markets for a commercialised training service - Marketing and promotion support required to capitalise on business opportunities - A programme of support to Broadland and South Norfolk community organisations to enable them to remain compliant with regulations when delivering services	

Member input on direction of training provision in our districts (both business and community focussed)	community organisations in remaining compliant
Timeline: - A review of discretionary rate reliefs is being presented in November to corporate management. Following this, the team will evaluate the impacts of discretionary rates relief on stated inclusive growth - Economic and social evaluation of impact of Broadland Training Services - Recommendations to follow the report to be worked through with Member input	

Case Study – Voluntary Living Wage Business Rate Relief: Brent Council were the first in the country to offer business rates discounts as an incentive to pay the Living Wage. Some of the capital's lowest-paid workers received pay rises of around £2.50 an hour after Brent Council offered firms up to £5,000 off their business rates, if they become Living Wage accredited employers. Evaluation shows 80% of employers believe the Living Wage enhanced the quality of work, 66% of employers report positive impacts on recruitment and retention and employers have seen a 25% fall in absenteeism of contract staff.

Key Theme/s: Supporting Low Paid Workers	
Project: Explore Council Tax Relief for Residents Returning to the Workforce	
Ambition: To support residents into work by alleviating short-term costs of re-entering the workforce	
What is the problem we are trying to solve? - Local data from the 2015 UKCES employer survey finds that of those employers with hard-to-fill vacancies, 37.3% of employers find they have hard-to-fill vacancies due to potential applicants being stuck in the 'benefits trap' - There has been an identified need to support residents back into work – as for some residents they may not have the money to cover initial costs before they receive their first pay check. Costs are often higher for this group, as they may have increased outgoings on childcare and transport - The joint housing team have reported increases in working adults accessing housing benefit	Deliverables: Produce data analysis to examine the potential target group, feasibility, cost and potential impact of any changes to existing schemes in both districts

Who do we need to be involved? • Internal finance and council tax teams • Consultation with the local community • DWP • Early Help Hub	• For officers to work alongside members post-review in order to review any changes that should be made • Post review, to ensure that we provide targeted support to ensure that residents can re-enter the workforce
What is required to make the project happen? • Investigation of the potential target areas, financial implications and factors that prevent return to work in the local area • Production of a suite of options for Members • Engagement in policy development with DWP	
Timeline: • Research work to take place before the end of 2019 • Financial modelling to assess impact of any proposed changes by March 2020 • Any recommendations to take place in a timely manner post research	

Key Theme/s: Improving Access and Transport	
Project: Reflecting Inclusive Growth in Planning Policy	
Ambition: Planning has successfully incorporated the Health and Wellbeing agenda into policy. This work seeks implement the same for inclusive growth (accessibility to jobs etc), whilst recognising the huge benefits of Neighbourhood Plans and others that have large impacts on inclusive growth	
What is the problem we are trying to solve? • There is considerable development underway in Broadland and South Norfolk, how can we make sure that employment and training opportunities within these developments are available to residents. • Planning policy to include enablers for residents to enter employment, e.g. cycle paths for active travel, business developments linked to public transport etc. • Variety of sector skills groups to help reduce skills gap	Deliverables: • Inclusion of inclusive growth-related factors within local planning policy, recognising the

Who do we need to be involved? • Developers, local businesses and communities • Training providers and Active Norfolk • Norfolk County Council – highways and transport • South Norfolk and Broadland Planning and Economic Development Teams	factors contained within the Joint Inclusive Growth Framework • Continue to work upon Neighbourhood Plan documents, recognising inclusive growth benefits of acting upon community needs
What is required to make the project happen? • Long term planning for future developments • Policy change to reflect use of social value in procurement • Upskilling planning officers to identify opportunities to improve inclusive growth in planning applications • Linking the Transforming Cities bid to the wider Inclusive Growth Agenda, recognising the potential impacts of improved transport provision on access to roles and business development and productivity	
Timeline: • Internal working group (across directorates) to assess options to incorporate inclusive growth priorities into planning policy • Implementation of changes to planning policy (and activity) to begin in December 2020, subject to member approval • Continue to progress the Transforming Cities bid alongside partners, in line with central government timelines	

Case Study - Wells & East Community Land Trusts (CLT): Wells & East provides a good example of creating housing in areas of low affordability. CLTs allow communities to deliver their own services, housing or community enterprises. Formed over 10 years ago, Homes for Wells CLT housed 30 families who struggled to keep up with the local housing market. Residents successfully transformed the lives of workers in Wells that would have been forced to relocate.

Key Theme/s: Increasing Aspiration and Career Routes
Project: Linking Businesses with Local Talent
Ambition: Businesses to invest in recruitment, apprenticeships and training in Broadland and South Norfolk

What is the problem we are trying to solve? • Historically high levels of employment make it challenging for people to move upwards in their career • Jobs growth in health and care sector that requires local talent • Disadvantaged groups of young people face challenges with career prospects • Families with only one adult in work face economic difficulties • There is little meaningful engagement between local businesses and schools. Schools are not incentivised to provide careers provision in league tables (although it is hoped that the complete implementation of the Gatsby Benchmarks will have an impact on this)	Deliverables: • Similar provision to SN4Jobs in Broadland areas not covered by Norwich4Jobs • Consider the expansion of the Broadland Choices programme to SN • Facilitating key businesses to spend more of their Apprenticeship Levy within Broadland/South Norfolk. • Businesses to invest in recruitment, apprenticeships and training in Broadland and South Norfolk • More residents working at key sites and to help adults into work after long absences from employment
Who do we need to be involved? • Local MPs • DWP • Local Businesses • Shared Officer Team • Children’s Services and Partner Organisations	
What is required to make the project happen? • MP buy-in to champion • DWP resource to set up and run the project • Resource from the shared officer team and Children’s Services to coordinate the project • The project also requires businesses and UEA on board to engage and recruit local talent. However, it is accepted that the more that businesses are involved with schools the more likely young people’s aspirations will be enhanced. This type of “partnership working” could be as small as day trips to business to see what they do and what skills are required to do a good job and attract a good wage • Feasibility conducted into adopting the ‘Young Chamber’ model currently used in Aylsham	
Timeline: • Timeframes contingent upon prioritisation and individual projects. Also, some projects contingent upon partners. Member engagement will be sought • A key consideration is that expanding Broadland Choices to South Norfolk will come with a financial cost, so progress on this project will be fully dependent upon member steer	

Key Theme/s: Increasing Aspiration and Career Routes	
Project: Linking Schools with Community Groups and Businesses	
Ambition: To connect community groups active in the local area, from which schools (and others) could signpost groups for young people to engage with, providing extra-curricular and personal experience	
What is the problem we are trying to solve? A key point arising from the joint Inclusive Growth Workshop was that many young people do not have the ‘soft skills’ that would make them effective in the workforce such as communication, interactions with customers and professional mindset	Deliverables: - Investigate the relevant groups currently active in the local area - Broker contact between organisations and schools - Generate a process for links to be fostered. To create an index of community groups active in the local area, from which schools (and others) could signpost groups for young people to engage with.
Who do we need to be involved? - Local community groups such as the local cadets, sports clubs, youth groups and Youth Advisory Boards. - Variety of organisations that can assist with communication, leadership and teamworking skills development - South Norfolk and Broadland Communities Team - Norfolk County Council - Local High Schools	
What is required to make the project happen? Buy-in from the groups mentioned above, alongside resource from both Norfolk County Council and Broadland and South Norfolk District Councils	
Timeline: - Links to be in place for the start of the next academic year, in order for them to be accounted for in forward planning - This means that outline discussions must take place at least in the summer term	

Key Theme/s: Business Development and Productivity
Project: Skills and Training Provision
Ambition: To increase the range of apprenticeship, skills and training opportunities for people in South Norfolk and Broadland, matched to skills need

What is the problem we are trying to solve? • The Apprenticeship Levy has led to a greater number of higher-level apprenticeships and a concurrent reduction in more traditional apprenticeship routes in our local area • Discussions with partners suggest Apprenticeship Levy is not being fully utilised • Unused Apprenticeship Levy funding is returned to Central Government • Levy Payers can re-direct 25% of their Levy funding into their supply chain (often SME’s). This path has not yet been taken by significant amounts of Levy Payers with ‘spare’ Levy funds • Businesses report that skillsets they require to fill high-skill roles are often not available locally	Deliverables: • Address decline in apprenticeship numbers, especially foundational apprenticeships • Increase the use of Apprenticeship Levy money within our districts. Optimise use of Carrowbreck training facility to maximise budgets • Continuous progression through the organisation/retention of apprentices • To increase the range of apprenticeship, skills and training opportunities for people in South Norfolk and Broadland, and match with the identified skills need • This could involve partnering with other districts to enable breadth of opportunity • Financial sustainability for the Choices project moving forwards
Who do we need to be involved? • Economic Development Team for Broadland and South Norfolk and local authority partners • Broadland Training Services • Local Apprenticeship Levy Payers • SME’s within the Levy Payer supply chain	
What is required to make the project happen? • Review of options for Broadland and South Norfolk to increase skills provision, alongside stakeholders • A combined approach for re-directing unused Apprenticeship Levy funding within Norfolk (currently being discussed through a working group) • Mapping internal apprenticeships and reviewing all future roles for apprenticeship possibilities. • Investigating future public sector skills need • Looking to create apprenticeships for hard-to-fill vacancies (County Council has implemented this) • A long-term commitment to skills and training provision in recognition of the positive impact • Linking the Help Hub to Choices, providing individuals with wrap-around support to gain employment • Establish feasibility of providing a ‘Choices’ style provision in other districts, to enable commercialisation of the service and to have wider impact	
Timeline: • County-wide working group currently investigating the options for re-directing Apprenticeship Levy funding • Implementation to take place in 2020 • Economic evaluation of the options for the Choices programme to complete in summer 2020	

- A suite of options to be presented to members of both Councils on the future of the Choices programme in autumn 2020

Case Study – Broadland Choices: The Choices programme is a free 12-week course, taking a personal approach to getting people back into work. Based at Carrowbreck House in Hellesdon, Choices enables Broadland residents to identify their skills and qualities, improve or write a CV, practice interview techniques, find out about training courses (including English and Maths), and get help finding work or volunteering opportunities. One recent success story was Michelle. After completing the Choices programme and discovering a passion for Excel, she secured a job at Broadland District Council as a Payments Administrator.

5 OTHER OPTIONS

- 5.1 To continue with 'business as usual': This would mean continuing to deliver the same services in the inclusive growth field, in the same way. One of the main benefits of combining officer teams is that it allows our Councils the resource to deliver more with less and allows the scale to have a greater impact. To continue with business as usual would be to fail to make the most of this opportunity

6 ISSUES AND RISKS

- 6.1 **Resource Implications** – The proposals outlined earlier will have a direct resource implication, as they will require officer time to be actioned upon, and as such may require greater resource in the short term. However, the framework is designed to ensure that resource is better directed at these priority areas for the long term and co-ordinated to reduce duplication, so it could lead to a long term reduction in resource in the priority areas, in which much work is already done.
- 6.2 **Legal Implications** – None
- 6.3 **Equality Implications** – None
- 6.4 **Environmental Impact** – None
- 6.5 **Crime and Disorder** – Potential for a long-run positive impact on crime and disorder
- 6.6 **Risks** – None

7 CONCLUSION

- 7.1 The projects outlined provide meaningful and significant potential impacts on inclusive growth, in line with the five priority areas and evidence base outlined within the Inclusive Growth Strategy. It gives rationale, resourcing, timeframes and deliverables for the projects, as requested by South Norfolk and Broadland Cabinets.

8 RECOMMENDATIONS

- 8.1 To endorse the Joint Inclusive Growth Project Plan
- 8.2 To agree to recommend that the projects outlined within the Joint Inclusive Growth Project Plan are included within the forthcoming Corporate Plan

Background Papers

Joint Inclusive Growth Strategy