

# Economy and Environment Policy Committee

## Agenda

### Members of the Economy and Environment Policy Committee:

Cllr A Dearnley (Chairman)	Cllr G Francis
Cllr J Knight (Vice Chairman)	Cllr G Francis
Cllr V Clifford-Jackson	Cllr L Glover
Cllr F Curson	Cllr R Savage
Cllr D Elmer	

### Date & Time:

Friday 18 June 2021  
2.00pm

### Place:

Council Chamber, South Norfolk House, Cygnet Court, Long Stratton, Norwich, NR15 2XE

### Contact:

Jessica Hammond tel (01508) 533706  
Email: [democracy@s-norfolk.gov.uk](mailto:democracy@s-norfolk.gov.uk)  
Website: [www.south-norfolk.gov.uk](http://www.south-norfolk.gov.uk)

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

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All those attending the meeting in person must, sign in on the QR code for the building and arrive/ leave the venue promptly. The hand sanitiser provided should be used and social distancing must be observed at all times. Further guidance on what to do on arrival will follow once your initial registration has been accepted.

# AGENDA

1. To report apologies for absence and to identify substitute members;
2. 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;
3. To receive Declarations of Interest from Members;  
(Please see guidance form and flow chart attached – page 4)
4. To confirm the minutes of the meeting of the Economy and Environment Policy Committee held 12 February 2021  
(attached – page 6)
5. Skills and Training Project  
(report attached – page 10)
6. Response to Government’s Consistency in Recycling Consultation  
(report attached – page 41)
7. Exclusion of the Public and Press  
  
To exclude the public and press from the meeting under Section 100A of the Local Government Act 1972 for the following item of business on the grounds that it involves the likely disclosure of exempt information as defined in paragraph 3 of Part 1 of Schedule 12A to the Act (as amended)
8. Courtauld 2025 Update  
(report attached – page 45)  
  
(NOT FOR PUBLICATION by virtue of Schedule 12A Part 1 of Paragraph 3 of the Local Government Act 1972 (as amended))

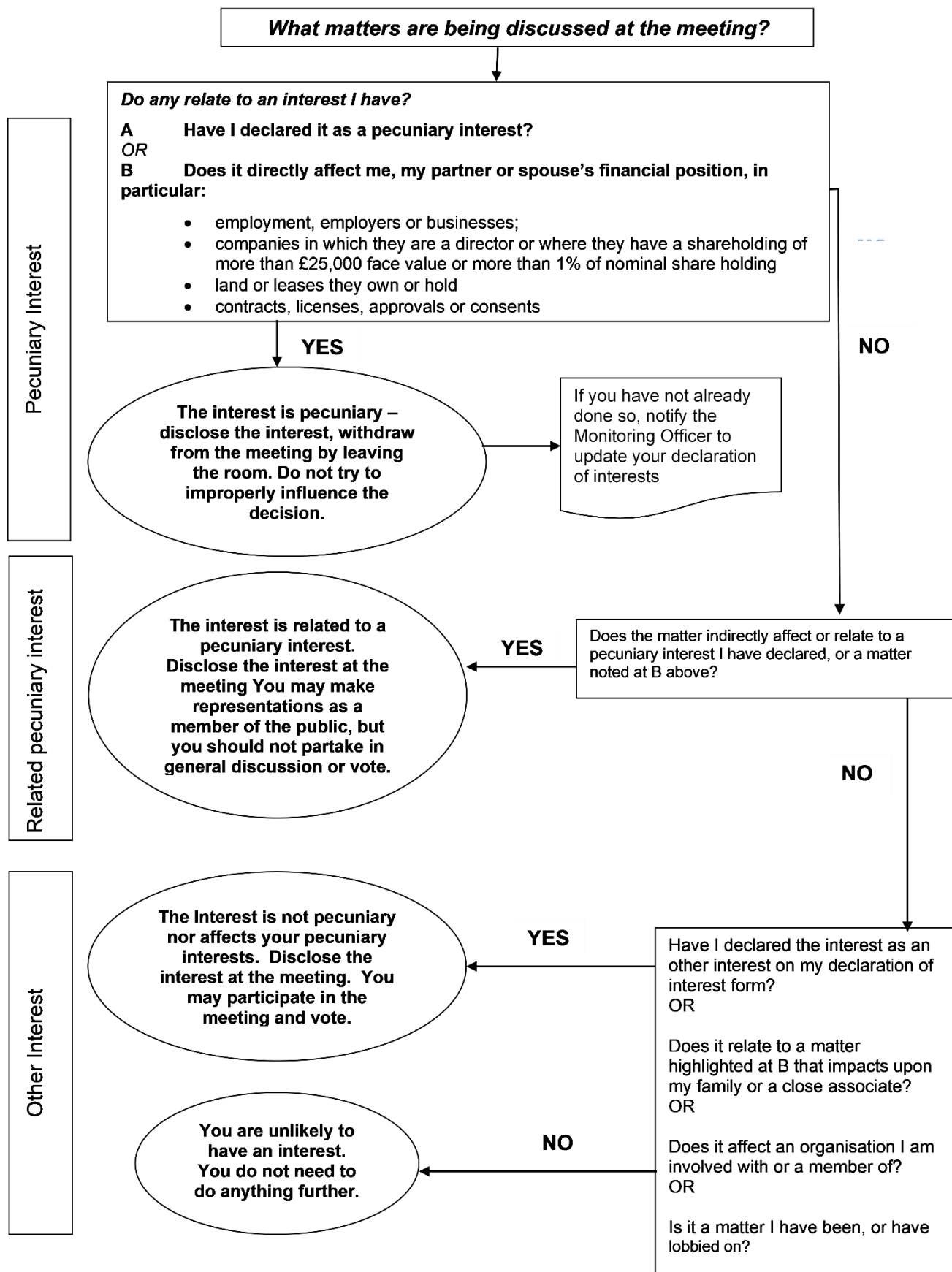
## DECLARATIONS OF INTEREST AT MEETINGS

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.

<p>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.</p>
<p>Does the interest directly:</p> <ol style="list-style-type: none"> <li>1. affect yours, or your spouse / partner's financial position?</li> <li>2. relate to the determining of any approval, consent, licence, permission or registration in relation to you or your spouse / partner?</li> <li>3. Relate to a contract you, or your spouse / partner have with the Council</li> <li>4. Affect land you or your spouse / partner own</li> <li>5. Affect a company that you or your partner own, or have a shareholding in</li> </ol> <p>If the answer is "yes" to any of the above, it is likely to be pecuniary.</p> <p>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.</p>
<p>Does the interest indirectly affect or relate any pecuniary interest you have already declared, or an interest you have identified at 1-5 above?</p> <p>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.</p>
<p>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.</p>
<p>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.</p>

**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: 4**

## **ECONOMY AND ENVIRONMENT POLICY COMMITTEE**

**Minutes of a remote meeting of the Economy and Environment Policy Committee of South Norfolk District Council, held on Friday 12 February 2021 at 2pm.**

<b>Committee Members Present:</b>	Councillors: A Dearnley (Chairman), B Bernard, V Clifford-Jackson, F Curson, D Elmer, G Francis, K Hurn, J Knight and R Savage.
<b>Apologies for Absence:</b>	C Brown with V Clifford-Jackson as substitute
<b>Officers in Attendance:</b>	Assistant Director Community Services (S Phelan), Assistant Director Regulatory (N Howard), Policy and Partnerships Officer (V Parsons), Recycling and Partnerships Officer (L Fountain) Contracts, Policy and Partnerships Manager (P Leggett), and the National Management Trainee (A Langley)

### **11 MINUTES**

The minutes of the meeting of the Economy and Environment Policy Committee held on 16 October 2020 were agreed as a correct record.

The Chairman asked the Assistant Director for Regulatory to update the Committee on the Environmental Strategy's progress since the last meeting. Members noted that officers had now identified the next steps in implementing the Strategy. Members were pleased to note the advert for the new Environmental Coordinator role was being published soon. Officers also explained the work undertaken to identify staffing support within the key projects of the Environmental Strategy.

The National Management Trainee gave members an update on the tree planting scheme, explaining that the Council's Strategy target was to plant one tree per South Norfolk resident. Work was now focused on the aftercare of trees once planted with appointments of tree wardens in the community. Members also noted the work carried out on finding suitable sites for the

trees, these areas included schools and parishes but alternatively within local businesses to off-set their carbon neutral targets. A further update was given to members which included electric charging points installation and environmental enforcement. The Committee noted that a fly-tipping report would be coming to them in the future.

In response to a query raised on the type of trees going to be used, officers confirmed that only native trees would be planted. Officers also confirmed that where possible, trees would be planted to help aid potential flooding areas.

Following a question raised around the number of electric charging points installed, it was noted that the project was at its scoping stage, where the cost and areas were still being investigated.

The Chairman thanked the officers for their update on the Environmental Strategy.

## **12 RECYCLING INITIATIVES UPDATE REPORT**

The Policy and Partnerships Officer presented the report, which outlined proposals that the Council could explore further to achieve a 60 per cent recycling rate by 2025, following input from the Committee at its meeting on 16 October 2020. The report contained a short Action Plan with proposed work streams for the Committee to discuss and comment on.

In response to a query asking if the council was being over ambitious with the 60 percent recycling rate by 2025, officers confirmed that while the target was ambitious this was still an achievable target to hit. Members noted that work was being optimised to achieve this gradually, and by the end of 2021, a growth of two percent within the Council's recycling rates would be achieved.

Following a discussion by members on recycling contamination, the Committee stressed that changing people's behaviours on recycling would see the biggest impact on recycling rates. A member raised concern over hidden plastics within products, adding that it was easy to confuse recyclable items and ones that were not. Officers acknowledged the concerns raised and emphasised the need for information circulated from the Council would need to be clear to highlight issues. After officers had answered further questions on specific items, it became clear that a stance would need to be made on educating the younger generation and businesses to help tackle the concerns. Officers confirmed that an initial meeting had taken place with Youth Advisory Board representatives and a joint South Norfolk and Broadland YAB workshop was in the planning stages. A member suggested working with the YAB in relation to social media campaigns to increase communication in the district.

Officers also confirmed that notices were left with residents who mixed general waste in their recycling bins.

In response to a question raised by a member regarding the reintroduction of recycling days set up in local village halls where residents could drop items off, officers confirmed that these days had been successful in the past and it was hoped that when the pandemic had ended these events would restart.

During a discussion on the potential introduction of a food waste service within the South Norfolk area, one member asked if a trial area could be arranged near a neighbouring Broadland District area. Officers confirmed that there was currently no capacity within the current operating structure to allow this. Officers also confirmed that a food waste service within the District had been explored, but to accommodate this service the current depot would need to be expanded. It was noted that whilst some authorities combine food waste and garden waste services, this service was unavailable in the South Norfolk area.

In response to concerns raised over the possible reduction of the size of the waste bins, members were keen for officers to evaluate other areas where the changes had occurred, in order to understand any possible repercussions. A proposal for the Council to introduce charges for additional side waste formed part of the action plan officers were hopeful that this would discourage residents from leaving out extra waste.

Several members raised concerns over the increased impact of single-use PPE as a result of the COVID-19 pandemic and suggested that people consider using reusable masks in their day to day lives.

In response to a query raised by a member regarding separate nappy collections within the District, it was agreed that officers would take this away to explore further.

A member raised concerns over the wording of recommendation two and its impact on the South Norfolk residents within the current climate. The member noted the impact that the COVID-19 pandemic had on the lives of the South Norfolk residents both financially and in their lifestyles, stating that adding further costs into the side waste service could create more harm. Officers explained that most neighbouring Councils did not accept side waste and the possible introduction of charging was thought to help discourage people who needed it. After further discussion, it was agreed to amend the wording on recommendation two to read *in collaboration with the Waste Service to reduce side waste through the introduction of a variety of mechanisms which might include charging*. The Chairman thanked officers for their report.

Voting was then carried out by way of roll-call, and it was unanimously:



## **RESOLVED**

To

1. support scoping of reducing residual waste work streams, as per Section 4 that will contribute to increasing the Council's recycling rate and are outside of the Government proposals; and
2. support the development of a proposal to be taken forward to Cabinet; in collaboration with the Waste Service to reduce side waste through the introduction of a variety of mechanisms which might include charging; and
3. support commencement of behavioural change work streams as in section 4.2, that will contribute to increasing recycling rates, reducing residual tonnage and reduce contamination rates and are outside of the Government proposals; and
4. note current situation and to support participation in the Government's consultations to inform the consistency requirements for food and garden waste collections in preparation for introduction in 2023.

(The meeting concluded at 4.10 pm)

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Chairman

## **SKILLS AND TRAINING PROJECT**

**Report Authors:** Tim Thomas  
Evaluation & Data Analyst  
01508535329  
[tthomas@s-norfolk.gov.uk](mailto:tthomas@s-norfolk.gov.uk)

Lucy Kirkum  
Economic Growth Administrator  
01508508736  
[lkirkum@s-norfolk.gov.uk](mailto:lkirkum@s-norfolk.gov.uk)

**Portfolio:** Economic Development

**Wards Affected:** All

### **Purpose of the Report:**

This paper is intended to achieve the following:

- Outline the background and context of the local economic situation – specifically policy changes and changes in the economic environment that impact upon skills and training
- Define the target cohorts for our skills and training offer
- Provide a summary of the Councils' current skills and training provision
- Taking the previous sections into account, outline a project plan that will enable us to have a positive impact for the identified cohorts

### **Recommendations:**

1. To note the impacts on skills, training and the wider economy in South Norfolk and Broadland and to note the intended approach to tailor our support to specific cohorts of residents and start-up businesses.
2. To comment on the potential establishment of a central apprenticeship fund, funded by recurring underspend of existing budgets.

## 1. Summary

1.1. This paper is intended to achieve the following:

- Outline the background and context of the local economic situation – specifically policy changes and changes in the economic environment that impact upon skills and training
- Define the target cohorts for our skills and training offer
- Provide a summary of the Councils' current skills and training provision
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## 2. Background

### 2.1 National Economic Position

2.1.1 The Covid-19 pandemic has had a significant impact on the UK economy. Despite some recovery being observed since April 2020, the economy was 7.9% smaller in October than it was pre-lockdown. A number of predictive recovery models with slightly differing estimations are available. These broadly project GDP to recover to late 2019 levels between 2022-2025<sup>1</sup>. The following quote from the Organisation for Economic Co-operation and Development (OECD) outlines the current situation:

*'In both scenarios, the recovery, after an initial, rapid resumption of activity, will take a long time to bring output back to pre-pandemic levels, and the crisis will leave long-lasting scars - a fall in living standards, high unemployment and weak investment. Job losses in the most affected sectors, such as tourism, hospitality and entertainment, will particularly hit low-skilled, young, and informal workers'*<sup>2</sup>

2.1.2 The scenario described by the OECD is borne out in the following data:

- In the three months to October 2020, redundancies reached a record high of 370,000<sup>3</sup>. Data produced by Adzuna on UK job adverts shows that graduate jobs have decreased at a time of year when they would usually increase significantly. Key industries like construction and IT are yet to see any recovery.<sup>4</sup>

<sup>1</sup> [FT - Bank of England Tempers Forecasts for UK Economic Rebound](#)

<sup>2</sup> [OECD - Economic Outlook June 2020](#)

<sup>3</sup> [ONS - March 2020 Coronavirus Round Up](#)

<sup>4</sup> [ONS - Weekly Vacancies \(Experimental Statistics\)](#)

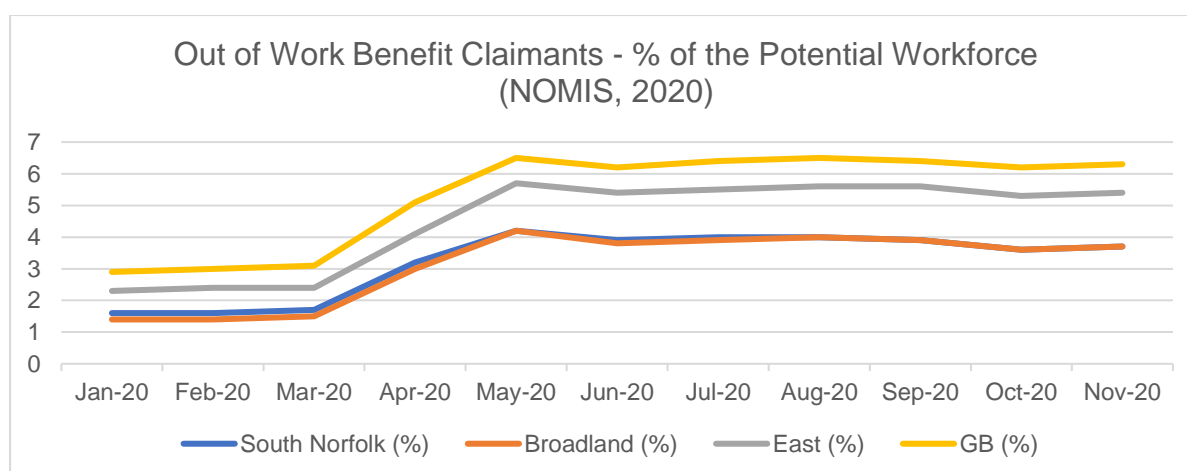
- As of 28<sup>th</sup> Jan 2021, there were only a quarter of jobs advertised in catering and hospitality compared to the same time the previous year. Vacancies in education have reduced by a third year-on-year<sup>5</sup>.
- According to HMRC, the overall workforce has shrunk slightly, although early retirement due to COVID-19 accounts for some of this reduction. The vast majority of this change can be attributed to job losses<sup>6</sup>.
- Polling by the Resolution Foundation suggests that 13% of renters have fallen behind on their rent during the COVID-19 pandemic<sup>7</sup>.

## 2.2 South Norfolk and Broadland's Economic Position

2.2.1 There was roughly a doubling in the out of work benefit claimant rate between March and May 2020 in South Norfolk and Broadland. The level has now stabilised at around 4% in both districts.

2.2.2 The rate is similar for men and women. However, the claimant rate for under 25's is around twice that of the general population in both Broadland (7.9%) and South Norfolk (6.6%). The impact on young people reflects a national trend.

Figure 1 – *Local Out of Work Benefit Claimants*



2.2.3 Research by the Centre for Progressive Policy predicted that South Norfolk and Broadland would be amongst the third of local authorities whose economies would fully recover in five years. Additionally, the Joseph

<sup>5</sup> [ONS - Coronavirus and the Latest Indicators for the UK Economy and Society: 28 January 2021](#)

<sup>6</sup> [HMRC - PAYE Real Time Information](#)

<sup>7</sup> [Resolution Foundation - Coping with Housing Costs Six Months On](#)

Rowntree Foundation has published research suggesting that recovery in our areas will be in the best 20% of the country.

- 2.2.4 Crucially, this may mean that future targeted support may not go towards our areas (especially in light of the 'levelling up' agenda). This presents a strong rationale for reviewing our current skills and training offer to ensure the Councils are providing a good level of support for those who need it most.

### **3. Current Position**

#### **3.1 The South Norfolk and Broadland Joint Inclusive Growth Strategy (2019)**

- 3.1.1 The South Norfolk and Broadland Joint Inclusive Growth Strategy<sup>8</sup> outlined a number of issues relating to skills and training in the local area. These included:

- A shortage of public sector staff, such as social work and care workers
- A lack of defined career paths, leading to low aspiration, particularly amongst manual workers
- Insufficient numbers of graduate level opportunities in Norfolk
- Disadvantaged pupils in Norfolk are much less likely to access Higher Education (HE) study at undergraduate or postgraduate level than the UK average
- 13% of children in South Norfolk and Broadland are at risk of NEET (Not in Education, Employment or Training)
- A lack of skilled apprenticeships locally, with many being low paid
- Barriers to accessing adult education

- 3.1.2 According to the Institute of Fiscal Studies (IFS), the pandemic has not affected groups equally and is likely to have exacerbated existing inequalities, such as those listed in the previous section.

- 3.1.3 There has been increased economic disadvantage for young people<sup>9</sup>, with the closure of schools likely to have deepened the socio-economic divide in educational attainment. The effects of the pandemic have been felt particularly strongly by lower earners, with 80% of those in the bottom 10% of the earning distribution working in either a closed down sector or unlikely to have the option of working from home.

- 3.1.4 This section has outlined the concerning economic context in which we are reviewing our skills and training offer. In order to provide the most effective support to those who have been affected by the pandemic, it is necessary to identify specific cohorts in which to concentrate our efforts.

<sup>8</sup> [Joint Inclusive Growth Strategy Project Plan](#)

<sup>9</sup> [Health Foundation - Generation COVID-19](#)

## **3.2 Defining Our Cohorts**

3.2.1 To optimise the impact of our interventions, we intend to focus our skills and training proposal on specific cohorts. In light of the significant contribution to skills, training and increasing human capital made by other organisations, we have focused on:

- Targeting specific cohorts of residents who will have been adversely affected by the economic consequences of the pandemic
- Identifying and targeting gaps in support to avoid duplicating provision, to ensure we help those who would not otherwise benefit from skills and training interventions

3.2.2 As such, using the contextual analysis at the start of the paper, combined with a knowledge of local factors affecting our residents, we identified seven initial target groups. Following further refinement, these were narrowed down to four distinct cohorts:

- School leavers
- Higher education leavers
- Recently unemployed including underemployed
- Start ups (Individuals and entrepreneurs looking to start their own business)

3.2.3 Appendix 1 outlines our potential target cohorts and the rationale for their inclusion. Additional groups were considered for inclusion, however, these were excluded following further refinement. Existing support or a lack of specificity formed the rationale for not pursuing other cohorts.

3.2.4 To ensure the Councils' skills and training offer does not duplicate existing provision, an internal and external mapping exercise was undertaken to identify the support our chosen targets currently receive. This can be found in Appendix 2.

3.2.5 As models from the OECD and Office for Budget Responsibility (OBR) on the medium- and long-term impacts on the economy, businesses and unemployment rely heavily on assumptions around the success (or otherwise) of the vaccination programme and the level of government support, a summary of the schemes that have been introduced by central government in order to mitigate the impacts of coronavirus on employment are also included in Appendix 2.

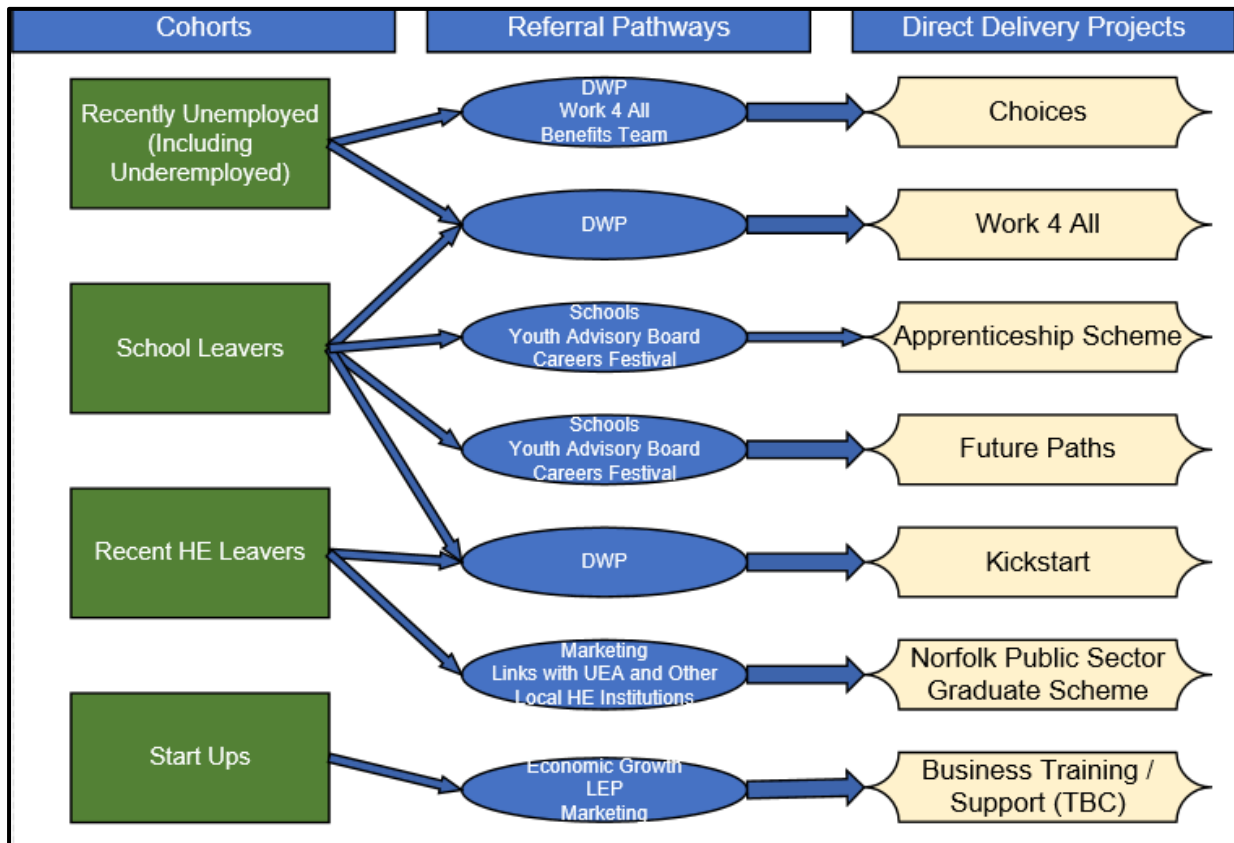
## **4. Proposed Action**

4.1 Consultations were held with both internal and external stakeholders to understand the impact of their services and identify areas where the Councils could provide additional support. Appendix 3 considers the gaps in provision

and sets out a possible response for each identified cohort (Fig 2). The responses are categorised in three ways:

- Direct delivery by the Councils
- Signposting / facilitating other skills and training provision
- Advocacy / influencing

Fig 2. Target Cohorts and Referral Pathways



4.2 Appendix 4 and 5 provide an initial timeline for delivery and outline the direct delivery proposals in further detail.

4.3 The direct delivery projects are:

4.3.1 **Work 4 All** – Person tailored support and advice for 150 recently unemployed or underemployed residents, focussed on practical support such as CV advice, links to other services or information on potential opportunities.

4.3.2 **Choices** – Carrowbreck hosted focussed training provision for 75-100 people, high quality and low throughput over a number of weeks. This is to be retargeted to the recently unemployed and scaled up (without duplicating what is in the market) to be deliverable from other facilities and across both districts.

- 4.3.3 **Apprenticeship Scheme** – To provide a comprehensive apprenticeship offer through the Councils, ensuring that both Councils utilise their Apprenticeship Levy funding, that we meet our LGA target of 19 apprentices hosted and to strive for a stretch target of 25 apprentice roles within two years.
- 4.3.4 **Future Paths** – Provide 15 placements to 16-18 year olds in the local area who are soon to leave education, increasing to 30 placements in the second year with a number hosted by local SMEs once the programme is refined. Aim is to provide relevant employment experience to residents from a range of backgrounds in order to support future employment opportunities.
- 4.3.5 **Kickstart** – Government funded work experience placements for 18-24 year olds who have been out of work for over six months. We aim to continue to provide these placements internally and to increase the placements hosted at local businesses through our role as a gateway provider.
- 4.3.6 **Norfolk Public Sector Graduate Scheme** – 10 graduate placements in professions with an identified skills need, such as environmental health and planning. Aim to provide career pathways for local graduates, in addition to helping the local government sector solve long-term skills issues. In future, the aim would be to provide a range of placements at different organisations.
- 4.4 The skills and training offer for individuals wishing to start their own business is detailed in the upcoming business support paper.
- 4.5 The availability of existing provision makes the signposting / facilitating element of the Councils' response particularly important. It will be necessary to maintain a strong awareness of the current opportunities in the skills and training arena (such as new online courses and apprenticeship opportunities) and communicate these effectively to those who would benefit.
- 4.6 Similarly, relevant opportunities for business support through skills and training will be disseminated to businesses that would benefit. The weekly business newsletter acts as an important communication channel through which to share this information, in addition to our pre-existing business advice and support functions.
- 4.7 To maximise efficiency and reduce duplication of resource the establishment of a Skills and Training Project Board is also suggested. This will include relevant officers from within the organisation and external organisations, such as DWP and Norfolk Adult Learning. This will achieve the above aim, in addition to increasing signposting opportunities and influence for the Councils in relation to Skills and Training.
- 4.8 To review the Choices programme to ensure it is able to support more people, in particular those affected most by the pandemic
- 4.9 Apprentices represent an area of opportunity, both to the training and skills agenda and for the One Team. Reasons for this include:
- The impacts of the changes to apprenticeship funding that have come into place over the last few years. The introduction of the Apprenticeship Levy had



the effect of reducing lower level apprenticeships, apprenticeships in SMEs, the proportion of younger people undertaking apprenticeships and led to an above a third reduction in the overall number of apprenticeships offered. It did, however, lead to an increase in graduate level apprenticeships and apprenticeships for those over 25.

- Training provision and accessing the right training to support apprenticeships in the local area can also be a challenge.
- The One Team currently has underutilised apprenticeship levy in the region of £70,000, alongside a number of hard to recruit to professions that support our key services, such as environmental health officers, planners and housing officers.

4.10 This gives us the opportunity to address these issues and be bold and ambitious in our leadership by creating opportunities for both our residents and our organisation. This will include:

- Meeting the Local Government Association target of 2.3% of headcount as Apprentices (April 21 to March 22) means having 19 Apprentices in place across One Team by March 2022, this is an addition of 11 Apprentices (8 Apprentices currently in post) on current establishment.
- Focus on developing and delivering training provision and providing apprenticeship places for hard to recruit posts (growing our own as part of our talent management approach). We will also provide entry level apprenticeships and a development programme for specialist skills such as improvement professionals.
- Aim to establish opportunities for providing bespoke, local training by scaling up our own ambition and looking to attract other public agencies who are identifying similar hard to recruit professions.
- Establishing a stretch target to see us employing up to an additional 6 apprentices per authority beyond the available apprenticeship levy, with government subsidy of training costs still available for these roles, to help either increase the internal capacity in key service areas, generate a talent management pipeline and potentially sell support to other public organisations.
- Position ourselves to take advantage of the pending white paper on lifelong skills announced in the Queens Speech in May.
- One way of accelerating progress against the development of our apprenticeship workforce would be establishing a central apprenticeship budget through utilising recurring underspends from within directorates.

## 5. Other Options

- 5.1 Officers considered both no action regarding the skills and training agenda and limiting the scope of our responses. While these options reduced the demand on resources, evidence suggests that as restrictions lift and government support becomes more limited, significant numbers of residents will be in need of support. The scale of the issue as explored in this paper suggests that a larger scale response is required.

## 6 Issues and Risks

- 6.1 **Resource Implications** – The direct delivery proposals within this paper require significant extra resource, which features within the Covid Recovery Plan which Cabinet will consider in June. The resource requested the Covid Recovery Plan will be sufficient to undertake the proposed actions within this paper.
- 6.2 **Legal Implications** – None
- 6.3 **Equality Implications** – This service is designed to have a positive impact on equality outcomes, with the aim of increasing employment opportunities for both inexperienced younger people and older working age adults who may face significant barriers in re-entering the workforce. The support proposed could potentially include individuals who have been out of the workforce for a significant period (such as carers or those with long-term health conditions).
- 6.4 **Environmental Impact** – None
- 6.5 **Crime and Disorder** – The action described in this report has the potential for a positive impact on crime and disorder. Unemployment is known to have a significant impact on crime rates.
- 6.6 **Risks** – There remains a risk that wider economic conditions will increase the scale and nature of the work required. A focus on specific cohorts seeks to mitigate this risk. There is also a risk that changes to government-imposed coronavirus restrictions will impact on our ability to undertake the actions within this paper. This can be mitigated by adopting a flexible approach to delivery, as much of this work can be delivered remotely.

## 7. Conclusion

- 7.1 The issues detailed in this report reflect those outlined by the Inclusive Growth Strategy, with many of the issues exacerbated by the pandemic. With government schemes designed to support both the workforce and businesses concluding in the coming months, it is imperative to ensure appropriate support is in place to support those who need it most.

- 7.2 The proposals detailed in this paper have been designed to maximise the impact of our services and to 'fill the gaps' within existing, local service provision. These proposals meet the needs of each of the target cohorts within a realistic resource constraint. Additionally, the proposals seek to benefit from partners already working in this field to create an effective and comprehensive response.
- 7.3 The successful delivery of these projects, whether directly, through signposting or advocacy, could have a significant impact on the skills and training opportunities available to our local communities.

## **8. Recommendations**

- 8.1. To note the impacts on skills, training and the wider economy in South Norfolk and Broadland and to note the intended approach to tailor our support to specific cohorts of residents and start-up businesses.
- 8.2. To comment on the potential establishment of a central apprenticeship fund, funded by recurring underspend of existing budgets.

## Appendices

### Appendix 1 – Identifying our Target Cohorts

Cohort	Rationale for Consideration	Rationale for Pursuing
<b>School Leavers</b>	<ul style="list-style-type: none"> <li>An LGA position paper on this topic reflected on higher youth unemployment as explored earlier in this report, as well as the diminished chances for the 800,000 annual school leavers.<sup>10</sup></li> <li>A survey carried out by Norfolk and Suffolk County Councils and the LEP<sup>11</sup> highlighted the large number of apprentices who have either been made redundant, furloughed, and/or had a break in their learning. Many apprentices are also unable to complete their end point assessments due to the requirement for face to face conditions.</li> </ul>	Those lacking work experience are at risk of being left behind in terms of employment and income. The reduction in apprenticeships and risk of job blocking from graduates forced into non-graduate level work makes this cohort a key target group for support.
<b>Young HE Leavers</b>	<ul style="list-style-type: none"> <li>The number of new applicants to University during the initial lockdown period (23 March to 30 June) was 17% higher than in the same period in 2019. There was also a 30% increase among home students with an even larger increase in mature applicants. This suggests that the pandemic has led to a sharp increase in the number of people applying to university.</li> <li>According to the Resolution Foundation, one year after leaving full-time education, over one-third of non-graduates and one-in-five graduates were working in sectors currently 'closed down'<sup>12</sup>. Additionally, research suggests that graduate jobs have reduced by 11% year-on-year<sup>13</sup>.</li> <li>While universities provide careers support to their graduates, they are unable to provide extensive advice on employment opportunities outside of their local area. This presents a challenge for graduates trying to identify suitable opportunities in the Norfolk area.</li> </ul>	Graduate employment is a distinct problem when compared to overall unemployment of young people and as such, a specific response is required. The large increase in graduates suggests that the issues discussed are likely to continue beyond the pandemic.

<sup>10</sup> [LGA - Rethinking Youth Participation](#)

<sup>11</sup> [New Anglia LEP - Impact Report](#)

<sup>12</sup> [Resolution Foundation, May 2020](#)

<sup>13</sup> [High Fliers Research - Graduate Market 2020](#)

<b>Recently Unemployed (Including Underemployed)</b>	<ul style="list-style-type: none"> <li>According to the Centre for Ageing Better<sup>14</sup>, workers aged 50+ who had their work disrupted during the first lockdown (by reduced hours, for example, or being furloughed), were significantly less likely to have returned to work as normal in the autumn than younger workers (53% compared with 68%).</li> <li>Recent figures have shown that over 50s are twice as likely to fall into long-term unemployment once they lose their jobs, compared to younger workers.</li> </ul>	This makes this group a key target for us to support following the end of furlough. This group may be unfamiliar with the modern job application process or may be less confident with IT. Both factors could significantly hinder their job search, despite being experienced workers.
<b>Start Ups</b>	<ul style="list-style-type: none"> <li>Existing businesses (large and small) have been in receipt of a range of support measures from national and local government as well as the LEP. With furlough tapering off until September, businesses should be fully open by this cut off point, meaning that they should not require additional Covid related support.</li> <li>This year is expected to see a record number of companies created, with the creation of just under 85,000 in 2020<sup>15</sup>. This follows a trend of increased entrepreneurship following previous recessions, such as the Great Recession in 2008/09.</li> </ul>	Previous recessions have seen a surge in entrepreneurship, driven by high levels of unemployment and a rebalancing of the economy. We are also more likely to have a large impact on this cohort with relatively small interventions, as many will have no experience of running a business.

## Appendix 2 – Internal and External Provision

Support	Project Name	Status	Summary
<b>Direct Delivery</b>	<b>Broadland Training Services</b>	Mostly inactive due to the pandemic. Plan to restart when safe	Offers IT, first aid and other courses from Carrowbreck House in Hellesdon. First aid provision is continuing (as it is excepted under covid restrictions).
	<b>Choices Programme</b>	Mostly inactive due to the pandemic. Plan to restart when	Aiming to give people who are long-term unemployed the skills they need to re-enter the labour market. Working with a small cohort of long-term unemployed residents, the scheme supports with employment skills, alongside intensive support and signposting into a range of services where appropriate

<sup>14</sup> [Centre for Ageing Better - Labour Market Data](#)

<sup>15</sup> [Smallbusiness \(Oct 2020\) - 2020 set to be record year for new companies created](#)

		allowed within restrictions	
	<b>Staff Bank</b>	Currently implementing	A bank of potential staff for various Council teams with transferable skillsets, in order for the Councils to meet short term resource needs, in addition to providing employment
	<b>Future Paths</b>	Inactive (implementation delayed due to COVID-19)	Scheme offering summer internships to GCSE aged pupils. Rounded placements in Council teams, alongside additional skills training, including CV writing and interview experience. Will also support interns in their future career, providing advice and guidance
	<b>Tots 2 Teens</b>	Inactive (will restart when safe to do so)	Holiday activities for children aged five years and upwards during school holidays, focussing on skill development. Activities are held throughout the Broadland area. To be eligible, children must live or go to school in Broadland. There are large discounts for those in receipt of certain benefits. The aim is also designed to help those who could not afford childcare to continue to work over school holidays
	<b>Kickstart<sup>16</sup></b>	Active	National scheme for young people who have been out of work for 6 months. We will be a gateway provider (providing placements of our own as well as organising placements at local businesses). As part of this, we will also be doing extra training, charging employers for this and providing pastoral support
<b>Signposting / Facilitating</b>	<b>Integrated Employment Project (Work 4 All)</b>	Starting in January 2021	Two staff refocussed (former benefits officers) to work with people who are unemployed to get them back into employment. Signposting into employment, identifying support needs, linking with training. DWP have two youth coaches in the Help Hub working alongside, focussing on young people to work on this project.
	<b>Norfolk Skills and Careers Festival</b>	Will restart after COVID-19	Annual event at the Norfolk Showground, allowing young people and local organisations the opportunity to interact on skills and careers, with the aim of inspiring young people. We hosted a stand offering information on local authority careers for young people at the last festival.
	<b>NGDP</b>	Active	South Norfolk and Broadland currently work with the NGDP, the national local government graduate scheme. There are currently two graduates on the scheme employed by the Councils

<sup>16</sup> [UK Government - Kickstart Scheme](#)

	<b>Jarrod Assessment Centre</b>	Not run this year due to COVID-19	Offers secondary school children in Norfolk a taste of assessment centre style interview processes through a full day session. South Norfolk have supported local children to take part in this programme previously
	<b>LIFT</b>	Completed project, with funding now reallocated	Grants from EU funding (plus some match funding) that are aimed at smaller voluntary community and social enterprise organisations (based in Norfolk or Suffolk) who help people furthest from the jobs market
	<b>Future Booster</b>	Completed and led to successor project of SMILE, (Not funded by SNC / BDC)	A series of workshops focussing on self-esteem and building resilience in secondary school children in Reepham. Has led to a project (SMILE) which will be delivered virtually across Broadland to support young people aged 15-19 (up to aged 25 if additional needs) with career guidance, practical access to employment support and/or support to address low self-esteem and confidence barriers to progression or aspiration. The project is live until August 2021
	<b>Young Enterprise</b>	Active	Young Enterprise is a national charity that works in partnership with local schools, businesses and volunteers to inspire and equip thousands of young people each year to learn and succeed through enterprise
<b>Advocacy/ Influencing</b>	<b>Apprenticeships Network Norfolk</b>	Active	Works collaboratively with providers, employers and partners to promote the profile & growth of apprenticeships across the county. Maintain a register of available apprenticeship roles for Norfolk. We engage with this group through the Skills Officer
	<b>LEP Sector Skills Plans</b>	Active – Being implemented	New Anglia Local Enterprise Partnership worked with sector partners to develop skills plans for the key growth and employment sectors in our region. They identify the main skills needs of each sector and agreed actions to help meet these needs
<b>Other External Provision</b>	<b>LEP Start Up Programme</b>	Active – provision is similar to pre-pandemic	This is ideal for entrepreneurs and micro-businesses at pre-launch and during early stage development, providing them with tailored advice and workshops covering topics such as business plans, management and operational systems, marketing, finance and legal, corporate social responsibility, and intellectual property rights. Delivered by LEP Business Advisers at the Growth Hub.
	<b>Community Challenge Fund</b>	Active	Some charities or social enterprises are eligible for the Community Challenge Fund, ran by NALEP. This supports projects that help improve the life chances of disadvantaged people in our society.

<b>Other External Provision</b>	<b>I Can Be A...</b>	Online tool supported by an active programme	This is a free careers inspiration tool focused on helping 12 to 25-year-olds in Norfolk and Suffolk and which helps deliver the New Anglia Youth Pledge objectives. The site provides tools such as Career Wizard and a database of Job Ideas to guide young people in choosing a career path. It also provides resources such as virtual tours, employee case-study videos and tips and tools for CV building and interview preparation, both through the website and in person through its charitable remit.
	<b>Go Digital Funding</b>	Closed on the 31 <sup>st</sup> March	The free scheme is designed for micro, small and medium sized businesses based in Norfolk who want to make better use of digital tools to help them grow <a href="#">Go Digital Link</a>
	<b>Help to Grow Scheme</b>	In implementation stage	£520m has been pledged to fund free MBA-style management training courses for small businesses to improve productivity. The training will be delivered by business schools and will fund a 50% discount on software that enhances productivity
	<b>JETS Programme</b>	Active	A government funded scheme supporting individuals receiving “Universal Credit and New Style Jobseeker's Allowance who have been unemployed for at least 13 weeks”, during the pandemic. Support includes CV help, workshops and interview coaching, financial assistance for work clothes and advice with identifying transferable skills and matching these to growth industries
	<b>Apprenticeship Levy Transfer Scheme</b>	Active	New Anglia LEP's Apprenticeship Levy Transfer Scheme allows an organisation's unspent funds to be transferred to local SMEs so they can offer training opportunities and jobs to people who are not in work. This aims to maximise the amount of Apprenticeship Levy funding spent in the local area
	<b>University Career Support Services</b>	Throughout university and following graduation – most support services have moved online	Most universities offer careers support programmes to graduates which normally last for a number of years following graduation. Graduates are offered careers guidance, CV and application advice as well as access to numerous resources online (psychometric testing, practice interviews etc). UEA Careers Centre are active across Norfolk, through Gateway to Growth, the UEA Award and their internship programme
	<b>National Funding for Traineeships</b>	Funding proposed in the Budget - in the process of implementation	The Chancellor has pledged £126 million to develop the traineeship scheme, which will see businesses paid £3,000 instead of £2,000 per trainee. A “flexi-job” apprenticeship will also be created to allow apprentices to gain experience with various employers within a sector



<b>Other External Provision</b>	<b>City College / Easton and Otley College</b>	Closed during education lockdowns, currently providing services	The primary providers of vocational education in Norfolk, covering a range of qualifications from GCSE to degree level
	<b>Gateway to Growth</b>	Active	The project aims to boost engagement between graduates and Norfolk's Small and Medium Enterprises (SMEs) through internships and enhanced skills training linked to Norfolk's Enterprise hubs. The project addresses some of the problems faced by Norfolk's economy and UEA graduates who want to remain in Norfolk after graduation but struggle to secure graduate level employment
	<b>SWAP</b>	Implementation Phase	Sector-based Work Academy Programme – Six-week placements for those on Universal Credit (including guaranteed interviews for permanent employment) to prepare those receiving unemployment benefits to apply for jobs in different sectors <sup>17</sup>
	<b>CHANCES</b>	Active	Offers support to vulnerable people including those with health conditions across Norfolk who receive a range of out of work benefits and who need significant support to move back into work
	<b>RESTART</b>	Active	RESTART is a national scheme which aims to give Universal Credit claimants who have been out of work for at least 12 months enhanced support to find jobs in their local area
	<b>Lifelong Loan Entitlement to higher education and training</b>	Ready to implement	The government's Skills and Post-16 Education Bill includes a Lifelong Entitlement for adults to use on higher education or training at any point during their life. This entitles adults to receive equivalent of up to four years' worth of student loans for level 4-6 qualifications.
	<b>£500 million for adults to gain A-level equivalent qualifications</b>	Active	11 million adults can gain an A level-equivalent qualification for free. The devolved administrations will receive £500 million through Barnett consequentials as responsibility for skills is devolved.

<sup>17</sup> [UK Government - Sector-Based Work Academy Programme Guide](#)

	<b>The Turing Scheme</b>	Active (taking place from September 2021)	The government introduced a new international educational exchange scheme named the Turing Scheme. This £110 million scheme replaces Erasmus which UK students can no longer take part in. It allows young people across the UK, particularly those from disadvantaged backgrounds, to work and study across the world.
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## Appendix 3 – Mapping our Skills and Training Offer

<u>Cohort (Breakdown, Estimated Number etc.)</u>	<u>External Provision</u>	<u>Identified Gaps</u>	<u>Potential Response</u>			<u>Possible Partners / Stakeholders</u>
			<u>Direct Delivery</u>	<u>Signposting / Facilitating</u>	<u>Advocacy / Influence</u>	
<p><b>School Leavers</b></p> <p>There are roughly 2,260 18-year olds in our areas that leave school each year, of which 540 go into employment and 135 into apprenticeships</p> <p>Around 90 16-year olds go straight into employment following KS4, with 115 going onto apprenticeships.</p>	<ul style="list-style-type: none"> <li>• I can be a...</li> <li>• Apprenticeship Levy Transfer Scheme</li> <li>• Apprenticeships Norfolk</li> <li>• City College courses</li> <li>• Increased national funding for traineeships</li> <li>• Voluntary Norfolk Young Person's coaching (at maximum capacity)</li> <li>• Government's Lifelong Loan Entitlement for</li> </ul>	<p>The tight labour market will lead to more experienced workers taking jobs at lower levels. This will push school leavers out of the labour market, with the Kickstart scheme only working with those that have been NEET for 12 months.</p> <p>Additionally, DWP support is mainly targeted at ensuring young people secure employment, rather than finding a job they would enjoy. Young people are in need of general careers guidance to help them make decisions about their future.</p>	<ul style="list-style-type: none"> <li>• Apprenticeship scheme</li> <li>• Future Paths</li> <li>• Integrated employment scheme (Work 4 all)</li> <li>• Choices</li> <li>• Tots 2 Teens</li> <li>• Kickstart</li> </ul>	<ul style="list-style-type: none"> <li>• Jarrolds</li> <li>• Community Challenge Fund</li> <li>• Future Booster (SMILE)</li> <li>• Apprenticeship Levy Transfer Scheme</li> <li>• Continued engagement with the Norwich Employability Network to identify relevant opportunities</li> </ul>	<ul style="list-style-type: none"> <li>• Apprenticeship podcasts</li> <li>• Norfolk Skills and Careers Festival</li> </ul>	<ul style="list-style-type: none"> <li>• Local businesses</li> <li>• DWP</li> <li>• Apprenticeships Norfolk</li> </ul>

	<p>adults to use at any point during their life on higher education or training</p> <ul style="list-style-type: none"> <li>• Government's Turing Scheme</li> </ul>					
<p><b>Young HE Leavers</b></p> <p>Based on available data, we estimate up to 250 residents aged 21-24 fall into this category (will increase with the new cohort in September)</p>	<ul style="list-style-type: none"> <li>• University careers services provide general advice, guidance and training for students and graduates (length of time graduates are able to access these services following graduation varies)</li> </ul>	<p>Awareness and availability of graduate-level opportunities in the Norfolk area, especially for graduates from non-local universities</p>	<ul style="list-style-type: none"> <li>• Replication of a programme similar to 'Gateway to Growth'</li> <li>• Public Sector Graduate Scheme</li> </ul>	<ul style="list-style-type: none"> <li>• Continued engagement with the Norwich Employability Network to identify relevant graduate-level opportunities</li> <li>• UEA Internship Programme</li> <li>• </li> </ul>	<ul style="list-style-type: none"> <li>• Gateway to Growth Steering Group</li> </ul>	<ul style="list-style-type: none"> <li>• UEA</li> <li>• 'Fireside group'</li> <li>• Local public sector bodies (as part of a PS Graduate Scheme)</li> <li>• Chamber of Commerce</li> <li>• LEP</li> </ul>

<b>Recently Unemployed (Including Underemployed)</b>	<ul style="list-style-type: none"> <li>• DWP Job Coaches</li> <li>• A range of free qualifications have been available for adults as part of the government's Lifetime Skills Guarantee<sup>18</sup></li> </ul>	<p>People who have been out of work for 6-12 months out of work. Most support goes towards newly or long-term unemployed.</p>	<ul style="list-style-type: none"> <li>• Choices Programme</li> <li>• Staff Bank</li> <li>• Job Search Facilities</li> <li>• Work4All</li> </ul>	<ul style="list-style-type: none"> <li>• Range of support from New Anglia LEP</li> <li>• CHANCES</li> <li>• Engagement with the Norwich Employability Network to identify relevant opportunities</li> </ul>	<ul style="list-style-type: none"> <li>• Help Hub</li> </ul>	<ul style="list-style-type: none"> <li>• DWP</li> </ul>
<b>Start Ups</b>  90% of South Norfolk and Broadland businesses are SMEs  Pre-pandemic, roughly 1,000 businesses a year were created in our districts	<ul style="list-style-type: none"> <li>• Broadland Business Start-Up Grants (£700)</li> <li>• Broadland Business Essentials Course (Free two-day start up workshop)</li> <li>• MBA style management training</li> </ul>	<p>National business funding has focussed upon support for existing businesses, rather than supporting entrepreneurship. Recessions are often followed by significant growth in enterprises</p>	<ul style="list-style-type: none"> <li>• Training courses</li> <li>• Broadland Business Start-Up Grants (£700)</li> <li>• Business Essentials Course (Free two-day start up workshop)</li> </ul>	<ul style="list-style-type: none"> <li>• Range of support from New Anglia LEP</li> <li>• Help to Grow</li> </ul>		<ul style="list-style-type: none"> <li>• LEP Sector Skills Groups</li> <li>• Sector Groups (NAAME etc.)</li> </ul>

<sup>18</sup> [Launch of free qualifications for adults - gov.uk](https://www.gov.uk/launch-of-free-qualifications-for-adults)

## Appendix 4 – Delivery Timeline

Projects	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22
Work 4 All	Review and Expansion					Programme Runs				Decision																				
Choices		Review and Expansion				Review Implemented / Programme Runs																								
Kickstart	Ongoing - Funding Ends in December 2020									Wash Up and Legacy																				
Future Paths										Marketing, Preparation and Selection						Programme Runs														
Business training offer TBC	Review				Programme Runs																									
Norfolk Public Sector Graduate Scheme								Development and Partnership Work						Placements Organised						Selection Process			Onboarding		Placements Begin					

## Appendix 5 – Skills and Training Project Plans

<b>Target Cohort:</b> School Leavers
<b>Project:</b> Future Paths
<b>Ambition:</b> Providing entry into the job market for those who have recently left school
<b>Deliverables:</b> <ul style="list-style-type: none"> <li>Increased interest and knowledge in available career routes</li> <li>Aim to have an intake of 15 in the first year, with an aim to scale to up to 30 alongside SMEs for the following year</li> <li>Young people gain valuable work experience for their CV</li> </ul>
<b>What is the problem we are trying to solve?</b> <ul style="list-style-type: none"> <li>A reduction in apprenticeships has reduced the options available to young people leaving school</li> <li>Disadvantaged groups of young people face challenges with career prospects. The closure of schools during the pandemic has increased the gap in educational attainment between the most and least advantaged socio-economic groups.</li> <li>Aspiration levels, especially in rural areas, can be low for some children, as many career paths may not be visible to them</li> </ul>
<b>How would the project work?</b> <ul style="list-style-type: none"> <li>The project provides an opportunity for school leavers (anyone over 16) to gain work experience for two to six weeks over the summer holidays at a team within the council</li> <li>Future Paths will be open to all 16-year olds, regardless of their previous qualifications.</li> </ul>
<b>Who do we need to be involved?</b> <ul style="list-style-type: none"> <li>Local schools to promote the scheme</li> <li>Officers from BDC and SNC's Economic Development team</li> </ul>
<b>What is required to make the project happen?</b> <ul style="list-style-type: none"> <li>Strong marketing of the programme and engagement with local schools and Norfolk Skills and Careers Festival to encourage uptake</li> <li>Non-conventional routes for marketing to be explored, such as through the YAB and youth groups</li> <li>Travel expenses for those taking part</li> </ul>
<b>Timeline:</b> <ul style="list-style-type: none"> <li>Review previous work on Future Paths to ensure it is fit for purpose</li> </ul>

- Plan internal placements and run recruitment process
- Aim to have an intake ready for the summer of 2022

**Target Cohort:** Higher Education Leavers

**Project:** Norfolk Public Sector Graduate Scheme

**Ambition:** To create quality graduate-level opportunities in the local area

**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
- For the first intake, we would aim to create placements for 10 graduates
- We aim to increase this year by year as organisational interest and engagement with the scheme grows
- If the first round is successful, the project could be expanded to include private and voluntary sectors
- Public sector organisations meet their skills gap

Following successful completion of the scheme, graduates would be well positioned to secure a permanent role in host organisations

**What is the problem we are trying to solve?**

- The pandemic has led to a significant reduction in graduate-level jobs, which has led to graduates taking jobs which they are too qualified for, creating fewer opportunities for non-graduates (job blocking)
- There are prominent skills gaps across the local public sector, including planners, environmental health specialists, occupational therapists, social workers among others
- The number of graduates coming to Norfolk through the National Graduate Development Programme (NGDP), the national local government graduate scheme, are relatively low and generally provide a pipeline for management rather than specific skills
- It can be difficult to attract the best talent to Norfolk due to the geographical location and individual local organisations do not have the scale or resource to offer the multiple placements involved in successful graduate schemes



**How would the project work?**

- The Councils would consider options to coordinate a two-year public sector graduate scheme, either through delivering or commissioning the project
- Local public sector organisations would express an interest to host a graduate placement, stating what the role would include, the skills the graduate would develop and the learning and development opportunities available
- Candidates would undertake a staged recruitment process
- Successful candidates would express their placement preferences. The Council would undertake a matching exercise with the placements available to create a two-year graduate scheme

**Who do we need to be involved?**

- Norfolk Inclusive Growth Coalition (including the Local Enterprise Partnership, Norfolk County Council and the Norfolk District Councils)
- Local public sector organisations, such as NNUH, the LEP, local authorities etc.
- UEA (and other universities) to promote the scheme
- If the initial programme is successful, SME's to promote graduates in those organisations

**What is required to make the project happen?**

- Dedicated HR resource to lead on the recruitment campaign, placement coordination and to act as a central point of contact for any issues throughout the 2 years on the scheme
- Partner buy-in to provide placements and joint funding for the programme
- Marketing resource to ensure that we attract the strongest candidates
- Agreement from the Norfolk Leader's Group, for approval

**Timeline:**

- Progress will be dependent on engagement from local public sector organisations
- It would be desirable to launch the scheme for the 2022/23 academic year
- This means that placements must be secured by January 2022, with recruitment to commence in Spring 2022

<b>Target Cohort:</b> Recently Unemployed (Including Underemployed) / School Leavers
<b>Project:</b> Integrated Employment Scheme (Work 4 All)
<b>Ambition:</b> To support those who have recently lost their jobs back into the job market, and to provide guidance to school leavers unsure of their next steps
<b>Deliverables:</b> <ul style="list-style-type: none"> <li>• Aim is to provide support to around 150 people through Work4All this year</li> <li>• Continued delivery of the scheme</li> <li>• Strengthened one-to-one advice sessions to support school leavers in identifying potential career options and pathways</li> <li>• Aim is to see 70% of residents returning to employment within three months</li> </ul>
<b>What is the problem we are trying to solve?</b> <ul style="list-style-type: none"> <li>• The pandemic has led to a high increase in redundancies. Many of these people will have been working in their role for some time and will be unfamiliar with modern-day job hunting</li> <li>• School leavers are also faced with a more challenging job market, with the pandemic causing a reduction in apprenticeships and greater competition for employment opportunities</li> <li>• School leavers will have less experience navigating the jobs market in addition to less actual experience of work</li> <li>• Traditional services have seen large increases in demand, causing a strain on existing service provision</li> </ul>
<b>How would the project work?</b> <ul style="list-style-type: none"> <li>• Delivered by the Councils' Help Hub, the scheme helps residents with support into employment. This service is mainly targeted at people who have been unemployed for a relatively short period of time and require support with job hunting</li> <li>• Residents are referred directly into the scheme by our benefits team. Additional referral pathways are being considered</li> <li>• The project delivers a range of support, from support with writing a CV to free virtual employability training courses.</li> </ul>

<ul style="list-style-type: none"> <li>• The scheme also offers one-to-one information and advice. It is proposed that this element of the scheme is strengthened to provide quality, one-off advisory appointments for school leavers who are unsure of the career they would like to pursue or where to start</li> </ul>
<p><b>Who do we need to be involved?</b></p> <ul style="list-style-type: none"> <li>• DWP</li> <li>• Any individuals who require further support should be signposted to the Choices programme. This will require a joined-up approach with the Economic Development Officer responsible for Choices.</li> </ul>
<p><b>What is required to make the project happen?</b></p> <ul style="list-style-type: none"> <li>• A dedicated Benefits Officer – agreement to reallocate 1 FTE to Work4All has been achieved through CMLT</li> <li>• Strong marketing of the scheme to improve awareness and encourage uptake</li> <li>• Support for appointment costs (such as transport or interview clothes). We link to charities that provide such support</li> </ul>
<p><b>Timeline:</b> The Work4All scheme is currently ongoing. The review timetable for Choices should link into this scheme</p>

<b>Target Cohort:</b> School Leavers
<b>Project:</b> Kickstart
<b>Ambition:</b> Providing unemployed young people work placements and training in order to assist them to find sustainable employment
<b>Deliverables:</b> <ul style="list-style-type: none"> <li>• Young people gain valuable work experience for their CV</li> <li>• Training and development opportunities</li> <li>• Local businesses gain access to local talent and potentially provide career routes for them</li> </ul>
<b>What is the problem we are trying to solve?</b> <ul style="list-style-type: none"> <li>• Youth unemployment has grown faster than unemployment in any other age cohorts, due to the types of sectors affected by the pandemic (such as hospitality and retail) that have a higher percentage of younger workers</li> <li>• Long term unemployment of young people can lead to a change in attitudes towards work from a young age, leading to longer term problems, such as poor mental health or an inability to work</li> </ul>
<b>How would the project work?</b> <ul style="list-style-type: none"> <li>• Fully funded programme by DWP (inclusive of administrative and training costs)</li> <li>• The project provides an opportunity for 16 to 24-year olds to gain work experience on 25 hour or more contracts for six months</li> <li>• Participants are provided by DWP, by matching appropriate benefit claimants to roles</li> <li>• We also operate as a gateway provider, meaning that we provide placements and training both internally and on behalf of local businesses</li> </ul>
<b>Who do we need to be involved?</b> <ul style="list-style-type: none"> <li>• DWP</li> <li>• Local Businesses</li> <li>• Economic Growth Team, Benefits Team and Help Hub</li> </ul>
<b>What is required to make the project happen?</b> <ul style="list-style-type: none"> <li>• Engagement with local businesses in order to ensure a larger number of potential roles in our districts and such that local businesses can gain from the programme</li> <li>• Partnership working alongside DWP to match the programme to the criteria and to host placements</li> <li>• Pastoral and training resource put in place in order to host placements</li> </ul>

**Timeline:**

- First placements are currently in place. Funding has been provided at a slower rate than originally anticipated and funding for the programme will end in December 2021

**Target Cohort:** School Leavers**Project:** Apprenticeship Scheme

**Ambition:** Increased opportunities for young people to begin and develop a career in high-demand public sector roles

**Deliverables:**

- Provide five undergraduate level apprenticeships a year within our Councils
- Use the apprenticeships to address skills gaps within the organisation and wider Norfolk public sector
- Provide interview and assessment centre experience and feedback

**What is the problem we are trying to solve?**

- Youth unemployment has grown faster than unemployment in any other age cohorts, due to the types of sectors affected by the pandemic (such as hospitality and retail) that have a higher percentage of younger workers
- Broadland and South Norfolk Councils do not currently maximise their Apprenticeship Levy funding
- There has been an above 40% reduction in apprenticeship placements since the beginning of the pandemic
- The Councils (and the Norfolk public sector more generally) have specific skills needs and difficulty in attracting talent to the area, increasing the need to grow our own talent

**How would the project work?**

- Similar to a traditional graduate scheme, a series of placements across teams / organisations in the public sector to provide varied introduction into public sector careers
- The placements would revolve around the course pursued (such as planning, environmental health, surveying)
- Around five undergraduate level apprentices within the organisation in the first cohort

**Who do we need to be involved?**

- Local schools
- South Norfolk and Broadland OD Lead and Skills Officer

<ul style="list-style-type: none"> <li>• Potential partner organisations (including Norfolk districts, County Council and other public sector bodies)</li> </ul>
<b>What is required to make the project happen?</b> <ul style="list-style-type: none"> <li>• Dedicated HR / OD resource to manage placements and wider training needs</li> <li>• Marketing and communications support to advertise scheme widely amongst the target group (school leavers)</li> <li>• Buy-in from partner organisations to host placements / jointly fund scheme</li> </ul>
<b>Timeline:</b> <ul style="list-style-type: none"> <li>• Marketing the placements within schools before the end of the summer term (coronavirus restrictions permitting)</li> <li>• Run a 'graduate scheme' style process for applicants during the summer holidays</li> <li>• Aim for first placements to be in place in September 2021</li> </ul>

<b>Target Cohort:</b> Recently Unemployed (Including Underemployed)
<b>Project:</b> Choices
<b>Ambition:</b> Providing entry into the jobs market for those who have recently left school
<b>Deliverables:</b> <ul style="list-style-type: none"> <li>• Review of Choices programme</li> <li>• Explore possibility of linking this work to DWP</li> <li>• Extend the programme to South Norfolk</li> <li>• Increase number of individuals receiving support and securing employment through the programme</li> </ul>

<ul style="list-style-type: none"> <li>• Support 75 - 100 residents annually through the scheme</li> </ul>
<p><b>What is the problem we are trying to solve?</b></p> <ul style="list-style-type: none"> <li>• Choices seeks to address the same problems as Work4All but provides greater support for those who have not been successful in securing employment (unemployed for 6 – 12 months). This suggests this group will be in need of more in</li> <li>• The focus will be placed on individuals that are not used to being unemployed, but may find themselves in this position through redundancies made due to the pandemic</li> <li>• Additionally, limited IT skills may limit the individuals capacity to research and apply for jobs.</li> </ul>
<p><b>How would the project work?</b></p> <ul style="list-style-type: none"> <li>• Choices provides a range of support to individuals struggling to secure employment. It includes supporting the individual to identifying their skills and qualities, CV writing, interview techniques, training opportunities and advice on finding work or volunteering opportunities.</li> <li>• It is proposed that the course is shortened to 4 weeks and extended to South Norfolk</li> </ul>
<p><b>Who do we need to be involved?</b></p> <ul style="list-style-type: none"> <li>• Business Development Officer from the joint Economic Development Team for Broadland and South Norfolk</li> </ul>
<p><b>What is required to make the project happen?</b></p> <ul style="list-style-type: none"> <li>• A thorough review of the scheme to identify any areas of improvement in order to maximise the impact of the scheme</li> <li>• Improved marketing of the scheme to improve awareness and encourage uptake</li> </ul>

**Timeline:**

- Choices has paused due to the pandemic – the review is recommended to take place as soon as possible, in order for the reformed scheme to be in place from September 2021

**Timeline:**

- Review to be undertaken by the Assistant Director of Economic Growth, with the project to launch in July 2021
- The project will be closely monitored in terms of uptake and impact



## **RESPONSE TO GOVERNMENT'S CONSISTENCY IN RECYCLING CONSULTATION**

**Report Author(s):** Naegeen Noorani  
Recycling and Partnerships Officer  
01508 500873  
[nnoorani@s-norfolk.gov.uk](mailto:nnoorani@s-norfolk.gov.uk)

**Portfolio:** Clean and Safe Environment

**Ward(s) Affected:** All

### **Purpose of the Report:**

This report provides Members with the key information from the Consistency in Household and Business Recycling in England Government Consultation and seeks views in order to shape the Officers response.

### **Recommendations:**

1. Members note the report on the Government consultation on Consistency in Recycling and provide feedback to include in the Council's formal response.

## **1 SUMMARY**

- 1.1 This report sets out the main themes from the Government's consultation on Consistency in Household and Business Recycling in England which was launched on 7<sup>th</sup> May and closes on 4<sup>th</sup> July 2021. The consultation builds on an earlier consultation undertaken in 2019.
- 1.2 The policies being proposed aim to increase consistency in recycling which will reduce confusion in which materials can be collected at the kerbside. The quality and quantity of household and business recycling will be improved through a set of

key proposals including a core set of dry recyclable materials, weekly collection of food waste from households and a potentially free fortnightly collection of garden waste from households with a garden.

- 1.3 Based on the responses to this consultation the secretary of state for Defra will set out those materials which local authorities and businesses will have to collect for recycling by law. These recyclable waste streams will need to be collected separately from other household waste, and they must be collected for recycling or composting.

## **2 Main Proposals**

- 2.1 The Government has committed to funding any net additional costs to local authorities as a result of new statutory duties, this is in line with the Government's guidance on new burdens. New burdens are defined as "any change in a central Government policy or initiative that imposes a net cost on local government and could lead to an increase in council tax."

### **Collection of a core set of dry recycling materials**

- 2.2 The Environment Bill will require that local authorities collect the following dry recyclable waste streams from households for recycling:

- Glass
- Metal
- Plastic
- Paper and Card

It is being proposed that all local authorities will collect these materials from 2023/24, except for plastic films which will be collected by 2026/27.

### **Collection of food waste from all households**

- 2.3 All Waste Collection Authorities (WCAs) in England will be required to collect food waste separately from other waste streams at least once a week to be recycled or composted. It is recognised that this may not be technically or economically practicable and consideration is given to allowing food waste to be collected with garden waste. This would still require the container to be collected weekly. Differing timelines are given based on the current circumstances of the WCA, with start dates ranging from 2023/24 to 2030/31.

### **Collection of garden waste from all households with a garden**

- 2.4 Following the first consultation there was mixed support in response to introducing a free collection service of garden waste and further views are sought on this proposal. If implemented local authorities would be able to charge for

more frequent collections or additional capacity. Alternatives to a free service are proposed, including:

- Produce updated guidance on reasonable charges for the service. This could be in the region of £18 to £30 per household per year. Currently the Council charges between £50.75/£56.90 per year dependant on payment method.
- Clear communications to non-participating households to prevent garden waste from being put in the residual waste bin.
- Increase home composting which is higher up the waste hierarchy than recycling.

### **Recycling credits**

- 2.5 The future role of recycling credits is considered especially in light of the introduction of Extended Producer Responsibility (EPR) for packaging, the consultation for which closed 4<sup>th</sup> June 2021. EPR funding will be made available to local authorities for dealing with packaging waste, and Defra is proposing that recycling credits will no longer be necessary.

### **Collection of non-household waste**

- 2.6 The Environment Bill will require all businesses and non-domestic premises that produce household-like waste to arrange for the collection of their dry recycling and food waste to be recycled or composted. This will have implications for local authorities with trade waste collections, as the materials will need to be collected from 2023/24 to ensure consistency between what people can recycle at home, at school and at work (with the exception of plastic films 2024/25).

## **3 OTHER OPTIONS**

- 3.1 There are no other options.

## **4 ISSUES AND RISKS**

- 4.1 **Resource Implications** – The Government have indicated that they will meet any additional costs placed upon Local Authorities through new burdens funding, although the precise details have not yet been made available. The Council will also need to ensure that any new requirements are assessed under TEEP (technically, environmentally and economically practicable) which will require officer time.
- 4.2 **Legal Implications** – There are no legal implications at this stage. However it is the government's intention to amend the Council's statutory duty in terms of waste collections in order to achieve national consistency in recycling collections.
- 4.3 **Equality Implications** – There are no equalities implications at this stage. As part of the introduction of any service changes through the Environment Bill an Equalities and Communities Impact Assessment (EqCIA) will need to be completed.

- 4.4 **Environmental Impact** – The aim of the proposed changes will be to increase the rate of recycling across a range of waste streams
- 4.5 **Crime and Disorder** – There are no crime and disorder implications at this stage
- 4.6 **Risks** – At this stage it is not possible to identify the specific risks might arise from the consultations.

## **5 CONCLUSION**

- 5.1 The consultation will be responded to by 1<sup>st</sup> July 2021, and the response will be circulated for information only after submission. The views of LARAC and the Norfolk Waste Partnership will also be considered.

## **6 RECOMMENDATIONS**

- 6.1 Members note the report on the Government consultation on Consistency in Recycling and provide feedback to include in the Council's formal response.

### **Background papers**

The Consultation documents can be found at: <https://consult.defra.gov.uk/waste-and-recycling/consistency-in-household-and-business-recycling/>