

People and Communities Policy Committee

Agenda

Members of the People and Communities Committee:

Cllr D Bills (Chairman)
Cllr S Blundell
Cllr M Dewsbury
Cllr J Easter
Cllr T Holden

Cllr J Hornby (Vice Chairman)
Cllr N Legg
Cllr S Nuri Nixon
Cllr J Wilby

Date & Time:

Tuesday 22 June 2021
9.30 am

Place:

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

Contact:

Claire White tel (01508) 533669
Email: democracy@s-norfolk.gov.uk
Website: www.south-norfolk.gov.uk

PUBLIC ATTENDANCE:

If a member of the public would like to observe the meeting, or speak on an agenda item, please email your request to democracy@s-norfolk.gov.uk, no later than 5.00pm on Thursday 17 June 2021. Please note that due to the current rules on social distancing, places will be limited. Please see further guidance on attending meetings at page 3 of this agenda

Large print version can be made available

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

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. Minutes of the meeting of the People and Communities Policy Committee held 11 February 2021
(attached – page 6)
5. Skills and Training Project
(report attached – page 33)
6. Prevention Advice and Support;

A presentation will be given by officers at the meeting.

The presentation will describe the Council’s current offer and response to prevention, advice and support (the help hub). This will enable members to understand the reasons behind the Council needing to offer this type of support, and the demands that may impact on its future response. The presentation will enable officers and members to explore what works well and future aspirations for the Council’s prevention services.

Public Speaking and Attendance at Meetings

All public wishing to attend to observe, or speak at a meeting, are required to register a request by the date / time stipulated on the relevant agenda. Requests should be sent to: democracy@s-norfolk.gov.uk

Public speaking can take place:

- Through a written representation
- In person at the Council offices

Please note that due to the current rules on social distancing, the Council cannot guarantee that you will be permitted to attend the meeting in person. There are limited places in the Council Chamber and the numbers of public speakers permitted in the room will vary for each meeting.

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.

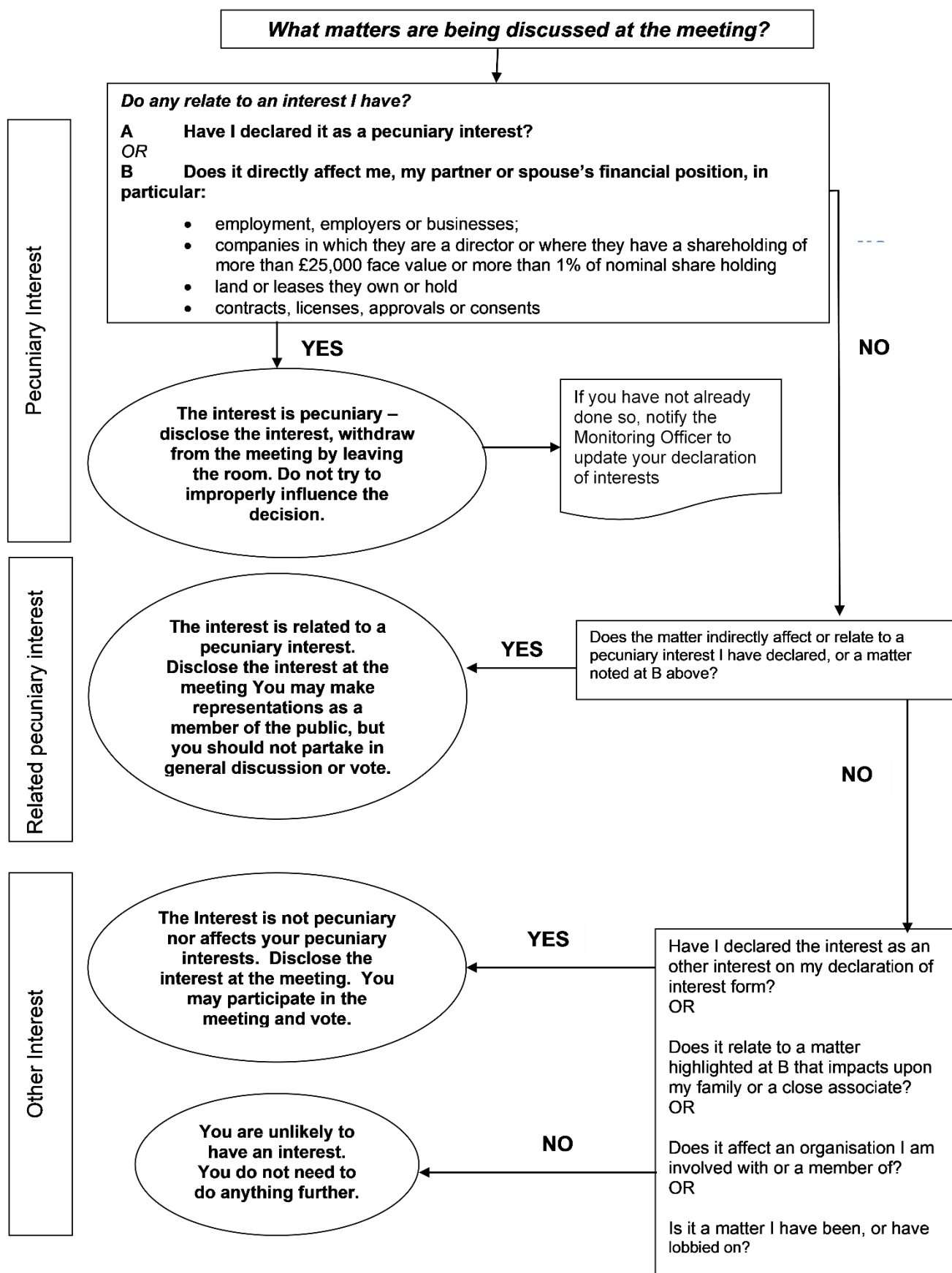
DECLARATIONS OF INTEREST AT MEETINGS

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"> 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 <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

PEOPLE AND COMMUNITIES POLICY COMMITTEE

Minutes of a remote meeting of the People and Communities Policy Committee of South Norfolk District Council held on Thursday 11 February 2021 at 2.00pm.

Committee Members Present: Councillors: D Bills (Chairman), S Blundell, V Clifford-Jackson, J Easter, F Ellis, T Holden and N Legg

Apologies for Absence: Councillor: J Hornby and J Wilby

Cabinet Member Present: Councillor: Y Bendle

Officers in Attendance: The Assistant Director of Individuals and Families (M Pursehouse), the Help Hub and Communities Senior Manager (K Gallagher) and the Housing and Wellbeing Senior Manager (R Dunsire).

20 DECLARATIONS OF INTEREST

Cllr D Bills declared an 'other' interest by virtue of being a District Councillor for the parish of Bawburgh.

21 MINUTES

Subject to minor amendment, the minutes of the meeting of the People and Communities Policy Committee held on 8 October 2020 were confirmed as a correct record.

22 REVIEW OF BAWBURGH TEMPORARY STOPPING PLACE FOR GYPSIES AND TRAVELLERS

The Assistant Director of Individuals and Families presented the report on the review of the Bawburgh Temporary Stopping Place (TSP) for Gypsies and Travellers, which provided members with the background on the TSP and its

previous closure. He highlighted the proposed action in addition to other options available to the Council.

In response to queries, the Assistant Director informed members that it was not a legal requirement to provide TSPs, however they were a useful tool when needing to move on unauthorised encampments. Members noted that both North Norfolk and Breckland Councils utilised TSPs, however there was no provision in the Norwich City and Broadland District Council areas. The Assistant Director advised that in the previous year, Broadland District Council had needed to deal with 200 unauthorised encampments, which had involved a considerable amount of officer time and funding. He also confirmed that central government was due to consider legislation to bolster police powers to disperse unauthorised encampments.

Members expressed concerns regarding the history of the site, and one member commented on the expense to the Council over the years and the limited benefit to residents. Members referred to the site being used by illegal waste carriers, for the dumping of waste and the Assistant Director confirmed that an investigation had been undertaken by enforcement officers, into the issues of waste dumping at the site. Members suggested that there was a need for more education and public awareness regarding illegal waste carriers operating in the district.

Members queried the funding of the proposals and the Assistant Director explained that the £125K capital budget would be used to fund the clean-up operation and necessary re-design work, with core budgets being utilised to fund the architect fee. He assured members that a full cost analysis would be prepared in advance of Cabinet making a final decision.

During discussions, members were informed that the proposed improvements to the site would provide more security and that an improved management plan would ensure sufficient contact with the travellers staying at the site. The Assistant Director reassured members that lessons had been learnt and that the proposed actions outlined in the report were an opportunity to make real improvements.

Members supported the proposed improvements, and the modernisation of the site, but stressed the importance of effective management, the need to engage with the traveling community, Bawburgh Parish Council, the local community, and the need to consider best practice elsewhere.

RESOLVED

TO RECOMMEND TO CABINET

The improvements outlined in this paper and the modernisation of the Bawburgh TSP site, as a precursor to the TSP re-opening

23 FUTURE POLICY DISCUSSION FOR COVID RECOVERY

The Assistant Director Individuals and Families introduced the item, which provided an update to members regarding the current operational work that was being completed to support the pandemic, and to inform future policy discussion around emerging issues for residents and communities.

Officers delivered a PowerPoint presentation to members (appended to these minutes), detailing the current and possible future areas of work in the following areas:

- Communities and the Help Hub
- Housing and Benefits
- Housing Standards

Discussion followed, during which the Help Hub and Communities Senior Manager confirmed that mental health issues had become more common since the first lockdown, especially in younger people, and she explained that the Council was working with the Princes Trust and engaging with the Youth Advisory Board, with a view to providing more support for lower level mental health cases in young people. In response to a query, she also advised that the Council's domestic abuse specialists in the Hub had been extremely busy, and she assured members that staff were fully trained in spotting the signs and providing support where it could. Members noted that the Council continued to work with relevant partners in this area.

In response to a query regarding mutual aid groups, the Help Hub and Communities Senior Manager explained that these groups were made up of volunteers, and that some had been in existence pre-Covid, with some being formed as a result of the pandemic. These groups were providing support to local residents throughout the pandemic, for example by doing the shopping, or walking the dog, where the resident was unable to do so themselves. Members noted that these groups had assisted in building resilience within communities and officers agreed that Covid had been a springboard to working with a whole range of new and different organisations and volunteers, and that there was a real opportunity to build on those relationships in future. She agreed to forward a list of the local mutual aid groups on to members.

Members were pleased to note that the future of the District Direct and Social Prescribing schemes were now more secure as they had attracted future funding from the NHS and Norfolk County Council. Members felt this was in recognition of the real positive impact these schemes were having on the lives of residents.

In response to a query on how the Council could make a real difference to those suffering from mental health issues, or long-covid, the Assistant Director explained that the Council could assist through its social prescribing service, with the more practical elements, such as housing. He acknowledged that this was only part of the package of help that was required, and that some issues could only be addressed through qualified health care professionals.

One member expressed his frustration with the lack of professional health care support in such areas. Another member explained that a resident in her ward who was suffering from long covid had very much benefitted from the help provided through the local mutual aid group.

Referring to the measured performance of the Benefits Team, one member queried what weight was put on qualitative data. The Housing and Wellbeing Senior Manager assured members that customer service was the prime driver, not performance indicators, and that the outcome for residents was the real focus for the team. Accuracy checks were regularly carried out, the regularity of which depended on the nature of the work and experience of officers.

Members noted that the Covid pandemic had highlighted an increasing number of new vulnerabilities, and they agreed with the importance of recognising the longer-term impacts on communities as the country came out of lockdown, such as redundancy, evictions and homelessness.

The Chairman referred to the hard work, dedication, and adaptability of all officer teams involved in delivering services to residents on behalf of the Council. It was then

RESOLVED

To note the information presented.

(The meeting concluded at 3.59 pm)

Chairman

People and Communities Policy Committee 11 Feb 2021

Updates to inform future policy

Context for update report

- Move away from simply signing off new policy reports. Policy committee should be developing policy areas.
- Inform panel of performance, barriers and risks of services around wellbeing
- Encourage discussion around current and future policy / practice areas.

Communities and help hub

COVID Response:

- Enhanced Test and Trace began on 7th January – In the first full week of operation (W/C 11-1-21) 1167 contacts were visited in 629 households. The rate of contacts referred from PH remains constant at between 190 and 260 a day. The service operates seven days a week.
- Continuing to work with mutual aid groups to support customers on the ground
- Help Hub open at the weekend again – a steady flow of calls the last couple of weeks. Remains open until 10pm weekdays
- Hospital Discharge work is enhancing the District Direct Offer at NNUH.
- Supporting vaccination centres with staffing and volunteers
- Very low emergency food demand. Most residents appear to have their own systems in place now.

Two Councils - One Team

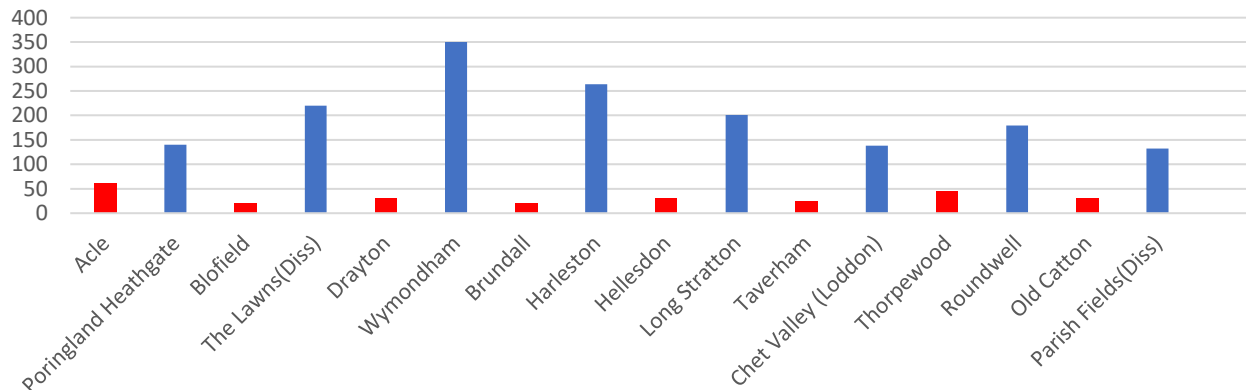
Key Projects:

- The employment project Work 4 All is now taking referrals
 - working in partnership with Job Centre Plus,.
 - Support residents recently made unemployed, including those who have lost their jobs due to Covid19.
 - Assess customer's employment barriers and wider support needs and help them to access employment and retraining opportunities through a bespoke employment plan.
- Sport England bid in collaboration with Active Norfolk was successful. We received £10k to build 5,000 Active at Home packs to distribute.
- DAT team

Community involvement

- Building on door stepping / mutual aid support / community groups
 - Community links – CIO
- Connecting with communities – a refreshed approach
 - Community connectors
 - Social prescribing -agreed four year funding package

Comparitive Referral Rates from Practices in Broadland and South with Similar Patient Caseloads (Numbers)



Two Councils - One Team



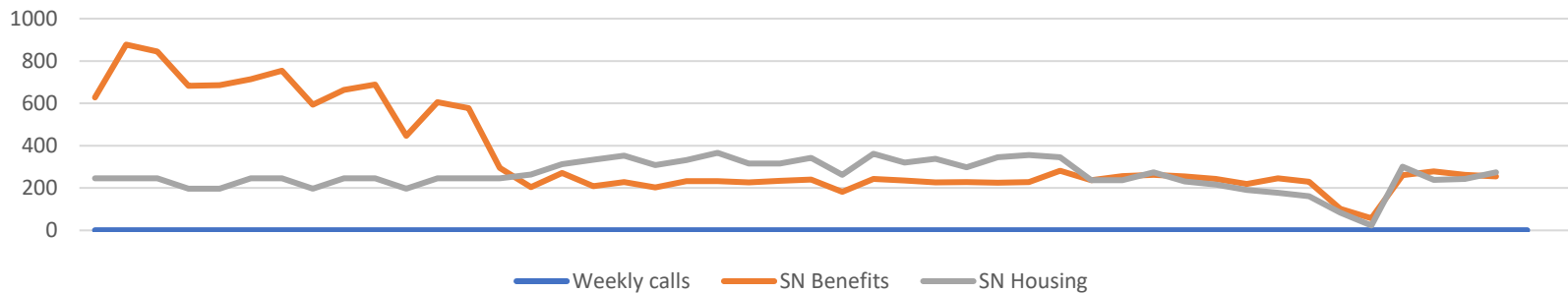
Housing and Benefits

Two Councils - One Team

COVID Response:

- **£500 Test and Trace isolation payment** - can be claimed by those who have been told to self isolate and will lose income as a result. This has now been extended until 31st March. SNC has been allocated additional money for the discretionary payments. 29,893.41
- **Covid-19 Hardship Fund.** £43,970 awarded so far
- **Housing phone system** is being changed, options are being added
- **£250.00 heating payment** put into place
- **Temporary Accommodation** rates at a more sensible level, however seeing more immediate homeless in line with previous TA. Demand projection being completed

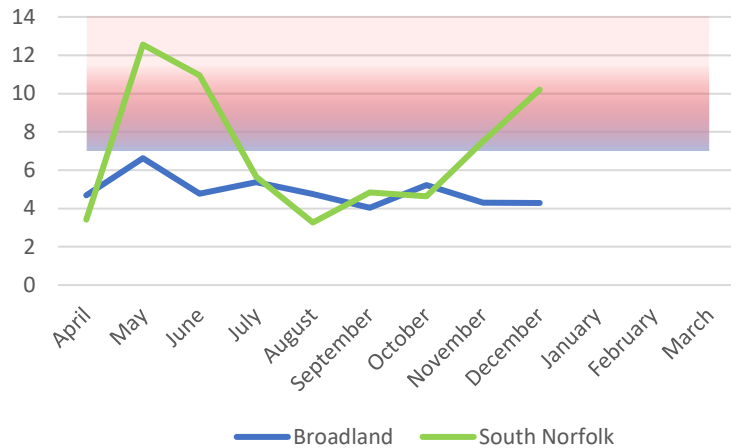
Calls into service



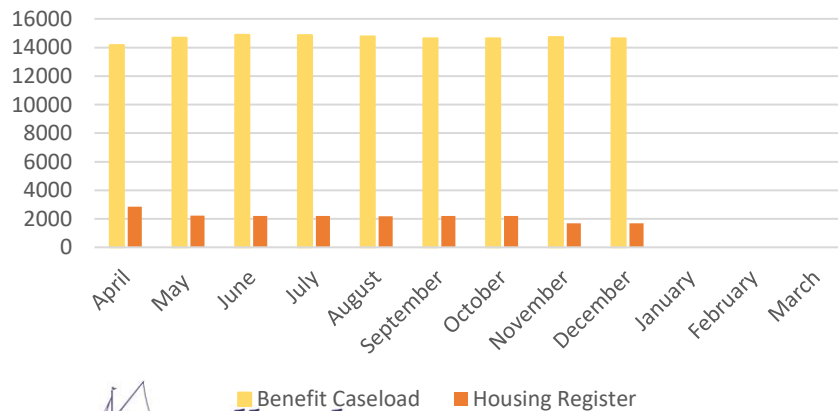
Two Councils - One Team

Benefits

Benefits Speed of Processing
Target <7

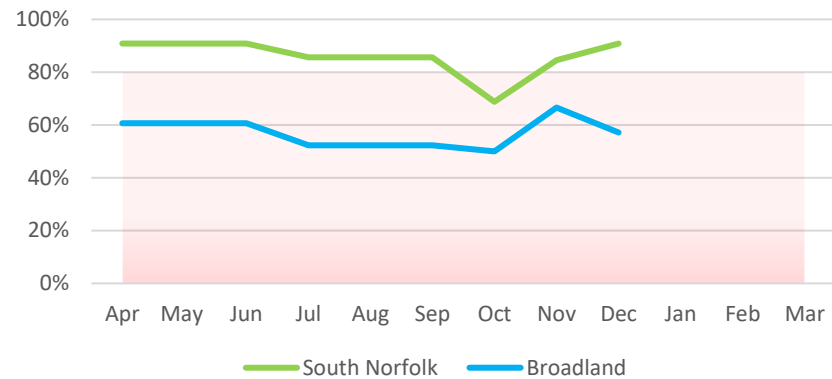


Customer Base

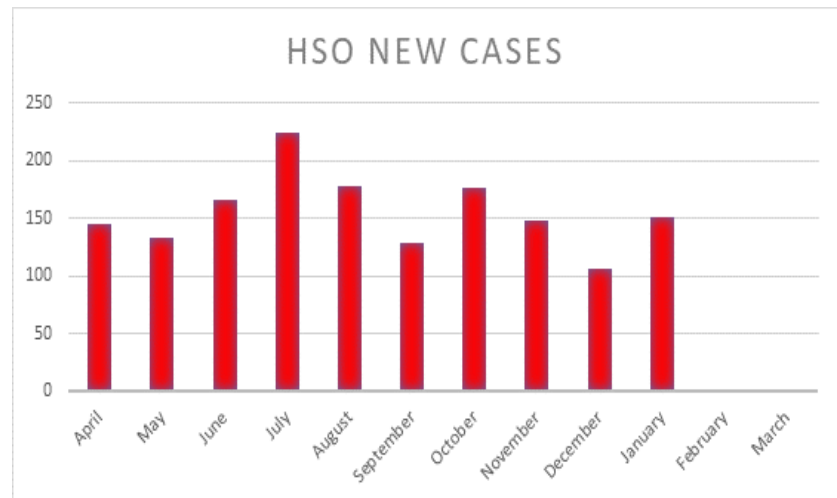


Housing

Successful Intervention to Prevent
or Relieve Homelessness
Target >80%



HSO NEW CASES



Performance:

Benefits

- There has been an increase in new claims of 120% for this financial year, however the Benefit team have managed to stay within in processing target on average over the year, due to the changes made to the Council Tax Reduction scheme this year, and a change to how the work is distributed.
- The benefit team are once again under quite a bit of pressure, the continuation and administration of new initiatives such as self isolation payments placing a further burden.

Housing

- Demand remains very high – expected to continue for sometime.

Two Councils - One Team

Best in class housing rollout – complete so far

- New IT system in place for April 2021
- 1 system = 1 team, help with caseloads and resilience
- Housing register review underway = only residents with genuine need will be on register, more support for the right people

Two Councils - One Team



Housing Standards

Two Councils - One Team

Top 3 Key Performance Indicators:

- Assisting residents to live independently in their homes
- Supporting those at risk of fuel poverty
- Number of first time central heating installations

Narrative against Key Performance:

- Full year target to assist 100 residents with independent living. It is estimated that this will be through 100 DFGs although some diversification has been introduced with additional external finance. Since the beginning of April, we have completed 50 DFGs in privately owned/rented homes and 22 in Saffron properties, as well as 3 Dementia Grants.
- Full year target to support 600 residents at risk of fuel poverty in Norfolk. This is through interventions carried out by the Warm Homes Team as well as additional grants offered by the Housing Standards team. Since April, 317 residents have been supported. This is behind target due to the COVID pandemic.
- Full year target of 100 first time central heating installations through the Norfolk Warm Homes Partnership. Since the beginning of April, a total of 139 systems have been installed of which 28 are in South Norfolk. This funding is now fully committed the final installs expected to be completed soon.

Key Projects:

- Disabled Facilities Grants and other grants funded through the Better Care Fund
- External funding: Warm Homes Fund & Green Homes Grants

Two Councils - One Team

COVID Response:

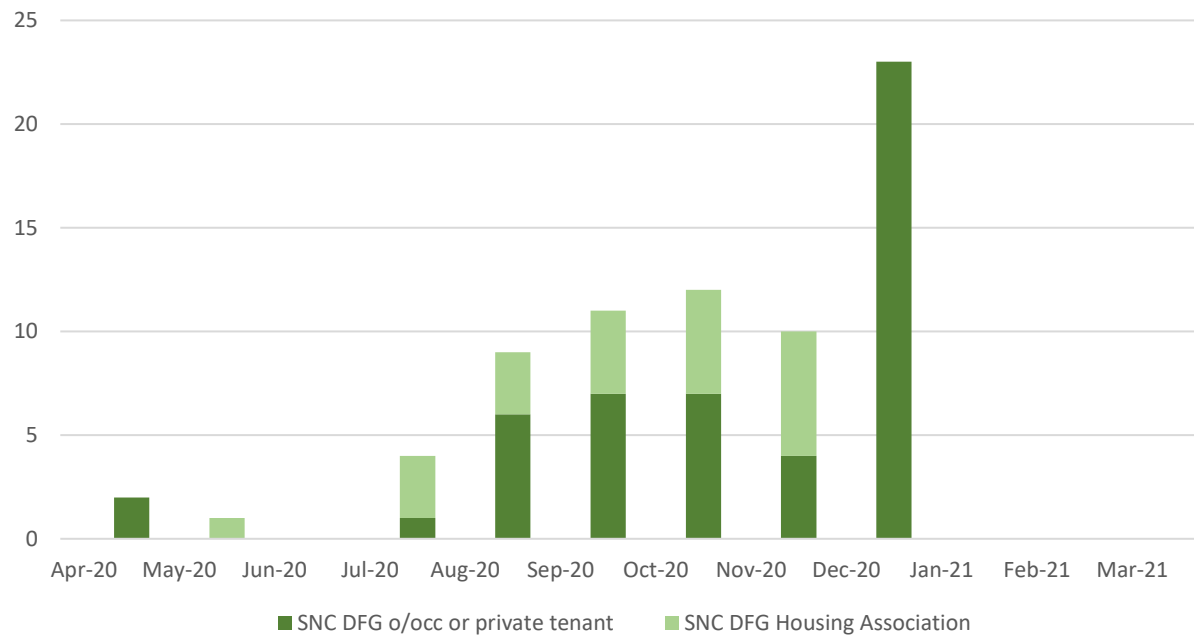
- All contractors working with the Housing Standards and Warm Homes Teams have completed and returned risk assessments which have been checked and retained on file. All work completed since the most recent national lockdown has been reviewed, ensuring that our procedure highlights the importance of risk assessments, as well as liaising with contractors to ensure they are also in line with all current guidelines.
- All residents are required to completed a declaration prior to any visits or work being completed in their homes. This confirms they have not tested positive, do not have symptoms and have not been told to isolate.
- Remote/virtual appointments are carried out where possible, and face to face contact time is kept to a minimum.

Risks & Challenges:

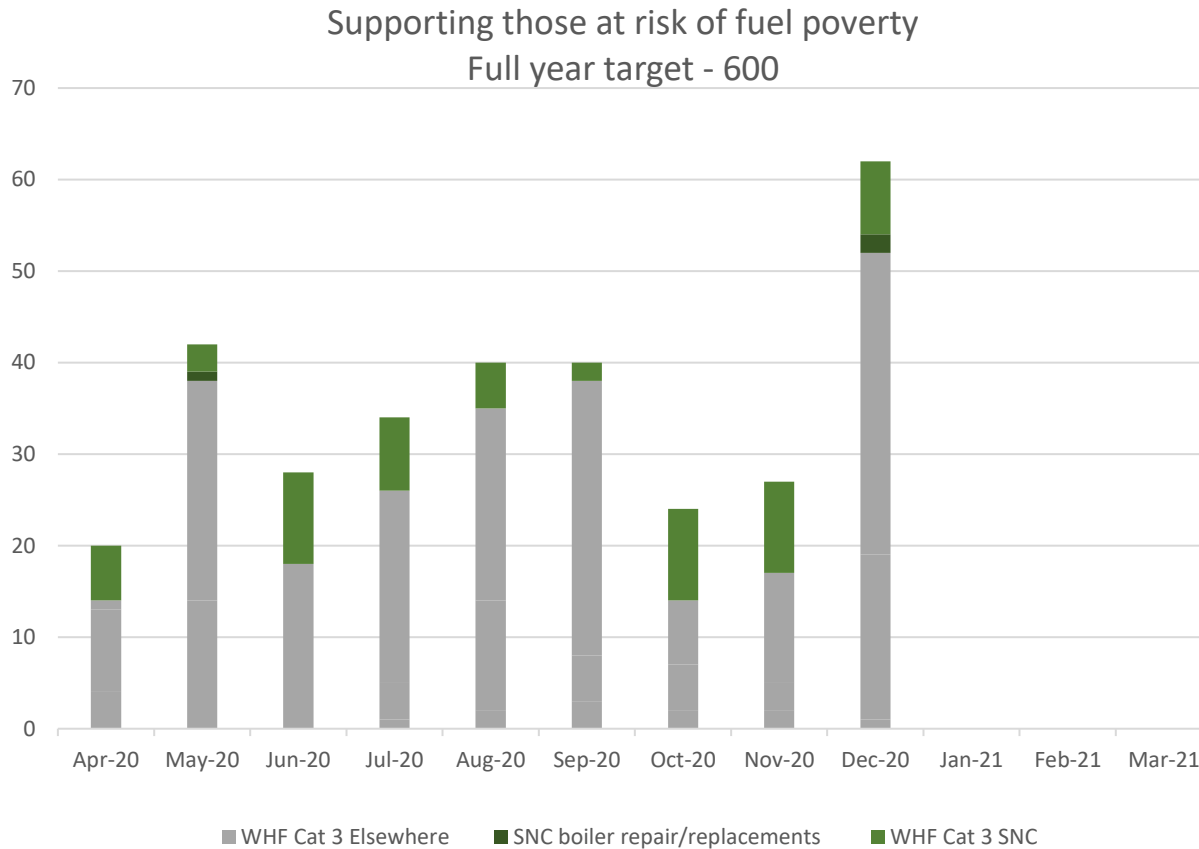
- The vast majority of housing standards work relates to clinically vulnerable and extremely vulnerable residents, therefore any restrictions impact massively on the delivery of the service.
- The funding available for first time installations has now been fully committed.

Two Councils - One Team

Assisting Independent Living Full year target - 100

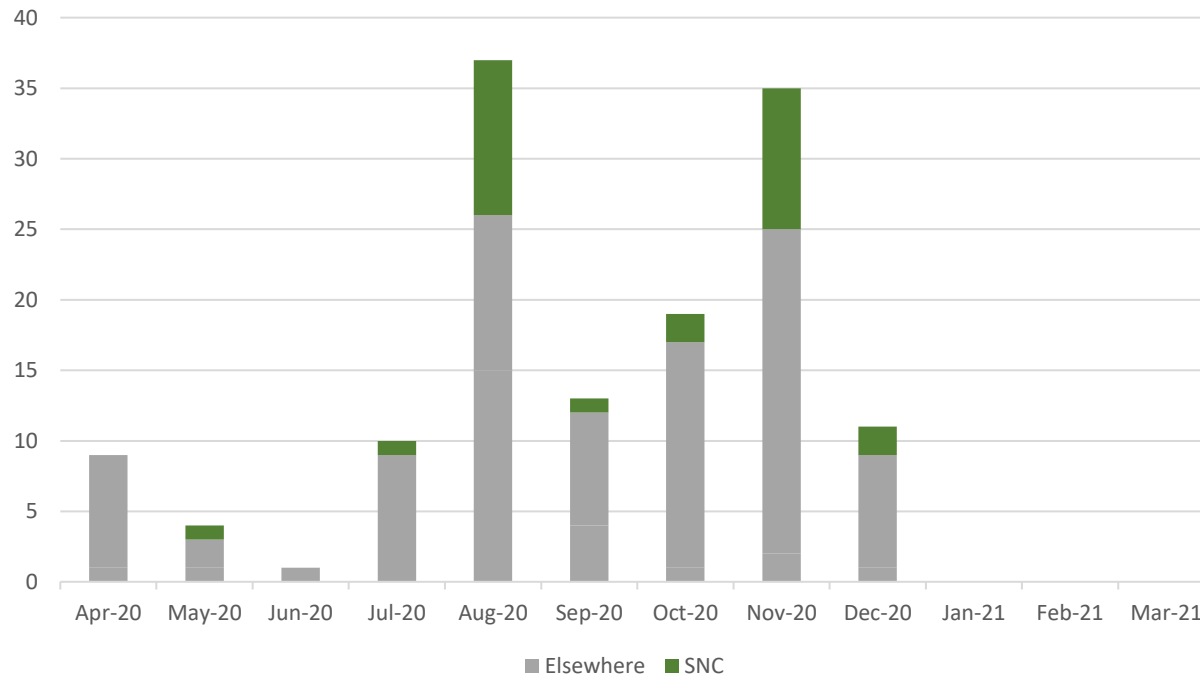


Two Councils - One Team



Two Councils - One Team

Warm Homes Fund - First time installs
Full year target - 100



New DFG interim approach

Scheme 1 **Fuel Poverty Grant**

Scheme 2 **DFG Contribution Grant**

Scheme 3 **Top Up Grant**

Scheme 4 **Get You Home Grant**

Scheme 5 **Serious Illness Grant**

Scheme 6 **Post-COVID Syndrome Grant**

Scheme 7 **Mental Health Grant**

Scheme 8 **Carer Support Facility**

Two Councils - One Team



Summary of potential areas to explore: Does this resonate with members?

- Mental wellbeing
- Housing
- Employment
- Domestic abuse
- Community development
- Loneliness and isolation
- Hospital discharge and admission avoidance
- Home adaptation

Forward work plan

- | | |
|---|------------|
| • Discretionary enforcement | April 2021 |
| • Re-design of integrated housing and adoptions | May 2021 |
| • Community Wellbeing offer | June 2021 |
| • Hospital discharge | 2021/2 Q2 |
| • Skills / employment | 2021/2 Q1 |
| • Housing and complex cases | 2021/2 Q3 |
| • Council tax assistance | 2021/2 Q3 |
| • Health and wellbeing strategy | 2021/2 Q4 |

SKILLS AND TRAINING PROJECT

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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
- Taking the previous sections into account, outline a project plan that will enable us to have a positive impact for the identified cohorts

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 2022-2025¹. 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'*²

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 370,000³. 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.⁴

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

² [OECD - Economic Outlook June 2020](#)

³ [ONS - March 2020 Coronavirus Round Up](#)

⁴ [ONS - Weekly Vacancies \(Experimental Statistics\)](#)

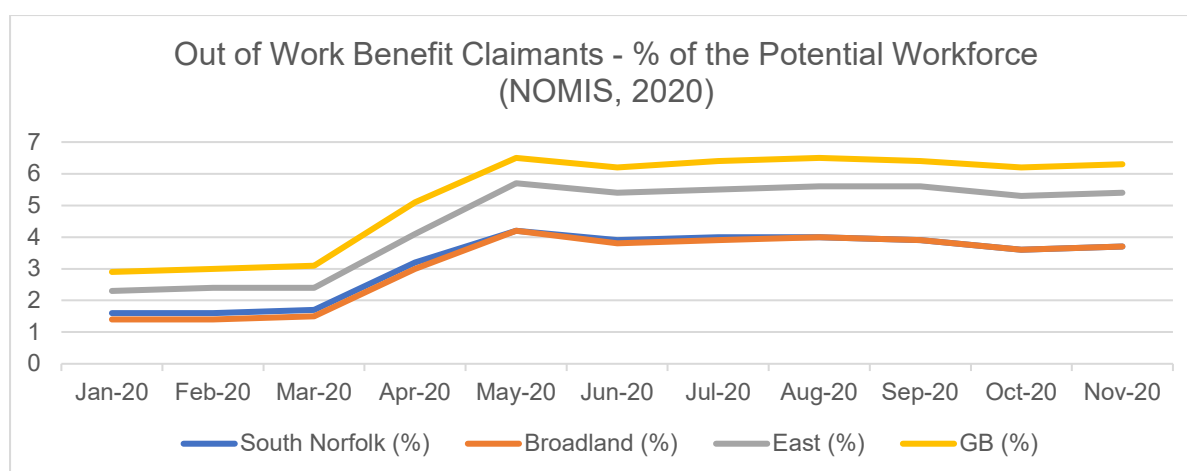
- As of 28th Jan 2021, there were only a quarter of jobs advertised in catering and hospitality compared to the same time the previous year. Vacancies in education have reduced by a third year-on-year⁵.
- According to HMRC, the overall workforce has shrunk slightly, although early retirement due to COVID-19 accounts for some of this reduction. The vast majority of this change can be attributed to job losses⁶.
- Polling by the Resolution Foundation suggests that 13% of renters have fallen behind on their rent during the COVID-19 pandemic⁷.

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

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

⁶ [HMRC - PAYE Real Time Information](#)

⁷ [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 Strategy⁸ 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 people⁹, 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.

⁸ [Joint Inclusive Growth Strategy Project Plan](#)

⁹ [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.

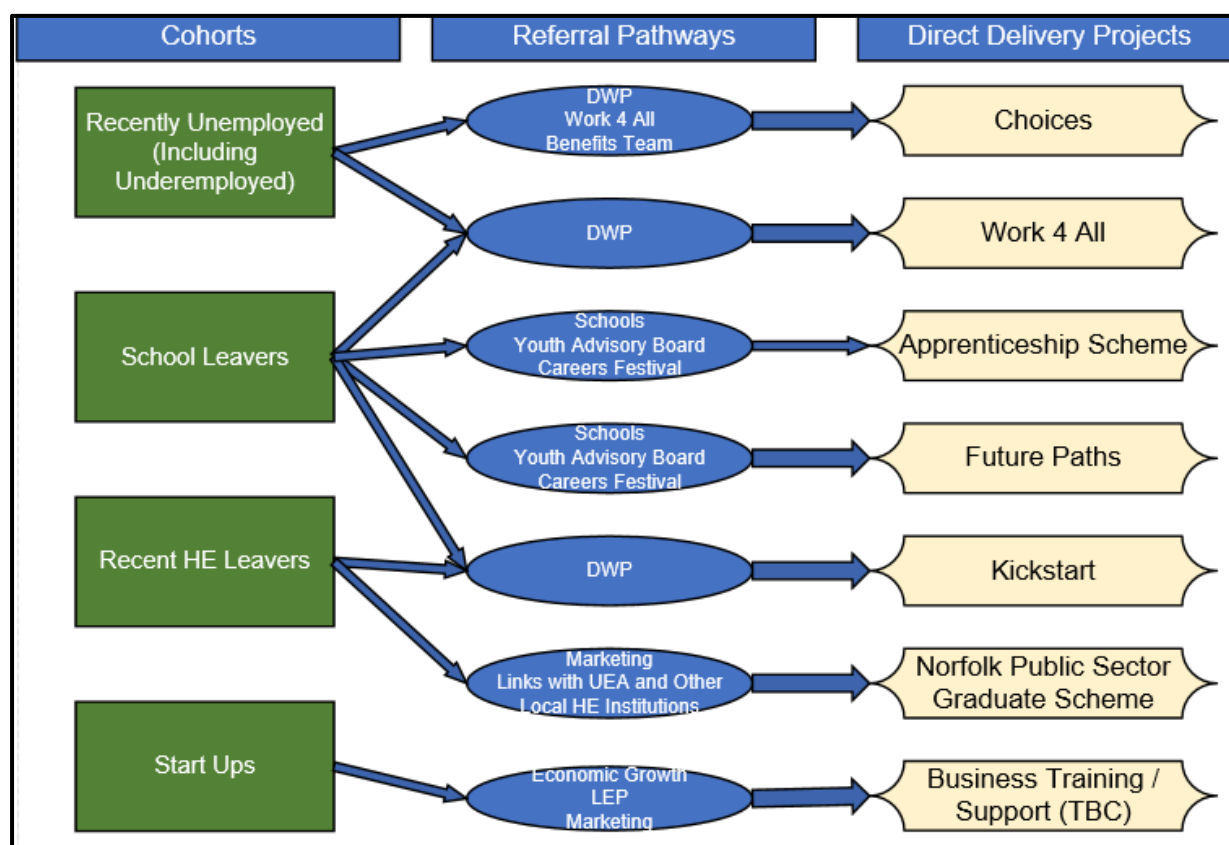
4. Proposed Action

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
School Leavers	<ul style="list-style-type: none"> 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.¹⁰ A survey carried out by Norfolk and Suffolk County Councils and the LEP¹¹ 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. 	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.
Young HE Leavers	<ul style="list-style-type: none"> 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. 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'¹². Additionally, research suggests that graduate jobs have reduced by 11% year-on-year¹³. 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. 	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.

¹⁰ [LGA - Rethinking Youth Participation](#)

¹¹ [New Anglia LEP - Impact Report](#)

¹² [Resolution Foundation, May 2020](#)

¹³ [High Fliers Research - Graduate Market 2020](#)

Recently Unemployed (Including Underemployed)	<ul style="list-style-type: none"> According to the Centre for Ageing Better¹⁴, 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%). 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. 	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.
Start Ups	<ul style="list-style-type: none"> 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. This year is expected to see a record number of companies created, with the creation of just under 85,000 in 2020¹⁵. This follows a trend of increased entrepreneurship following previous recessions, such as the Great Recession in 2008/09. 	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
Direct Delivery	Broadland Training Services	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).
	Choices Programme	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

¹⁴ [Centre for Ageing Better - Labour Market Data](#)

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

		allowed within restrictions	
	Staff Bank	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
	Future Paths	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
	Tots 2 Teens	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
	Kickstart¹⁶	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
Signposting / Facilitating	Integrated Employment Project (Work 4 All)	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.
	Norfolk Skills and Careers Festival	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.
	NGDP	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

¹⁶ [UK Government - Kickstart Scheme](#)

	Jarrold Assessment Centre	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
	LIFT	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
	Future Booster	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
	Young Enterprise	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
Advocacy/ Influencing	Apprenticeships Network Norfolk	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
	LEP Sector Skills Plans	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
Other External Provision	LEP Start Up Programme	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.
	Community Challenge Fund	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.

Other External Provision	I Can Be A...	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.
	Go Digital Funding	Closed on the 31 st 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 Go Digital Link
	Help to Grow Scheme	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
	JETS Programme	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
	Apprenticeship Levy Transfer Scheme	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
	University Career Support Services	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
	National Funding for Traineeships	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

Other External Provision	City College / Easton and Otley College	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
	Gateway to Growth	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
	SWAP	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 ¹⁷
	CHANCES	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
	RESTART	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
	Lifelong Loan Entitlement to higher education and training	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.
	£500 million for adults to gain A-level equivalent qualifications	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.

¹⁷ [UK Government - Sector-Based Work Academy Programme Guide](#)

	The Turing Scheme	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>School Leavers</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"> • I can be a... • Apprenticeship Levy Transfer Scheme • Apprenticeships Norfolk • City College courses • Increased national funding for traineeships • Voluntary Norfolk Young Person's coaching (at maximum capacity) • Government's Lifelong Loan Entitlement for 	<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"> • Apprenticeship scheme • Future Paths • Integrated employment scheme (Work 4 all) • Choices • Tots 2 Teens • Kickstart 	<ul style="list-style-type: none"> • Jarrolds • Community Challenge Fund • Future Booster (SMILE) • Apprenticeship Levy Transfer Scheme • Continued engagement with the Norwich Employability Network to identify relevant opportunities 	<ul style="list-style-type: none"> • Apprenticeship podcasts • Norfolk Skills and Careers Festival 	<ul style="list-style-type: none"> • Local businesses • DWP • Apprenticeships Norfolk

	<p>adults to use at any point during their life on higher education or training</p> <ul style="list-style-type: none"> • Government's Turing Scheme 					
<p>Young HE Leavers</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"> • 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) 	<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"> • Replication of a programme similar to 'Gateway to Growth' • Public Sector Graduate Scheme 	<ul style="list-style-type: none"> • Continued engagement with the Norwich Employability Network to identify relevant graduate-level opportunities • UEA Internship Programme • 	<ul style="list-style-type: none"> • Gateway to Growth Steering Group 	<ul style="list-style-type: none"> • UEA • 'Fireside group' • Local public sector bodies (as part of a PS Graduate Scheme) • Chamber of Commerce • LEP

Recently Unemployed (Including Underemployed)	<ul style="list-style-type: none"> • DWP Job Coaches • A range of free qualifications have been available for adults as part of the government's Lifetime Skills Guarantee¹⁸ 	<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"> • Choices Programme • Staff Bank • Job Search Facilities • Work4All 	<ul style="list-style-type: none"> • Range of support from New Anglia LEP • CHANCES • Engagement with the Norwich Employability Network to identify relevant opportunities 	<ul style="list-style-type: none"> • Help Hub 	<ul style="list-style-type: none"> • DWP
Start Ups 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"> • Broadland Business Start-Up Grants (£700) • Broadland Business Essentials Course (Free two-day start up workshop) • MBA style management training 	<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"> • Training courses • Broadland Business Start-Up Grants (£700) • Business Essentials Course (Free two-day start up workshop) 	<ul style="list-style-type: none"> • Range of support from New Anglia LEP • Help to Grow 		<ul style="list-style-type: none"> • LEP Sector Skills Groups • Sector Groups (NAAME etc.)

¹⁸ [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

Target Cohort: School Leavers
Project: Future Paths
Ambition: Providing entry into the job market for those who have recently left school
Deliverables: <ul style="list-style-type: none"> Increased interest and knowledge in available career routes 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 Young people gain valuable work experience for their CV
What is the problem we are trying to solve? <ul style="list-style-type: none"> A reduction in apprenticeships has reduced the options available to young people leaving school 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. Aspiration levels, especially in rural areas, can be low for some children, as many career paths may not be visible to them
How would the project work? <ul style="list-style-type: none"> 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 Future Paths will be open to all 16-year olds, regardless of their previous qualifications.
Who do we need to be involved? <ul style="list-style-type: none"> Local schools to promote the scheme Officers from BDC and SNC's Economic Development team
What is required to make the project happen? <ul style="list-style-type: none"> Strong marketing of the programme and engagement with local schools and Norfolk Skills and Careers Festival to encourage uptake Non-conventional routes for marketing to be explored, such as through the YAB and youth groups Travel expenses for those taking part
Timeline: <ul style="list-style-type: none"> Review previous work on Future Paths to ensure it is fit for purpose

- 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

Target Cohort: Recently Unemployed (Including Underemployed) / School Leavers
Project: Integrated Employment Scheme (Work 4 All)
Ambition: 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
Deliverables: <ul style="list-style-type: none"> • Aim is to provide support to around 150 people through Work4All this year • Continued delivery of the scheme • Strengthened one-to-one advice sessions to support school leavers in identifying potential career options and pathways • Aim is to see 70% of residents returning to employment within three months
What is the problem we are trying to solve? <ul style="list-style-type: none"> • 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 • 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 • School leavers will have less experience navigating the jobs market in addition to less actual experience of work • Traditional services have seen large increases in demand, causing a strain on existing service provision
How would the project work? <ul style="list-style-type: none"> • 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 • Residents are referred directly into the scheme by our benefits team. Additional referral pathways are being considered • The project delivers a range of support, from support with writing a CV to free virtual employability training courses.

<ul style="list-style-type: none"> • 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
<p>Who do we need to be involved?</p> <ul style="list-style-type: none"> • DWP • 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.
<p>What is required to make the project happen?</p> <ul style="list-style-type: none"> • A dedicated Benefits Officer – agreement to reallocate 1 FTE to Work4All has been achieved through CMLT • Strong marketing of the scheme to improve awareness and encourage uptake • Support for appointment costs (such as transport or interview clothes). We link to charities that provide such support
<p>Timeline: The Work4All scheme is currently ongoing. The review timetable for Choices should link into this scheme</p>

Target Cohort: School Leavers
Project: Kickstart
Ambition: Providing unemployed young people work placements and training in order to assist them to find sustainable employment
Deliverables: <ul style="list-style-type: none"> • Young people gain valuable work experience for their CV • Training and development opportunities • Local businesses gain access to local talent and potentially provide career routes for them
What is the problem we are trying to solve? <ul style="list-style-type: none"> • 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 • 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
How would the project work? <ul style="list-style-type: none"> • Fully funded programme by DWP (inclusive of administrative and training costs) • The project provides an opportunity for 16 to 24-year olds to gain work experience on 25 hour or more contracts for six months • Participants are provided by DWP, by matching appropriate benefit claimants to roles • We also operate as a gateway provider, meaning that we provide placements and training both internally and on behalf of local businesses
Who do we need to be involved? <ul style="list-style-type: none"> • DWP • Local Businesses • Economic Growth Team, Benefits Team and Help Hub
What is required to make the project happen? <ul style="list-style-type: none"> • 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 • Partnership working alongside DWP to match the programme to the criteria and to host placements • Pastoral and training resource put in place in order to host placements

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

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

<ul style="list-style-type: none"> • Support 75 - 100 residents annually through the scheme
<p>What is the problem we are trying to solve?</p> <ul style="list-style-type: none"> • 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 • 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 • Additionally, limited IT skills may limit the individuals capacity to research and apply for jobs.
<p>How would the project work?</p> <ul style="list-style-type: none"> • 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. • It is proposed that the course is shortened to 4 weeks and extended to South Norfolk
<p>Who do we need to be involved?</p> <ul style="list-style-type: none"> • Business Development Officer from the joint Economic Development Team for Broadland and South Norfolk
<p>What is required to make the project happen?</p> <ul style="list-style-type: none"> • A thorough review of the scheme to identify any areas of improvement in order to maximise the impact of the scheme • Improved marketing of the scheme to improve awareness and encourage uptake

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