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

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

Large print version can be made available.
1. Appointment of Chairman for the meeting

2. To report apologies for absence to identify substitute members

3. Any items of business which the Chairman decides should be considered as a matter of urgency pursuant to Section 100B(4)(b) of the Local Government Act, 1972. Urgent business may only be taken if, "by reason of special circumstances" (which will be recorded in the minutes), the Chairman of the meeting is of the opinion that the item should be considered as a matter of urgency;

4. To Receive Declarations of Interest from Members;
   (see guidance form and flow chart attached – page 3)

5. Joint Inclusive Growth Project Plan;
   (report attached – page 5)
DECLARATIONS OF INTEREST AT MEETINGS

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

<table>
<thead>
<tr>
<th>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.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Does the interest directly:</td>
</tr>
<tr>
<td>1. affect yours, or your spouse / partner’s financial position?</td>
</tr>
<tr>
<td>2. relate to the determining of any approval, consent, licence, permission or registration in relation to you or your spouse / partner?</td>
</tr>
<tr>
<td>3. Relate to a contract you, or your spouse / partner have with the Council</td>
</tr>
<tr>
<td>4. Affect land you or your spouse / partner own</td>
</tr>
<tr>
<td>5. Affect a company that you or your partner own, or have a shareholding in</td>
</tr>
<tr>
<td>If the answer is “yes” to any of the above, it is likely to be pecuniary.</td>
</tr>
<tr>
<td>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.</td>
</tr>
<tr>
<td>Does the interest indirectly affect or relate any pecuniary interest you have already declared, or an interest you have identified at 1-5 above?</td>
</tr>
<tr>
<td>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.</td>
</tr>
<tr>
<td>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.</td>
</tr>
<tr>
<td>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.</td>
</tr>
</tbody>
</table>

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

What matters are being discussed at the meeting?

Do any relate to an interest I have?

A. Have I declared it as a pecuniary interest?

OR

B. Does it directly affect me, my partner or spouse’s financial position, in particular:
- employment, employers or businesses;
- companies in which they are a director or where they have a shareholding of more than £25,000 face value or more than 1% of nominal share holding
- land or leases they own or hold
- contracts, licenses, approvals or consents

The interest is pecuniary – disclose the interest, withdraw from the meeting by leaving the room. Do not try to improperly influence the decision.

If you have not already done so, notify the Monitoring Officer to update your declaration of interests.

The interest is related to a pecuniary interest. Disclose the interest at the meeting. You may make representations as a member of the public, but you should not partake in general discussion or vote.

Does the matter indirectly affect or relate to a pecuniary interest I have declared, or a matter noted at B above?

The Interest is not pecuniary nor affects your pecuniary interests. Disclose the interest at the meeting. You may participate in the meeting and vote.

Have I declared the interest as an other interest on my declaration of interest form?

OR

Does it relate to a matter highlighted at B that impacts upon my family or a close associate?

OR

Does it affect an organisation I am involved with or a member of?

OR

Is it a matter I have been, or have lobbied on?

You are unlikely to have an interest. You do not need to do anything further.
Joint Inclusive Growth Project Plan

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

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

Ward(s) Affected: All

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

Recommendations:

1. To endorse the Joint Inclusive Growth Project Plan

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

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

2 BACKGROUND

2.1 The Inclusive Growth Strategy was approved by both Councils in August and September 2019. This included approval of the below Inclusive Growth Framework and associated priority areas. Cabinet did, however, request a more detailed action plan in order to accompany the Inclusive Growth Strategy, to form a workplan in relation to the Inclusive Growth Agenda. This paper seeks to meet that request.

2.2 Work has been ongoing at the Norfolk Leader's and Inclusive Growth Coalition level. This has culminated in a number of workstreams, including skills (led by Broadland and South Norfolk Councils) and social value in procurement (led by Norwich City Council). Officers have also produced an 'Inclusive Growth Dashboard'. This shows the performance on a number of factors related to inclusive growth and social mobility, with comparisons to national and local figures. It is intended as a starting point of investigations into how to have the greatest impact on inclusive growth factors.
3 CURRENT POSITION/FINDINGS

3.1 In order to inform the Inclusive Growth Project Work, a matching exercise was undertaken by officers in teams across South Norfolk and Broadland. This will enable us to make the most of what we already do, by identifying best practice across both Councils, allowing us to explore the most effective common position. Whilst both Councils have significant areas of overlap or similarity, there are also schemes that have no equivalent in the other district. By comparing in this way, it allows us to make the most use of the shared officer team across both sites.

3.2 This table is intended as a brief summary of projects in these areas. What is apparent is that the work programme in terms of issues is very similar for both districts, but in terms of delivery this can diverge substantially. In these cases, it has generally been recommended that best practice is derived and observed across the related projects, or where there is no overriding policy reason to do so, a single approach should be taken in order to allow the organisation to take advantage of the resources of the shared officer team.

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

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

4.1 Each project has a timeline for member engagement. This ensures that if resource need changes, or when feasibility is investigated, members will be in the best position to make an informed decision. The proposed impact of these projects is outlined in the ‘deliverables’ section within each project brief.

4.2 Due attention has been paid to meet the agreed priorities of the Joint Inclusive Growth Workshop of the relevant committees from Broadland and South Norfolk

   i) Expanding use of social value in the local area as a procurement criterion, and trying to embed this within the wider public sector and anchor organisations

   ii) Promoting or enabling a wide range of affordable housing tenures

   iii) Council tax relief for low paid workers/those re-entering the workforce

   iv) Business rates relief matched to inclusive growth objectives

   v) Improving relationships with schools to help create supportive home environments

   vi) Promoting living wage in line with high living costs in this area. There were discussions on the ways this could be achieved such as accreditation, through contracts or rates relief

   vii) Identifying and meeting broadband and mobile signal gaps

   viii) Supporting and promoting car share and active transport schemes, to overcome rural challenges between business and potential employees. Linking the ‘Transforming Cities’ bid to inclusive growth

   ix) Establishing a framework to develop the inclusive growth agenda enables clarity of intention for both business-as-usual services and future projects and initiatives. This evidence led approach will create robust policy, providing direction and clarity of thought to reach shared outcomes

4.3 Many of the projects in the plan also relate to areas where initial discussions have begun amongst the members of the Inclusive Growth Coalition across the County. However, some of the projects outlined below may be better led through internal processes.

4.4 The first diagram is of an overall timeline, designed to give an overview of timescales and key targets for each individual project. It also demonstrates the linkages between projects.
<table>
<thead>
<tr>
<th>Project</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Strategy to Both Cabinets</strong></td>
<td>Complete</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Norfolk Graduate Scheme</strong></td>
<td>Stakeholder Engagement and Project Development</td>
<td>Formal Proposal and Sign-Off</td>
<td>Implementation</td>
</tr>
<tr>
<td><strong>Norfolk Skills and Careers Festival</strong></td>
<td>Liaise with Key Stakeholders</td>
<td>Progress Agreed Project</td>
<td>Event Date</td>
</tr>
<tr>
<td><strong>Skills and Training Provision</strong></td>
<td>County discussions on Levy sharing</td>
<td>Recommendations Made</td>
<td>Sharing Process Agreed</td>
</tr>
<tr>
<td><strong>Reallocation of LIFT (Local Investment in Future Talent) Funding</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Linking Schools with Community Groups and Businesses</strong></td>
<td>Outline Discussions</td>
<td>Project Implementation</td>
<td>Review</td>
</tr>
<tr>
<td><strong>Review of Community Transport</strong></td>
<td>Review of car share and community transport</td>
<td>Options Presented</td>
<td>Approval and Implementation</td>
</tr>
<tr>
<td><strong>Linking Businesses with Local Talent</strong></td>
<td>Evaluate SN4Jobs/Explore Broadland Scheme</td>
<td>Work up programme to bring to Broadland</td>
<td>Implementation</td>
</tr>
<tr>
<td><strong>Social Value Policy for South Norfolk and Broadland Procurement</strong></td>
<td>Initial Workshop with Norfolk Coalition</td>
<td>Timeframe to follow that of the coalition (subject to change)</td>
<td></td>
</tr>
<tr>
<td><strong>Council Tax Relief for Residents Re-Entering Workforce</strong></td>
<td></td>
<td>Analysis of Target Market, Potential Impact and Cost</td>
<td>Report Produced</td>
</tr>
<tr>
<td><strong>Increasing Diversity of Affordable Housing Products</strong></td>
<td>Consultation with Stakeholders and Options Scoped</td>
<td>Project Implementation (dependent upon partners and opportunities)</td>
<td></td>
</tr>
<tr>
<td><strong>Establishment of an Inclusive Growth Commission (with Norwich)</strong></td>
<td>Work with Norwich on IG Commission</td>
<td>Agree ToR and Key Focus Issues</td>
<td>Agree initial resourced programme of activity and public engagement</td>
</tr>
<tr>
<td><strong>South Norfolk and Broadland Internship Programme</strong></td>
<td>Project development and scoping, alongside schools and UEA</td>
<td>Engagement with potential interns</td>
<td>Pitching projects and advertising internships</td>
</tr>
</tbody>
</table>
**Key Theme/s:** Business Development and Productivity

**Project:** Norfolk Public Sector Graduate Opportunities and Talent Management

**Ambition:** Providing entry into the jobs market at the appropriate level for graduates wishing to stay in Norfolk

**What is the problem we are trying to solve?**
- There are significant areas of skills gaps across the local public sector, including planners, environmental health, occupational therapy, social work and others
- The numbers of graduates coming to Norfolk through the NGDP (the national local government graduate scheme) are relatively low and generally provide a pipeline for management, not specific skills need
- Attracting the best talent to Norfolk can often be difficult due to its geographical position
- Single local organisations do not have scale to offer the multiple placements involved in a graduate scheme

**Who do we need to be involved?**
- Norfolk Inclusive Growth Coalition (including LEP, Norfolk County Council and the Norfolk District Councils)
- Local public sector organisations, such as Job Centres and Clinical Commissioning Groups
- UEA (and other universities) to promote
- If the initial programme is successful, we will seek to encourage SME’s to promote graduates in those organisations, in line with the ‘Gateway to Growth’ project ongoing at UEA (https://www.uea.ac.uk/about/-/gateways-to-growth-unlocking-talent-in-norfolk)

**What is required to make the project happen?**
- Dedicated shared HR resource to administer (including partner buy-in to provide placements and share funding)
- Marketing resource to attract the best and brightest talent to the region
- Agreement from the Norfolk Leader’s Group for approval and collaborative approach
- This project should not require extra finance or resource, as they would allow the organisation to tackle short-term resource need (projects with a stated end date) without having to hire staff
- Identification of future vacancies for those going through the programme

**Deliverables:**
- Agreement through the Norfolk coalition (or with a group of local public sector bodies) for a graduate scheme with rotations around the public sector
- If the first round is successful, expansion of the project to include the private and voluntary sectors is to be explored
- Increased opportunities for local graduates
- Increased productivity of Norfolk economy (if expanded to private sector)

**Timeline:**
- Will be dependent on progress at the Norfolk level, the aim would be to have this in place for graduates from the 2020/21 academic year.
- This means that it must be in place by December 2020 and be agreed by mid-2020
## Key Theme/s: Providing Supportive Home Environments

### Project: Social Value Policy for South Norfolk and Broadland Procurement

### Ambition: To ensure that local government money is used in the most effective way to engender positive impact in the communities in which they are spent

### What is the problem we are trying to solve?
- Public sector procurement can play a significant role in providing a social value impact in our communities.
- Without a social value policy, local authorities can find it more difficult to ensure that contractors play their part in increasing the economic welfare of the communities in which they are operating.
- Procurement funding can often leave the local area in which it is generated.
- Broadland District Council does not currently have a fully defined social value policy for procurement.
- Preston model suggests that the social value effect can be multiplied if followed by local public sector.

### Deliverables:
- Ensuring Broadland procurement criteria went through public consultation to achieve social value.
- Ensuring community workers work together on the agenda, at the moment there are numerous concurrent conversations.
- Combined effort across the County, to ensure the greatest possible impact through social value.
- Greater community inclusion through procurement process.

### Who do we need to be involved?
- Representatives of local communities (for social value to be identified).
- South Norfolk and Broadland Procurement Team.
- Norfolk Inclusive Growth Coalition.
- Other public sector organisations and anchor institutions.

### What is required to make the project happen?
- Organisation of consultation events with community representatives (and in open forums) to derive (in an evidence-led manner) the most effective way that social value can be applied.
- Collation and analysis to create a social value policy, to be used for appropriate procurement projects, tailored to each specific community.
- Agreement amongst Norfolk organisations that the impact on the local economy and communities should fulfil part of the procurement criteria (as in the Preston model).
- There is no evidence to suggest that a social value criteria leads to higher costs for public sector organisations, but there may be an initial resource increase in order to organise and collate information through the community events, turning these into a coherent policy.
**Timeline:**
- Norwich City Council hosted a social value in procurement workshop in October 2019. This meeting was organised to begin initial discussions with the membership of the Norfolk Inclusive Growth Coalition.
- Will be linked to county-wide work on social value with the coalition (initial meeting to take place in Autumn 2019).
- Group seeks to form agreement on key target areas for targeting under social value.
- This will then be implemented throughout those organisations involved in the group.

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

**Key Theme/s:** Increasing Aspiration and Career Routes

**Project:** South Norfolk and Broadland Internship Programme

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

<table>
<thead>
<tr>
<th>What is the problem we are trying to solve?</th>
<th>Deliverables:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administrative and people skills can be lacking in those with academic ability, so helps meet this need</td>
<td>Tier 1 – 6th Form Students (between GCSE’s and A-Levels, or years 1 and 2 at 6th Form)</td>
</tr>
<tr>
<td>Lack of skills in management presentation, resource management and awareness of practicalities, which otherwise can be incredibly difficult to get for lower-level staff</td>
<td>• Potential use of this resource in phone surveys, running events and in the leisure centres to help run Kids Camp (much like Tots2Teens), for example</td>
</tr>
<tr>
<td>Work experience for young people is often very patchy and not necessarily related to interest areas</td>
<td>• Applicants identified through a competition to pitch, design and then implement the best ‘community project’, facilitated through local schools. Winners given funding to implement their chosen idea. Runners-up to be offered internships linked to their area of interest</td>
</tr>
<tr>
<td>Short-term projects lead to short-term resource need</td>
<td>Tier 2 – Student Experience Opportunities (between 2nd and 3rd year ideally)</td>
</tr>
</tbody>
</table>
**Who do we need to be involved?**

- Broadland and South Norfolk HR, Communications, Communities and Economic Development Teams
- University of East Anglia
- Local High Schools

**Summer project experience for current students at the UEA, through their internship programme**

**Plan to use resource for funding bids, newbuild housing survey, evaluation projects, implementing IT upgrades, event planning and others**

**Provide a solution to short-term resource needs**

**Providing experience of project delivery and completion in specialised fields, helping students get ‘graduate level’ jobs when they leave university (or entry routes into the shared officer team)**

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

- The Tots 2 Teens part of this proposal is a current programme so wouldn’t increase costs or change
- The internal management of the internship scheme and financial implications would need modelling, but should ensure the organisation can be more flexible in resource need
- Promotion of this project across University and School events
- HR and internal resource to manage the project

**Tier 3 – Support for ‘future leaders’ within the organisation**

- The programme would provide these staff with management experience, by line managing and overseeing the students within their speciality area
- Staff will create and present the original project proposal (with support) to prove significant business need, in a pitch process to corporate management
- This strand of the project could help with the retention of the ‘best and brightest’ staff, whilst also providing routes upwards in the organisation and have benefits in terms of staff development

**Timeline:**

- Initial working group already working internally, including an Economic Development (Skills) Officer, HR Rep and Communications Rep
- Expansion of working group to schools and the University by December 2019
- Advertisement and engagement with students (and internal staff pitching) in the summer term
- Internships to begin in Easter/summer 2020
- Review and potential expansion to other organisations in late 2020 – early 2021

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

**Project:** Reallocation of LIFT (Local Investment in Future Talent) Match Funding

**Ambition:** Learn from projects funded by the scheme, in both South Norfolk and Broadland and decide where that funding will be committed moving forward

### What is the problem we are trying to solve?
- Local people often do not have the skills needed to acquire employment. The ageing workforce of our districts also require support in order for our economies to fully utilise their expertise and experience.
- Assistance in gaining those skills can be more difficult to access due to the rural character of our districts.
- Despite these issues, match-funding currently offered by BDC and SNC has not been fully utilised. Anecdotal evidence suggests this is due to the difficulty accessing the funding, as it is difficult to meet the resource ask of the EUSF.

### Who do we need to be involved?
- SNC, BDC and representatives of currently funded projects
- Stakeholders in potential alternative schemes
- Norfolk County Council

### What is required to make the project happen?
- Evaluation of projects currently funded by BDC and SNC, in order to derive where the match funding has and could have the greatest possible impact.
- The project had £180,000 allocated to match funding between both organisations, over three years. However, this has not been fully utilised. It is anticipated that an equivalent of one day officer time a week (across the joint officer team) is currently spent administering this project. A slight increase is needed in order to ensure that options for reallocation of the funding (and future administration) are fully considered.

### Timeline:
- LIFT match funding ends in Feb 2020, so the review must be completed in advance, in readiness for the removal of European Social Funding. Allocated to Choices (in Broadland) from February.
- Structured proposals should be outlined by summer in the New Year.
- Recommendations to go through the political process by the end of 2020.

### Deliverables:
- To evaluate the suite of projects currently jointly funded by LIFT and Broadland/South Norfolk, and any alternatives.
- Produce a proposal to reallocate this funding. Learn from the projects already funded by the scheme, in both South Norfolk and Broadland and to decide where that funding will be committed (Broadland have already reallocated funding to Choices).
Key Theme/s: Improving Access and Transport

Project: Maximising Use of Car Share Schemes and Other Community Transport Schemes

Ambition: We seek to research the various schemes, and to encourage them to work together in order that they create the critical mass needed to be successful. Concurrently, increasing knowledge of these schemes in the wider population, both with residents and through partner and anchor organisations

What is the problem we are trying to solve?

- A variety of public and private sector car schemes currently exist within Broadland, South Norfolk and Norwich districts, for services ranging from older people’s transport to transport to work
- Rurality makes public transport unviable in some areas and reduces opportunity for those without personal transport
- The range of schemes have made it difficult to gain the critical mass needed to be effective
- A larger percentage of multi-car households in our districts than nationally, leading to increased living costs
- Traffic ‘pinch points’ and low air quality spots could have issues alleviated through fewer commuter journeys

Deliverables:

- Creation of an internal car share scheme/transport between sites. Could be introduced as part of the new staff package
- Promotion of Liftshare/other car sharing schemes by key organisations, businesses and community groups
- Targeted support for inclusive growth objectives through community transport
- Reduce the need for multiple car households
- Reduced traffic at key times
- Support the council’s environmental strategy and air pollution targets

Who do we need to be involved?

- NCC Liftshare
- Representatives of key industries, voluntary sector and public sector organisations
- Broadland and South Norfolk District Councils Community Transport and HR

What is required to make the project happen?

- A co-ordinated approach between the various providers of car shares and recognition of the complementary nature of these schemes in order that they can create the critical mass needed to be successful
- Encourage companies to ‘follow our example’ and implement programmes
- Promotion of car shares by anchor institutions and public sector organisations (as in the Ocado case study)
- Following from the work undertaken to form one joint officer team, an investigation into the options for a car leasing scheme, potentially utilising ‘green’ personal transport methods
- Influence the Norfolk Inclusive Growth Coalition to make wider recommendations on how subsidised transport can support inclusive growth objectives

Timeline:

- Corporate management to be provided with a comprehensive set of options for an internal scheme by the end of the financial year
- Working with businesses to a target (to be defined) of number of members of car share schemes by March 2021
Community transport options in both districts to be reviewed in meantime, to enable the organisation to take advantage of shared resource.

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

---

**Key Theme/s:** Increasing Aspiration and Career Routes

**Project:** Norfolk Skills and Careers Festival

**Ambition:** Linking with schools and the event. Look into barriers to accessing the event and see what can be done to address them

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

- Aspiration levels, especially in rural areas, can be low for some children, as many career paths may not be visible to them, or they may not have role models in suitable industries
- Additionally, they may not be aware of the array of career paths available locally
- The Norfolk Skills & Careers Festival is held at the Norfolk Showground each year in the Spring. It is supported by schools, businesses, the wide public sector and local authorities. This festival gives local employers and training providers the platform to showcase careers and training opportunities for Schools, Colleges and young people
- A number of local schools do not promote the Skills and Career Festival (hosted at the Norfolk Showground)
- Both Councils have had a limited presence at the event in the last few years

**Deliverables:**

- Increase contact with the organising committee to add value from district councils
- Increase attendance by local schoolchildren and businesses
- Increased knowledge of future career options and pathways amongst local schoolchildren
- Promotion for the South Norfolk and Broadland Internship Programme

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

- Norfolk County Council Children’s Services
- Representatives of key industries
- Local High Schools
- Event organising committee

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- Norfolk County Council Children’s Services
- Representatives of key industries
- Local High Schools
- Event organising committee
What is required to make the project happen?

- To link with the current Norfolk Skills fair offer, or a collaboration with our local public sector partners and outreach to a variety of businesses
- Engagement work with the local schools in the new year within Broadland/South Norfolk
- Work towards representation on the organising committee for the event

Timeline:

- Contact and engagement has recently begun with the organisers of the event
- Work with local schools will commence in late 2019
- Solutions to barriers to attendance for local children to be found by January 2020
- Skills and Careers Festival in March 2020 (Review to take place post-event to evaluate routes for progress)

Key Theme/s: Providing Supportive Home Environments

Project: Increasing Diversity of Affordable Housing Products

Ambition: To ensure that there are a wide variety of affordable housing products, providing opportunities for more residents to own their own home

What is the problem we are trying to solve?

- High house price to earnings ratio (7:1) means some families cannot afford to own their own home
- Research has suggested that there is a lack of choice around the number of affordable housing options, removing some residents from the possibility of home ownership, where they could afford to do so

Who do we need to be involved?

- Broadland and South Norfolk Strategic Housing Team
- Registered Providers
- Development Companies

Deliverables:

- Continue discussions with partners and internally into the variety of products available
- Conduct feasibility with a view to bringing ambitious projects through the policy process
- To increase the range of affordable housing products on the market in
What is required to make the project happen?
- Partnership working between the above to identify suitable sites and products for innovative affordable housing products

| Broadland and South Norfolk, increasing resident access to an appropriate product |

**Timeline:**
- Paper currently going through the policy process. Once passage is complete, actions will begin to implement its findings
- Conversations are ongoing with partners on potential sites upon which to pilot a ‘rent-to-buy’ scheme

**Key Theme/s:** Business Development and Productivity

**Project:** Reviewing Business Support in Line with Inclusive Growth Objectives

**Ambition:** The aim is to review the way that we support businesses in order that they support the five priority areas we have identified

**What is the problem we are trying to solve?**
- Business rates reliefs are applied according to different priorities and policy frameworks in both districts
- Broadland Training Services could be more fully utilised (training service open to all as a charging service).
- Economic Development Officers report some entrepreneurs lack some basic skills to grow their business – such as computer literacy, social media, accountancy and other issues

| Deliverables: |
| - An evaluation of inclusive growth impacts of discretionary rates relief |
| - Production of options in relation to discretionary rate relief to support in line with inclusive growth objectives |
| - Similar impact to Brent Council’s ‘Voluntary Living Wage Relief Scheme’, in the priority areas |
| - Review (then implementation) of options for Broadland Training Services, including expansion to South Norfolk and further commercialisation and re-investment to support |

**Who do we need to be involved?**
- Officers from the joint Economic Development Team for Broadland and South Norfolk
- BDC’s Economic Success Panel and SNC’s Growth, Infrastructure and Environment Policy Committee
- Business Groups and Representatives

**What is required to make the project happen?**
- A thorough review, presenting Members a range of fully costed proposals to utilise business rates relief
- An evaluation of Broadland Training Services and potential for a formalised training offer for South Norfolk
- Consultation with potential target markets for a commercialised training service
- Marketing and promotion support required to capitalise on business opportunities
- A programme of support to Broadland and South Norfolk community organisations to enable them to remain compliant with regulations when delivering services
• Member input on direction of training provision in our districts (both business and community focussed)  

| community organisations in remaining compliant |

Timeline:
• A review of discretionary rate reliefs is being presented in November to corporate management. Following this, the team will evaluate the impacts of discretionary rates relief on stated inclusive growth
• Economic and social evaluation of impact of Broadland Training Services
• Recommendations to follow the report to be worked through with Member input

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

Key Theme/s: Supporting Low Paid Workers

Project: Explore Council Tax Relief for Residents Returning to the Workforce

Ambition: To support residents into work by alleviating short-term costs of re-entering the workforce

What is the problem we are trying to solve?
• Local data from the 2015 UKCES employer survey finds that of those employers with hard-to-fill vacancies, 37.3% of employers find they have hard-to-fill vacancies due to potential applicants being stuck in the ‘benefits trap’
• There has been an identified need to support residents back into work – as for some residents they may not have the money to cover initial costs before they receive their first pay check. Costs are often higher for this group, as they may have increased outgoings on childcare and transport
• The joint housing team have reported increases in working adults accessing housing benefit

Deliverables:
• Produce data analysis to examine the potential target group, feasibility, cost and potential impact of any changes to existing schemes in both districts
<table>
<thead>
<tr>
<th>Who do we need to be involved?</th>
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<tbody>
<tr>
<td>• Internal finance and council tax teams</td>
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<tr>
<td>• Consultation with the local community</td>
</tr>
<tr>
<td>• DWP</td>
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<tr>
<td>• Early Help Hub</td>
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<tr>
<td>• For officers to work alongside members post-review in order to review any changes that should be made</td>
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<tr>
<td>• Post review, to ensure that we provide targeted support to ensure that residents can re-enter the workforce</td>
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<thead>
<tr>
<th>What is required to make the project happen?</th>
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<tbody>
<tr>
<td>• Investigation of the potential target areas, financial implications and factors that prevent return to work in the local area</td>
</tr>
<tr>
<td>• Production of a suite of options for Members</td>
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<tr>
<td>• Engagement in policy development with DWP</td>
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<tr>
<th>Timeline:</th>
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<tbody>
<tr>
<td>• Research work to take place before the end of 2019</td>
</tr>
<tr>
<td>• Financial modelling to assess impact of any proposed changes by March 2020</td>
</tr>
<tr>
<td>• Any recommendations to take place in a timely manner post research</td>
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**Key Theme/s:** Improving Access and Transport

**Project:** Reflecting Inclusive Growth in Planning Policy

**Ambition:** Planning has successfully incorporated the Health and Wellbeing agenda into policy. This work seeks implement the same for inclusive growth (accessibility to jobs etc), whilst recognising the huge benefits of Neighbourhood Plans and others that have large impacts on inclusive growth

<table>
<thead>
<tr>
<th>What is the problem we are trying to solve?</th>
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<tbody>
<tr>
<td>• There is considerable development underway in Broadland and South Norfolk, how can we make sure that employment and training opportunities within these developments are available to residents.</td>
</tr>
<tr>
<td>• Planning policy to include enablers for residents to enter employment, e.g. cycle paths for active travel, business developments linked to public transport etc.</td>
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<tr>
<td>• Variety of sector skills groups to help reduce skills gap</td>
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<tr>
<th>Deliverables:</th>
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<tr>
<td>• Inclusion of inclusive growth-related factors within local planning policy, recognising the</td>
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</table>
**Who do we need to be involved?**

- Developers, local businesses and communities
- Training providers and Active Norfolk
- Norfolk County Council – highways and transport
- South Norfolk and Broadland Planning and Economic Development Teams

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

- Long term planning for future developments
- Policy change to reflect use of social value in procurement
- Upskilling planning officers to identify opportunities to improve inclusive growth in planning applications
- Linking the Transforming Cities bid to the wider Inclusive Growth Agenda, recognising the potential impacts of improved transport provision on access to roles and business development and productivity

**Timeline:**

- Internal working group (across directorates) to assess options to incorporate inclusive growth priorities into planning policy
- Implementation of changes to planning policy (and activity) to begin in December 2020, subject to member approval
- Continue to progress the Transforming Cities bid alongside partners, in line with central government timelines

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

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**Key Theme/s:** Increasing Aspiration and Career Routes

**Project:** Linking Businesses with Local Talent

**Ambition:** Businesses to invest in recruitment, apprenticeships and training in Broadland and South Norfolk
### What is the problem we are trying to solve?
- Historically high levels of employment make it challenging for people to move upwards in their career
- Jobs growth in health and care sector that requires local talent
- Disadvantaged groups of young people face challenges with career prospects
- Families with only one adult in work face economic difficulties
- There is little meaningful engagement between local businesses and schools. Schools are not incentivised to provide careers provision in league tables (although it is hoped that the complete implementation of the Gatsby Benchmarks will have an impact on this)

### Deliverables:
- Similar provision to SN4Jobs in Broadland areas not covered by Norwich4Jobs
- Consider the expansion of the Broadland Choices programme to SN
- Facilitating key businesses to spend more of their Apprenticeship Levy within Broadland/South Norfolk.
- Businesses to invest in recruitment, apprenticeships and training in Broadland and South Norfolk
- More residents working at key sites and to help adults into work after long absences from employment

### Who do we need to be involved?
- Local MPs
- DWP
- Local Businesses
- Shared Officer Team
- Children’s Services and Partner Organisations

### What is required to make the project happen?
- MP buy-in to champion
- DWP resource to set up and run the project
- Resource from the shared officer team and Children’s Services to coordinate the project
- The project also requires businesses and UEA on board to engage and recruit local talent. However, it is accepted that the more that businesses are involved with schools the more likely young people’s aspirations will be enhanced. This type of “partnership working” could be as small as day trips to business to see what they do and what skills are required to do a good job and attract a good wage
- Feasibility conducted into adopting the ‘Young Chamber’ model currently used in Aylsham

### Timeline:
- Timeframes contingent upon prioritisation and individual projects. Also, some projects contingent upon partners. Member engagement will be sought
- A key consideration is that expanding Broadland Choices to South Norfolk will come with a financial cost, so progress on this project will be fully dependent upon member steer
<table>
<thead>
<tr>
<th>Key Theme/s: Increasing Aspiration and Career Routes</th>
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</thead>
<tbody>
<tr>
<td><strong>Project:</strong> Linking Schools with Community Groups and Businesses</td>
</tr>
<tr>
<td><strong>Ambition:</strong> To connect community groups active in the local area, from which schools (and others) could signpost groups for young people to engage with, providing extra-curricular and personal experience</td>
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<tr>
<th>What is the problem we are trying to solve?</th>
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<tbody>
<tr>
<td>• A key point arising from the joint Inclusive Growth Workshop was that many young people do not have the ‘soft skills’ that would make them effective in the workforce such as communication, interactions with customers and professional mindset</td>
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<th>Deliverables:</th>
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<tr>
<td>• Investigate the relevant groups currently active in the local area</td>
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<tr>
<td>• Broker contact between organisations and schools</td>
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<tr>
<td>• Generate a process for links to be fostered. To create an index of community groups active in the local area, from which schools (and others) could signpost groups for young people to engage with.</td>
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<th>Who do we need to be involved?</th>
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<td>• Local community groups such as the local cadets, sports clubs, youth groups and Youth Advisory Boards.</td>
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<tr>
<td>• Variety of organisations that can assist with communication, leadership and teamworking skills development</td>
</tr>
<tr>
<td>• South Norfolk and Broadland Communities Team</td>
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<tr>
<td>• Norfolk County Council</td>
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<td>• Local High Schools</td>
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<tr>
<th>What is required to make the project happen?</th>
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<tbody>
<tr>
<td>• Buy-in from the groups mentioned above, alongside resource from both Norfolk County Council and Broadland and South Norfolk District Councils</td>
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<th>Timeline:</th>
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<tr>
<td>• Links to be in place for the start of the next academic year, in order for them to be accounted for in forward planning</td>
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<tr>
<td>• This means that outline discussions must take place at least in the summer term</td>
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<table>
<thead>
<tr>
<th>Key Theme/s: Business Development and Productivity</th>
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<tbody>
<tr>
<td><strong>Project:</strong> Skills and Training Provision</td>
</tr>
<tr>
<td><strong>Ambition:</strong> To increase the range of apprenticeship, skills and training opportunities for people in South Norfolk and Broadland, matched to skills need</td>
</tr>
</tbody>
</table>
### What is the problem we are trying to solve?

- The Apprenticeship Levy has led to a greater number of higher-level apprenticeships and a concurrent reduction in more traditional apprenticeship routes in our local area.
- Discussions with partners suggest Apprenticeship Levy is not being fully utilised.
- Unused Apprenticeship Levy funding is returned to Central Government.
- Levy Payers can re-direct 25% of their Levy funding into their supply chain (often SME’s). This path has not yet been taken by significant amounts of Levy Payers with ‘spare’ Levy funds.
- Businesses report that skillsets they require to fill high-skill roles are often not available locally.

### Deliverables:

- Address decline in apprenticeship numbers, especially foundational apprenticeships.
- Increase the use of Apprenticeship Levy money within our districts. Optimise use of Carrowbreck training facility to maximise budgets.
- Continuous progression through the organisation/retention of apprentices.
- To increase the range of apprenticeship, skills and training opportunities for people in South Norfolk and Broadland, and match with the identified skills need.
- This could involve partnering with other districts to enable breadth of opportunity.
- Financial sustainability for the Choices project moving forwards.

### Who do we need to be involved?

- Economic Development Team for Broadland and South Norfolk and local authority partners.
- Broadland Training Services.
- Local Apprenticeship Levy Payers.
- SME’s within the Levy Payer supply chain.

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

- Review of options for Broadland and South Norfolk to increase skills provision, alongside stakeholders.
- A combined approach for re-directing unused Apprenticeship Levy funding within Norfolk (currently being discussed through a working group).
- Mapping internal apprenticeships and reviewing all future roles for apprenticeship possibilities.
- Investigating future public sector skills need.
- Looking to create apprenticeships for hard-to-fill vacancies (County Council has implemented this).
- A long-term commitment to skills and training provision in recognition of the positive impact.
- Linking the Help Hub to Choices, providing individuals with wrap-around support to gain employment.
- Establish feasibility of providing a ‘Choices’ style provision in other districts, to enable commercialisation of the service and to have wider impact.

### Timeline:

- County-wide working group currently investigating the options for re-directing Apprenticeship Levy funding.
- Implementation to take place in 2020.
- Economic evaluation of the options for the Choices programme to complete in summer 2020.
A suite of options to be presented to members of both Councils on the future of the Choices programme in autumn 2020

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

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

6 ISSUES AND RISKS

6.1 Resource Implications – The proposals outlined earlier will have a direct resource implication, as they will require officer time to be actioned upon, and as such may require greater resource in the short term. However, the framework is designed to ensure that resource is better directed at these priority areas for the long term and co-ordinated to reduce duplication, so it could lead to a long term reduction in resource in the priority areas, in which much work is already done.

6.2 Legal Implications – None

6.3 Equality Implications – None

6.4 Environmental Impact – None

6.5 Crime and Disorder – Potential for a long-run positive impact on crime and disorder

6.6 Risks – None

7 CONCLUSION

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

8 RECOMMENDATIONS

8.1 To endorse the Joint Inclusive Growth Project Plan

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

Background Papers
Joint Inclusive Growth Strategy