

Cabinet

Date: **Monday 3 June 2024**

Time: **10 am**

Venue: **Council Chamber, County Hall, Martineau Lane, Norwich NR1 2DH**

SUPPLEMENTARY A g e n d a

Advice for members of the public:

This meeting will be held in public and in person.

It will be live streamed on YouTube and, members of the public may watch remotely by clicking on the following link: [Norfolk County Council YouTube](#)

We also welcome attendance in person, but public seating is limited, so if you wish to attend please indicate in advance by emailing committees@norfolk.gov.uk

Current practice for respiratory infections requests that we still ask everyone attending to maintain good hand and respiratory hygiene and, at times of high prevalence and in busy areas, please consider wearing a face covering.

Please stay at home if you are unwell, have tested positive for COVID 19, have symptoms of a respiratory infection or if you are a close contact of a positive COVID 19 case. This will help make the event safe for attendees and limit the transmission of respiratory infections including COVID-19.

13 Norfolk's Devolution – Norfolk Strategic Skills Plan and Readiness Conditions

(Page A3)

Report by the Executive Director of Strategy and Transformation

Tom McCabe
Head of Paid Service

County Hall
Martineau Lane
Norwich
NR1 2DH



If you need this document in large print, audio, Braille, alternative format or in a different language please contact 0344 800 8020 or 0344 800 8011 (textphone) and we will do our best to help.

Cabinet

Item No: 13

Report Title: Norfolk's Devolution – Strategic Skills Plan and Readiness Conditions for the Adult Education Budget (now known as Adult Skills Funding)

Date of Meeting: 3 June 2024

Responsible Cabinet Member: Fabian Eagle (Cabinet Member for Growing the Economy)

Responsible Director:

Paul Cracknell, Executive Director for Strategy & Transformation
Chris Starkie, Director for Growth & Investment

Executive Summary

On 8 December 2022, Norfolk County Council signed an 'in-principle' Level 3 devolution County Deal for Norfolk which, if agreed, will give Norfolk with new powers, devolved funding and additional investment to help us boost our economy through jobs, training and development, improve our transport network and support our environment.

As part of this deal, devolution of the Adult Skills Budget (formerly known as the Adult Education Budget) would enable us to deliver education provision aligned to meet the needs of Norfolk people, places, businesses and employers.

Adult Skills funding is an important component of our Norfolk deal, it includes £12.85m of devolved funding per annum to fund statutory learning for residents aged 19+, as well as work with industry and education providers to commission training locally. The devolved funding will be a key part of how we realise our ambitions for Norfolk, increasing access to training and raising the county skills and qualification levels.

Norfolk County Council have been liaising with businesses, providers, Department of Work and Pensions, Districts and other key stakeholders such as local VCSE organisations, to shape our skills priorities into a Strategic Skills Plan (SSP) by considering the needs of residents and industry and by analysing data. Engagement work has been undertaken through individual meetings and in workshops convened for the development of the Norfolk Economic Strategy that have been held across individual districts of Norfolk to capture local voice to shape our priorities.

It is essential that there is alignment between economic priorities and skills. At present, until the Norfolk Economic Strategy is adopted by Full Council later in 2025, the SSP refers to draft priorities in the emerging Norfolk Economic Strategy.

The devolution of Adult Skills Funding (formerly known as Adult Education Budget), the Free Courses for Jobs Offer and Tailored Learning (formerly known as Community Learning), subject to the July 2024 Norfolk County Council vote to change governance, will be released in August 2025. This funding is collectively worth £12.85m for the academic year 2025/26.

The funding is also subject to NCC meeting the requirements of operational readiness conditions, as defined by the Department for Education (DfE), by 3 June 2024. The SSP forms part of the readiness conditions, in addition to the development of funding rules and provider management processes to support delivery of the plan's objectives.

Recommendations

Cabinet is asked to:

1. Agree to accept Adult Skills Funding from central government, c£12m from August 2025, under a devolution deal from government.
2. Support the collaborative and evidenced based approach undertaken across Norfolk to build and develop our Strategic Skills Plan.
3. Approve the Strategic Skills Plan for submission to government on behalf of Norfolk County Council.
4. Approve the Adult Skills readiness conditions' preparation for submission to government on behalf of Norfolk County Council.
5. Delegate authority to the Director for Growth & Investment to make decisions for Adult Skills in consultation with the Cabinet Member for Economic Growth and in line with NCC's constitutional scheme of delegation.

1. Background and Purpose

- 1.1 County Deals' are part of the Government's agenda "to spread opportunity equally across the UK" through greater devolution of powers and funding (as set out in the [2022 Levelling Up White Paper](#))
- 1.2 Devolution deals offer a significant opportunity to unlock long-term funding and gain greater freedom to decide how best to support businesses to grow, meet local needs and create new opportunities for the people who live and work in Norfolk.
- 1.3 On 8 December 2022, the Secretary of State for Levelling Up, Housing and Communities announced that the Government was "minded to" enter into a County Deal for Norfolk, under which the County would benefit from £600m of new Government investment over the next 30 years and an additional £12.9m during the current Spending Review period to fund local priorities to produce growth. In addition, the Deal will also devolve a number of powers, as well as

provide the Council with an additional £1.632m capacity funding over 2023/24 and 2024/25 to support implementation.

- 1.4 On 12 December 2023, the Council resolved that the Deal should be accepted and agreed that the election for the Directly Elected Leader should be held alongside the county council elections in May 2025 to enable the widest possible engagement with the electorate. Council also agreed that the resolution adopting the new governance arrangements should be brought to the Full Council Meeting on 23 July 2024 to facilitate that election date.
- 1.5 Significant preparation has been required to prepare for the devolution of Adult Skills. This is recognised by DfE and their agreement to provide NCC with implementation funding of £331,381.98 in response to our successful bid for funding. This includes financial support for new roles detailed in 8.1. This amount is matched funded by NCC, mainly by using existing staff time as match funding in kind.
- 1.6 This preparation includes NCC diligence in a series of requirements specified by DfE in their 'Readiness Conditions' (Appendix 1). These are operational requirements that show we are prepared to receive the funding and assure central government that we are competent to perform the function previously undertaken nationally by the Education and Skills Funding Agency.
- 1.7 The remit includes the development of funding rules, rates and formula which direct the use and eligibility of funding and the financial values applied to specific qualifications. Types of courses can vary but are essentially broken down into statutory provision, for example, giving adults the opportunity to achieve English or maths at a GCSE level 2 (grade C or '4'), or those that we have flexibility as funder to shape.
- 1.8 The national deadline for submission to central government of our progress towards meeting these conditions is 31 May 2024, however, we have successfully negotiated an extended deadline of 3 June 2024 to align with our own internal governance processes.
- 1.9 This report provides an update on the Adult Skills Funding element of the deal and our progress towards meeting the government's readiness conditions, which include the development of a Strategic Skills Plan (SSP), to enable cabinet to decide for officers to submit this information to central government on behalf of NCC.

2. Proposal

- 2.1 For Norfolk County Council to approve submission on 3 June 2024 to DfE of the Strategic Skills Plan for Norfolk and our proposed approach to implementation of this funding as detailed in the Readiness Conditions for consideration by central government.
- 2.2 To note that subject to a Full Council vote, currently scheduled for July 2024, to proceed with a change of governance for NCC, and associated Statutory Instruments being issued, Norfolk will receive devolved funding to enact these powers, expected to be c£12.85m for the academic year 25/26.

3. Evidence and Reasons for Decision

- 3.1 Devolution of funding and powers for delivering Adult Skills is a key lever for us to strategically shape and deliver generational change for Norfolk.
- 3.2 Our Strategic Skills Plan (Appendix 1) shows how we intend to improve the delivery of adult skills to Norfolk residents. It focuses on areas of evidenced need and the targeting of funding in a truly place-based approach that recognises and responds to Norfolk's unique challenges and opportunities.
- 3.3 Our initial SSP focus is a 2-year span informed by evidence to date, known policies, plans and priorities, and engagement with key stakeholders. In the short term, key areas of focus will be ensuring stability of the provider market, setting up robust systems and engaging with our partners to identify and agree how we can best maximise our contribution and impact within the wider skills system and evidenced needs of Norfolk.
- 3.3 The SSP is developed to be a headline and direction setting plan, indicating the priorities and key skills objectives over the initial term. In addition to qualification and achievement outcomes, AEB funding in Norfolk will also focus on delivering a range of social and health outcomes for residents, these will include improved; mental and physical health & wellbeing, participation in community life/quality of life, family learning/family welfare, skills for work and employability, culture and understanding of democratic values.
- 3.4 The approach to the Strategic Skills Plan (SSP) addresses the challenges for people and skills identified from the evidence base prepared as part of the work for the emerging Norfolk Economic Strategy (NES). This is evidenced by an extensive piece of research produced by the Norfolk Office of Data and Analytics, which will be shared with partners and stakeholders in due course.
- 3.5 The SSP is also based on evidence presented in the Local Skill Improvement Plan (LSIP) commissioned locally as part of the Skills Act 2022 that underpins central government's approach to transformation of post-16 education and skills as set out in the Skills for Job's White Paper. The [Norfolk and Suffolk LSIP](#) was developed by Norfolk Chamber of Commerce, Industry and Education and supported by Norfolk County Council, it also draws upon data and research from the LEP, now integrated into NCC and Suffolk County Council Skills Hub arrangements, and within the DfE commissioned Local Skills Report.
- 3.6 The Skills agenda is being recognised as one of the key pillars for economic growth in the emerging Norfolk Economic Strategy (NES), The initial thinking from various NES workshops, combined with the evidence base has informed our SSP. A list of the workshops is in Appendix 3. Further details about the NES, including priorities around skills, will be brought to a future Committee.
- 3.7 Priorities emerging from the NES development that directly align to the SSP include:
 - Inspiring life-long learning and workforce training.
 - Building the talent and supply of appropriately skilled new entrants to the workforce.

- Equipping and future-proofing the Norfolk workforce to take advantage of digital and emerging green technologies.
- Supporting collaboration, efficiency, and skills system leadership.

Operational Readiness Conditions

- 3.9 Operationalising Adult Skills has been challenging. To ensure the right approach has been taken, the Skills team gathered evidence for good practice by liaison with DfE and associated support groups, as well as engaging with other devolved and devolving authorities to share thinking, successes and challenges.
- 3.10 The project team has also attended all 13 AEB readiness knowledge sessions provided by DfE to take an informed approach to the development of readiness condition preparation. An appropriate group of colleagues was also convened to outline initial approaches, potential impacts and ensure internal expertise.
- 3.11 Evidence for our approach to process design was supported by an Organisation Business Analyst from Strategy, Design and Delivery to create process maps showing current processes used by three other devolved authorities. The Business Analyst then worked with internal NCC colleagues in relevant teams as well as the AEB and Devolution Programme teams to identify future processes that would be required for AEB. This work ensures that plans are evidence based and rooted in practical delivery options to safeguard that processes will be ready for launch in August 2025. Deeper sub-processes are then identified and mapped to ensure readiness.
- 3.12 This work was also used to develop requirements for a system build to handle incoming data from the DfE. The programme has collaborated with the Digital Team from the outset of this work to ensure that a digital solution was accurately defined with at least a year to develop prior to August 2025. This work is now being prepared to be undertaken by the digital team and is on their book of work, balancing the need to be ready to meet the readiness conditions by the 3 June 2024 deadline with the July 2024 vote to change governance that is still to be taken.
- 3.13 The status of NCC's readiness has been assessed by Norfolk Audit Services in their review of adherence to the mandated DfE requirements and organisational risk. The Adult Skills Funding work to date was passed as 'Acceptable' with such status scheduled to be recognised by Internal Audit committee on the 30/04/2024. Further details about audit and other activities can be seen in Appendix 2.
- 3.14 Additional work has been taken by working in close collaboration with teams. The actions taken to meet the readiness conditions are shown in Appendix 3.

4. Impact of the Proposal

- 4.1 Devolution of c£12.85m for NCC to spend on training for adults aged 19+.

- 4.2 Devolved Adult Skills Funding affords NCC the status as a system-wide commissioner of education and skills activity for those aged 19+ across the whole of Norfolk. We can strategically steer and fund adult learning across adult education providers in the county, including the NCC Adult Learning Service, FE Colleges and an anticipated range of Independent Training Providers (ITPs) and VCSE organisations. Control of the funding for Adult Skills enables Norfolk to make decisions about courses and training to better benefit Norfolk residents and businesses by developing and delivering targeted programmes to address the unique and very different challenges across such a large and devolved county.
- 4.3 As outlined in the [Norfolk Devolution Deal](#), Devolving Adult Skills funding and powers will help Norfolk with its ambition to level up its skills, productivity and wage gaps with other parts of the country.
- 4.4 As a funder we will have the power to commission training for adults to target Norfolk challenges. We will work with providers and local businesses to shape provision to help to fill skills gaps, or support growth areas and inward investment opportunities. We can also target training to better support people into work who are furthest from employment, applying flexibilities and financial uplift towards cohorts or areas of skills deprivation in the county.
- 4.5 Within the wider context of devolution, when combined with devolution of other elements such as affordable housing, strategic control of infrastructure, and the investment fund, Norfolk will have powerful tools for impacting place-based challenges.
- 4.6 Adult Skills Funding from the first round of devolution enables NCC to prove its ability to drive the adult skills agenda for Norfolk. Success in the initial stages allows for confidence to be built with central government in order to seek further devolved powers if desired. In areas with deeper devolution arrangements, this has involved powers around Apprenticeships and 16-19 learning.

5. Alternative Options

- 5.1 The Deal for Norfolk is contingent upon a County Council resolution to change the current leader and cabinet executive governance model to a 'directly elected leader and cabinet' governance model in December 2023.
- 5.2 If Council do not agree to change the model of governance, then the AEB funding will not be received.

6. Financial Implications

- 6.1 NCC have received implementation funding from the DfE to support preparation work as specified in section 2.2.
- 6.2 It is standard practice to 'top slice' the funding itself to perform the AEB function in devolved authorities. This is usually capped at 5% which, for the expected funding amounts, would be approximately a maximum of £642,500 to spend on staffing and running costs after August 2025. This would ensure sustainable, financial self-sufficiency for this function and remain in line with similar proportional staffing arrangements in place in other devolved areas.

7. Resource Implications

7.1 Staff:

A dedicated staff team has been established to ensure initial NCC readiness for Adult Skills devolution activity. This includes Strategy Manager – Adult Education, Policy, Performance, Project officer and Data Analyst roles. In advance of August 2025 and operational requirements, capacity in finance monitoring and contract management functions are expected to be required, and this will be scoped out in due course. Recruitment to these new roles took place in Decembers 2023, funded by DfE Implementation funding until August 2025.

7.2 Property:

There are currently no resource impacts to property as the delivery team is already allocated space in County Hall.

7.3 IT:

Process map work has enabled the completion of a list of IT system requirements that is being supported for delivery by the NCC digital team. This is already included on their internal book of work.

8. Other Implications

8.1 Legal Implications:

Adult Skills Funding will be underpinned by a Memorandum of Understanding between Norfolk County Council and the Department for Education. Obligations and course-specific requirements between Norfolk County Council and providers, will be captured in separate legal agreements that are being developed with NP Law.

8.2 Human Rights Implications:

The right to work and education is supported by devolved funding for adult learning and skills for the county. Areas of social and skills deprivation across Norfolk are being targeted and there is an intent to provide an uplift to providers who support delivery in these area, focusing support to those who may find it hardest to work and learn.

8.3 Equality Impact Assessment (EqIA) (this must be included):

A comprehensive range of evidence was gathered and analysed, to enable the Council to develop a sound equality impact assessment about the likely impacts of the Deal on people with protected characteristics. This involved reviewing data about people and services that might be affected, contextual information and commissioned research about local areas and populations. The equality impact assessment conducted as part of the public consultation on the County Deal, identified that the Deal has the potential to significantly enhance access for disabled and older people in Norfolk - and equality of opportunity for people with other protected characteristics. This will continue

to be relevant to all aspects of the work to implement the County Deal and to inform implementation plans.

The devolution of Adult Skills funding to Norfolk can position Norfolk to address one of the 'grand challenges' which impacts on our residents with protected characteristics – access to high quality adult education. This is because access to adult education is well documented to have a fundamental impact on the life chances of people with protected characteristics – particularly people from ethnic minority groups, disabled people, women, older people and people who are lesbian, gay, bisexual, transgender or non-binary. The full equality impact assessment is included in the Cabinet papers for 5 June 2023, see section 12 below.

8.4 Data Protection Impact Assessments (DPIA):

It has been confirmed with NCC's Compliance Team that a DPIA is not required for the current activities that these functions involve.

8.5 Health and Safety implications (where appropriate):Not applicable

8.6 Sustainability implications (where appropriate):

The opportunity to impact the development of green skills for residents is increased by the receipt of Adult Skills Funding as it allows for targeted commissioning against priorities, including net-zero.

8.7 Any Other Implications: Not applicable

9. Risk Implications / Assessment

- 9.1 Destabilisation of the skills ecosystem. The pending Adult Skills programme places priority on ensuring the financial stability of providers and learners. This is recognised with SSP commissioning principles and the Provider management framework. NCC are committed to ensure that current FE Colleges and Adult Learning contract values are maintained through transition, reflecting Norfolk learner numbers, ensuring that stability and resilience is in place for contracted and grant awarded organisations.

10. Select Committee Comments

- 10.1 Having offered thoughts and feedback on the proposal and associated information in the report, and having reviewed the NCC Adult Skills readiness condition status, the Committee supported the collaborative and evidenced based approach undertaken across Norfolk to build and develop our Strategic Skills Plan to date.

11. Recommendations

Cabinet is asked to:

1. Agree to accept Adult Skills Funding from central government, c£12m from August 2025, under a devolution deal from government.
2. Support the collaborative and evidenced based approach undertaken across Norfolk to build and develop our Strategic Skills Plan.

3. Approve the Strategic Skills Plan for submission to government on behalf of Norfolk County Council.
4. Approve the Adult Skills readiness conditions' preparation for submission to government on behalf of Norfolk County Council.
5. Delegate authority to the Director for Growth & Investment to make decisions for Adult Skills in consultation with the Cabinet Member for Economic Growth and in line with NCC's constitutional scheme of delegation.

12. Appendices

- Appendix 1 Strategic Skills Plan 2024-2026
- Appendix 2 Readiness Conditions
- Appendix 3 NES Stakeholder Workshops

13. Background Papers

- 13.1 [2022 Levelling Up White Paper](#)
- 13.2 [Norfolk Devolution Deal](#)
- 13.3 [Full Council Agenda 12 December 2023](#) Consideration of a County Deal for Norfolk
- 13.4 [Norfolk and Suffolk LSIP - Norfolk Chamber of Commerce](#)
- 13.5 [Cabinet Agenda 5 June 2023](#) – A County Deal for Norfolk – Public Consultation and Equality Impact Assessment
- 13.6 [Infrastructure and Development Select Committee Agenda 15 May 2024](#)
- 13.7 [Infrastructure and Development Select Committee Minutes 15 May 2024](#)

Officer Contact

If you have any questions about matters contained within this paper, please get in touch with:

Officer name: Thomas Humphries

Telephone no.: 01603 223472

Email: Thomas.humphries@norfolk.gov.uk



If you need this report in large print, audio, braille, alternative format or in a different language please contact 0344 800 8020 or 0344 800 8011 (textphone) and we will do our best to help.

NORFOLK COUNTY COUNCIL

ADULT EDUCATION BUDGET

STRATEGIC SKILLS PLAN 2024-2026

(DRAFT)

Contents

Introduction	12
Norfolk County Context	13
Norfolk Skills context	14
Norfolk Economic Vision	16
Changing Policy Landscape	17
Key Employment Sectors	19
Norfolk: Challenges and Opportunities	21
Allocation and Data	29
Funding Allocation	29
Provider Base	29
Enrolments	30
Enrolments by Subject Sector Area	31
Enrolments by district	32
Enrolments by level and Qualification Type	32
Enrolments by age & gender	33
Achievements & Outcomes	34
Strategic Approach for the Adult Education Budget	37
Devolved AEB Flexibilities	38
Strategic Priorities	40
Objectives in the Devolved delivery of the Adult Skills Fund	41
Principles for Commissioning	43
Provider Delivery Plans	45
Stakeholder Engagement	47

Introduction

Devolution of the Adult Education Budget (AEB) enables us to deliver education provision which is aligned to meet the needs of Norfolk people, places, businesses and employers.

Norfolk County Council (NCC) management of the programme offers the opportunity to target this funding in a truly place-based approach, able to recognise and respond to the unique challenges and opportunities for Norfolk. These challenges are often best supported by the excellent colleges, universities, training providers and voluntary sector organisations within our county, equipped with the immediate knowledge, expertise and commitment to support our residents towards new skills and career potential.

AEB will be an effective vehicle in addressing the barriers to learning experienced by our lower skilled residents. The programme will have the central objective of supporting those who are unemployed, economically inactive (and want to work) and those who are disadvantaged. It will focus on residents living in some of Norfolk's most deprived areas, in addition to supporting our more rural areas, within which residents often struggle to access training, employment support and professional development opportunity.

The Norfolk programme will also focus acutely on the needs of our businesses.

Our research and that of partners such as the Local Skills Improvement Plan, indicates a range of profound skills needs amongst our workforce, with many employers having difficulty in recruiting the skills they need to enable their business to grow. AEB will play a vital role in engaging with employers and responding to these needs, working closely with training providers to design and develop the skills and qualifications required. Norfolk AEB will be designed and delivered directly to meet the needs of our businesses and further support their contribution to a vibrant Norfolk economy.

Norfolk is home to a strong agricultural and Agri-Tech sector, contributing significantly to both the history of our region and economic future. The county hosts some of the largest offshore wind and solar farm developments within Europe, generating carbon free energy and supporting our collective net zero ambitions.

Our county has an invaluable digital sector, generating increasing national significance in software development, game design and cyber security. Our construction sector continues to grow exponentially in new home build and future home design, placing increasing demand for traditional building skills in addition to skills in new home build methods.

In this context, we aim to maximise the impact of the learning we fund to deliver tangible economic and social outcomes for Norfolk, mobilising our residents and workforce into higher skills and earning potential.

AEB funding will be transferred to NCC for delivery from August 2025 and from this stage the county council will become the commissioner of adult learning. To achieve these aims the programme needs close and continued collaboration with our education providers, jointly focussed and with the agility to respond to the dynamic changes taking place within our economy.

Our shared ambition from the outset will be the relationship and stability of our provider base, working together to develop the innovations required to maximise the adult skills opportunity for Norfolk.

Norfolk County Context

Norfolk is a long-established county in the East of England. The administrative county comprises of Norfolk County Council and seven districts: Breckland, Broadland, North Norfolk, and South Norfolk; the boroughs of Great Yarmouth and King's Lynn and West Norfolk; and the city of Norwich.

Norfolk has one of the largest county economies, worth £19bn¹ and our employment figures are among the best in the country. However, overall skills and productivity levels are below the national average and there are significant differences across the district areas.

The county has great assets which include two award-winning universities, 6 enterprise zones and world leading research clusters. Together with natural assets such as 100 miles of coastline, agricultural strengths and a rich cultural, environmental and historic heritage, these provide significant local opportunities for people to live, learn and do business. They also provide a wealth of opportunities for us to grow our skills base and increase local job opportunities e.g. around clean energy, Agri-Tech and sustainable tourism.

Norfolk is the fifth largest shire county in England by area, with a growing population, currently just over 916,000.² The overall population density is low and spread across a diverse range and mix of rural and coastal communities, market towns and urban centres, which provides challenges for service provision and delivery relating to access, infrastructure and economies of scale.

There is a need to develop and deliver targeted provision to address the unique and very different challenges across such a large and diverse county.

Significant variations across Norfolk also include demographic profiles, levels of deprivation, educational attainment, productivity and earnings:

- Over 135,000 people live in areas classed as the 20% most deprived areas in the country, with major pockets in Great Yarmouth, Norwich and King's Lynn, as well as some market towns and rural areas. Conversely, around 117,000 of the Norfolk population live in the 20% relatively least deprived areas, which are mainly in South Norfolk and, outside Norwich, in Broadland.³
- Productivity levels in Norfolk stand at 71% of the national average - £21,440 vs £30,239⁴, even though we contributed £19bn to the UK economy. This contribution has significant regional variations across the County, with Norwich and Broadland making a significantly higher contribution to the economy (£4bn and £3bn per year) than North Norfolk and Great Yarmouth (£1.6bn and £1.8bn per year)⁵. Increasing our productivity levels to the UK average would contribute an additional £4bn gross value per annum to the regional economy.
- Median annual earnings of £25,860 are lower than those of the East of England (£28,836) and there is significant variation across our district areas.

¹ ONS, Regional Gross Value Added (2019); ONS, Mid-Year population Estimates (2019)

² ONS, Annual Population Survey

³ [Norfolk County Council English Indices of Multiple Deprivation 2019](#)

⁴ ONS, Regional Gross Value Added (2019); ONS, Mid-Year population Estimates (2019)

⁵ ONS, Regional Gross Value Added (2019)

Overall, the county has a higher proportion of over 50s than the national average for whom we need to provide a range of opportunities that enable them to upskill, reskill and access employment. Additionally, 25% of Norfolk's residents are aged 65+ (vs 19% nationally)⁶, leading to increasing demand and labour market shortages in our counties health care and service sectors

Accelerating trends in remote working, digitalisation and push to net zero is changing the nature of jobs at all levels but presents significant opportunity for investing in technical, digital skills and the creation of higher value roles in all sectors.

Norfolk Skills context

Norfolk is categorised as a diverse and varied economy, with no sector or industry disproportionately dominating skills demand. Key underpinning sectors drive our local economy: Energy, ICT and creative, financial services and insurance, construction, advanced manufacturing and engineering, and agri-food. There are ambitious plans to further develop our first emerging net-zero industries and reinforce support for the increasing skills demand within health & social care workforce.

The statistical skills context for the County is referenced in recent analysis, prominently the Local Skills Report and Local Skills Improvement Plan (LSIP). These indicate a strong demand from the employer base for higher technical skills in the Advanced Manufacturing, Agritech, Digital sectors, in addition to fast emerging demand across Norfolk's Net-Zero industries.

The LSIP reinforces evidence of the low skills status of the County, illustrating the need to upskill our residents and employees in key themes such as soft/employability skills and the increasing digital skills demanded across the breadth of the workforce.

The county has an enviable further education structure and is home to three FE colleges, each making an integral contribution to support the skills pipeline for Norfolk's industries.

- City College Norwich with excellent digital teaching facilities.
- The College of West Anglia with excellent health & social care teaching facilities.
- East Coast College with excellent skills in net zero teaching facilities.

Norfolk is home to two universities, providing excellent higher education opportunities for the future workforce:

The University of East Anglia (UEA)

UEA ranked in the top 25 UK's universities and world top 200. It has as global attraction with students drawn to specialisms that include computing science, computer systems engineering, business information systems, computer graphics, imaging and multimedia, data mining, engineering and environmental science. It is ideally located on the Norwich Research Park, a world-leading centre for environment, health and plant science research, and home to the Norfolk and Norwich University Hospital.

Norwich University of the Arts (NUA)

NUA has established itself in arts, design and media education for more than 170 years. It has a strong reputation as an innovative and creative academic community, with a firm commitment to

⁶ ONS, Broad Age Group Population Projections

offering vocational, practice-based courses that afford students space to develop their skills and pursue their passions.

NUA has gained national recognition for its user experience and digital design courses and is home to the Ideas Factory incubation centre for digital creative businesses and a user experience lab.

- Norfolk benefits from a nationally awarded Adult Learning Service (ALS), equipped with a good Ofsted rating. The service provides high quality provision across the county geography and through extensive online learning options. In addition to the provision of statutory delivery, ALS offer a broad range of employability and vocational courses, also offering a wide range of health, digital and family learning opportunities for residents.
- The County has an active and vibrant independent training provider (ITP) network, offering a range of commercial training opportunities to the Norfolk workforce in addition to bespoke adult and young people's learning services. This network provides a strong reach into the business community to support future engagement.
- Norfolk has a strengthening Skills Ecosystem through which employers, providers, the LSIP and local authorities collaborate in the identification of skills needs and the investment & development of local provision.

Employer-led skills groups are in place across a range of key economic industry sectors, providing direct engagement with each respective workforce. District skills assemblies are in place for the majority of Norfolk areas, providing direct insight into specific geographical skills requirements.

NCC, led by the New Anglia LEP and in partnership with Suffolk County Council has implemented a successful Skills Bootcamp programme, developing key training interventions across a range of sector areas – this work in addition to valuable training outcomes, continues to develop close partnership Norfolk businesses in identifying and addressing skills shortages.

Norfolk Economic Vision

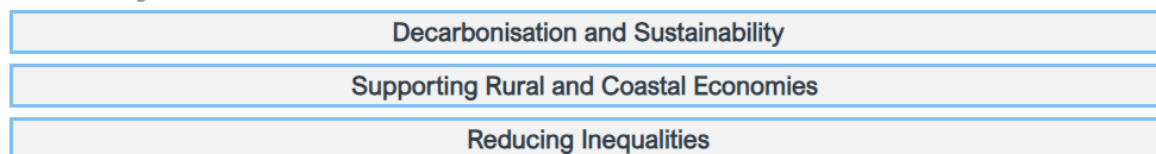
The [Norfolk Economic Strategy](#) sets out the vision, objectives, and priorities to grow our local economy, improve our infrastructure, attract investment to our county and improve the quality of life for everyone who lives and works here. It has been co-developed through a wide partnership of different sectors who share pride and ambition for our county and its unique assets and opportunities.

Our Economic Themes, or priorities, represent the most important groups, issues and goals that we need to invest in and nurture, to achieve a more prosperous and inclusive future.

Themes of the Economic Strategy



Crosscutting themes:



Norfolk's devolution deal offers a once in a lifetime opportunity for change, to help deliver the long-term vision of the county. A flexible investment fund, the adult education budget, brownfield funding and integrated transport budgets, underpinned and focused by the Economic Strategy, give Norfolk a way to target local needs and priorities directly.

We Want Norfolk to be:

- UK leader in Clean energy production, supporting UK's transition to Net Zero
- An inclusive economy, supporting an enterprising culture and helping people into work.
- Centre for UK's Agrifood/ Agri-tech
- Norwich to Cambridge and London growth corridor
- Centre for excellence in Innovation, supporting high growth start-ups and businesses to locate and grow in Norfolk.

To be completed

The Norfolk Economic Strategy is currently in development.

Changing Policy Landscape

The devolution of the Adult Education Budget (AEB) from central government to Norfolk is a key means of enabling a more joined up and system wide education, skills and employment offer to meet the needs of Norfolk people, places, businesses and employers.

It is being introduced during a changing policy landscape which locally includes the development of the [County Deal for Norfolk](#) and integration of the Local Enterprise Partnership (LEP) into Norfolk.

Our initial strategic skills plan (SSP) is informed by known policies and priorities and is being positioned to align with Norfolk specific priorities that will be set out during the development of a new overarching Economic Strategy for Norfolk. Our aspirations reflect wider policy considerations, however, in the short term, the focus will be upon ensuring stability of the provider market, setting up robust systems and engaging with our partners to identify and agree how we can best maximise our contribution and impact within the wider skills system and evidenced needs of Norfolk.

Policy context which has informed the development of our SSP includes:

- Government aspirations such as those set out in the Skills and Post-16 Education Act 2022 and the Levelling Up and Regeneration Act 2023. We share ambitions to help ensure that everyone in Norfolk has the opportunity to flourish and that local skills provision meets local needs.
- Regional priorities as identified relating to skills and the economy, as set out by New Anglia LEP in their [Norfolk and Suffolk Economic strategy](#) and [Sector Skills Plans](#) and in the recent government approved [Norfolk and Suffolk Local Skills Improvement Plan](#) led by Norfolk Chambers of Commerce. These have informed our priority sectors and the need for local collaboration to create pathways and skills opportunities to bridge known skills gaps, boost productivity and provide closer matches between current skills provision and employers' skills needs.
- The development of a County Deal for Norfolk and integration of the LEP into Norfolk County Council. This has informed the inclusion of the devolved AEB and strategic skills plan governance within the wider Norfolk Employment and Skills Board, which together with Norfolk Business and Investment Boards will be working together for the best interests of Norfolk. Additionally, new Norfolk specific policies will enable Norfolk to have more local control and influence, for example, the new Economic Strategy for Norfolk, which encompasses skills strategy development, LEP integration, strategic economic and infrastructure planning, is being developed alongside our SSP delivery plans.
- Current Norfolk policies and ongoing engagement with a range of stakeholders by sector and place to ensure a systems-wide approach and to encourage skills for now and for the future. We recognise that skills planning and provision is co-dependent upon collective approaches, so there is a need to inform and influence other factors that affect access to provision such as infrastructure, transport and digital access; plus to encourage local aspirations and identify pathways that encompass lifelong learning for all ages and stages of life.
- District level and place based policies and plans which encompass urban, rural and coastal areas and have differing priorities and needs.

We also recognise that there will be competing demands upon the limited adult education budget and are working with key partners to identify and agree how we can best maximise our current and future contribution and impact within the wider skills system.

Our commissioning priorities and delivery plans will be regularly reviewed so that we can continue to respond flexibly to evolving needs and to address evidenced short and longer term priorities. We will utilise data analysis, performance management, growth requests and future procurement rounds to continually evaluate our total funding allocations - taking into account feedback from key stakeholders, collective strategic priorities and the balance of our district area needs.

Local strategies, plans and evidence bases informing our priorities, approach and potential influence within the wider system include:

- [Norfolk and Suffolk Economic Strategy](#) to inform key sector and skills priorities.
- [Norfolk Investment Framework](#) to contribute towards the key grand challenge to create new opportunities for Norfolk's residents by increasing skills and labour market dynamism.
- [Norfolk Climate strategy](#) to help Norfolk to get equipped with the skills to harness net zero priorities and opportunities and establish the county as a sustainable tourism destination.
- [Norfolk Strategic Infrastructure Development Plan \(IDP\)](#) to make links to what is needed to help accelerate infrastructure delivery to support growth.
- [The Norfolk & Suffolk LSIP Report: Local Skills Improvement Plans \(LSIPs\)](#) to inform key skills priorities.
- [New Anglia LEP Local Skills Report](#) including sector priorities and future employment demands.
- [NCC Apprenticeship Strategy 2023-2025](#): Apprenticeships will be an attractive offer that young people and adults aspire to as a high quality and prestigious path to a successful career
- [Better Together for Norfolk](#) The county council plan for Norfolk focusing on inclusive growth, improving social mobility, investing in benefitting people's lives and delivering outcomes that will create the impetus for our future economic and social wellbeing.
- Norfolk District, Borough and City Local Plans
- [Local Transport Plan](#) which impacts upon access to skills.
- [Norfolk Rural Strategy](#), to help address the rural skills divide.
- [Flourishing in Norfolk: Children and Young People Partnership strategy](#) to help identify pathways, priorities and support so that young people are ready for education, training and/or employment.

Key Employment Sectors

Working with our skills providers, local businesses, colleges and universities, we aim to collectively deliver a more responsive adult skills programme for our employment growth sectors.

Identified within the Local Skills Report and Local Skills Improvement Plan, the Norfolk economy has a range of key and underpinning employment sectors which include:

- Advanced Manufacturing and Engineering
- Health & Social care
- Construction
- Creative Industries
- Financial, Insurance and Professional Services
- Life Sciences and Bio-Tech
- Visitor Economy

In supporting Norfolk's foundation employment sectors and those with projected growth opportunity, we anticipate AEB will make key interventions in the sector areas:

Clean Energy (Net Zero/Green Skills)

Norfolk has over 100 miles of coastline and is the epicentre of the world's largest market for offshore wind energy. Our energy sector has transformed Great Yarmouth and nearby Lowestoft into a major logistics and support centre serving clients in the North Sea and worldwide.

The current acceleration of demand around sustainable business practice and the drive to net zero is in those growth technologies around construction sustainability innovation, such as energy efficiency and structural design as well as the manufacturing and fitting of new technologies. It is essential that the county looks forward to understanding the increasing demand and how to maximise the employment & skills opportunity.

The New Anglia Local Skills Report identified that the clean energy sector has the potential for an increased volume of employment over the next decade with pay above the local median wage. In sector growth opportunities include offshore wind farms, solar energy generation and across residential and commercial retrofit.

HM Government's 10-point plan for a green industrial revolution provides additional context for Norfolk to engage with clean energy sectors and explore opportunities for increased green/de-carbonisation skills, ascertain higher technical requirements and drive job creation.

Agri-food

Norfolk has an advanced and nationally significant agri-food and drink sector, with globally renowned companies and a world-leading research base, at the forefront of global food and health research.

Norfolk is in an excellent position to increase value-added processing, exports and embed sustainable practices throughout the food chain. The significant employer drive for food chain automation, Brexit adjustment and food price/energy pressures, reflected within our Local Skills Improvement Plan and for priority focus.

The Local Skills Improvement Plan outlined substantial opportunity for workforce development in the sector, utilising the higher skills requirements of increasingly automated practices.

ICT and Digital

Norfolk has significant assets in emerging sectors such as creative digital where innovative, productive companies host thousands of well paid, knowledge-economy jobs.

The Digital & Creative sector is forecast to grow by 3% over the next 5 years both nationally and in the Eastern Region.

Data on job vacancies suggests that significant specialist skills requirements were advertised job vacancies in Norfolk in 2023 were digital-related (job vacancies for 'programmers and software development professionals', 'web design and development professionals' and 'IT business analysts, architects and systems designers' are especially prominent).

The sector depends on the mix of skills, as well as those which are highly specialist. Developing a mix of science, technology, engineering, art and design, maths and manufacturing, as well as softer skills are critical in supporting workforce growth.

Health & Social Care sector

Norfolk has substantial primary care presence, with large hospitals and teaching provision located in Norwich, King's Lynn and Great Yarmouth, in addition to an increasing social care and health support network throughout the geography.

Norfolk's largest employment sector, this sector is forecast to experience significant employment growth of 15,200 jobs by 2040 and already is Norfolk's largest sector (59,000 employees). Projected to experience 53% GVA growth over this same period.

The sector has significant challenges in maintaining workforce levels and to scale recruitment requirements.

A significant contributor to Norfolk employment, the sector is a key foundation employer across all areas of the county, supporting significant opportunities from entry level to higher qualified and earning potential.

Norfolk: Challenges and Opportunities

Norfolk has a large and diverse economy. However, it faces challenges of low productivity and pay, linked to a range of issues, including a deficit of skills and increasing economic inactivity.

Despite progress in the County skills and employment levels, structural challenges remain which have been exacerbated by local and national economic uncertainty. These include:

- Skills miss-matches with skills shortages in some sectors, but also within geographic and demographic communities where individuals struggle to access opportunities.
- Wage and occupational inequality and lack of progression in work.
- Growing polarisation between higher and lower skilled occupations.
- Geographical inequalities, including health and wellbeing, and profound in some areas of skills deprivation.

In supporting key infrastructure projects across the region over the next 15 years, we estimate that over 45,000 jobs will be required in the Energy, Construction and Advanced manufacturing sectors alone. Post-16 research indicates that providers are already experiencing excess demand for courses relating to these sectors and that certain courses are severely oversubscribed.

In addition to upskilling the talent available for Norfolk employers, we recognise the requirement to maximise such inward investment opportunities for the County, attracting new employers with the offer of a progressive and future focussed workforce.

Norfolk supports the ambitious goal to be net zero carbon by 2050. To achieve this target a further 40,000 total retrofit jobs are projected to be required across green skilled sectors, with such roles currently making up less than 1% of our workforce. This represents a significant opportunity for our residents to upskill and retrain towards the higher paid and technical roles in these sectors, supporting the local growth and employment opportunities.

The speed of Digital transformation is a particular challenge across County employers and residents, in terms of both workforce upskilling and entering employment. Digital skills are now essential to participate in many aspects of society and support business growth, with the high proportions of lower skilled Norfolk residents particularly at risk of being left behind.

Deprivation and Adult skills

Norfolk has pockets of geographic deprivation and in certain wards of the County, amongst the highest in the Country. These high levels of deprivation are negatively associated with many outcomes such as life expectancy, educational attainment, wellbeing, and physical & mental health.

Across Norfolk several Lower Super Output Areas (area localities) are identified within the 10% most deprived in England, these indicate the lack of educational attainment and skills in the local population and of all deprivation domains. In terms of educational (skills) deprivation Norfolk is ranked the lowest of all deprivation domains, with a rank of 34 amongst 151 authorities.

Residents in these areas have reduced social mobility, fewer options for better paid work and less opportunity to reach their potential. Adult Skills, through AEB provision will place a focus on supporting outcomes in these localities.

Norfolk rank by index of multiple deprivation domain, 2019.

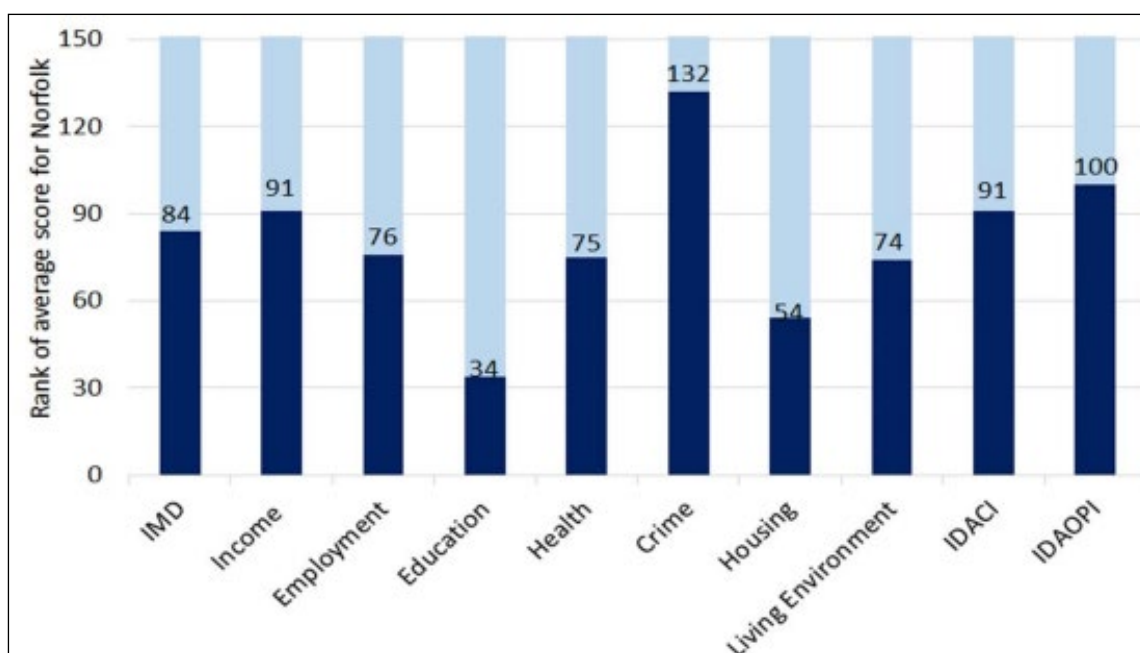
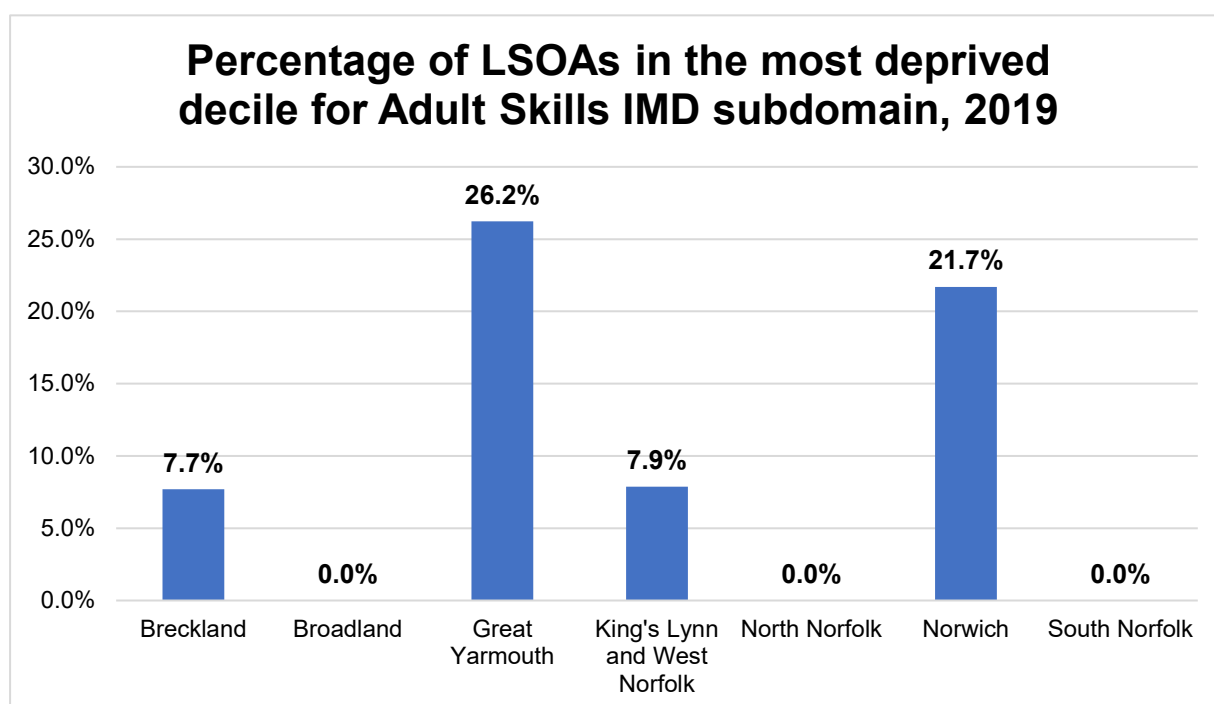


Figure 1: Norfolk rank for each domain of the indices of multiple deprivation, 2019. Rank of 1 indicates the most deprived upper tier local authority, relatively, while rank 151 indicates the least.



Broadland, North Norfolk, and South Norfolk have no LSOAs within the most deprived 10% nationally for Adult Skills. However, the remaining 4 Norfolk districts have proportions that are above the East of England average (5%)⁷, with Great Yarmouth the only district within the East of England to have a proportion higher than 25%. Over a quarter of Great Yarmouth’s LSOAs fall within the most deprived 10%, nationally, for Adult Skills.

⁷ [IMD - Adult Skills Sub-domain - proportion of LSOAs in most deprived 10% nationally in Breckland | LG Inform \(local.gov.uk\)](https://www.local.gov.uk)

Norfolk Earnings

Defined as a low-wage, low-skills economy the working population of the county has seen a 6.8% increase over the last decade. This context drives the tangible need for better employment opportunities with training pathways for employees, raising our workforce skill levels and the associated increase in earnings.

Annual earnings in Norfolk remain relatively low with median gross pay of £25,860. This figure compares unfavourably with the equivalent for East region £28,836 and England £28,000

While all Norfolk areas showed earning growth in the latest year, the largest rate of 17.4% was Great Yarmouth, increasing from £22,283 in 2021 to £26,164 in 2022. The growth rate within Norfolk of 6.4% was lower than that experienced nationally and regionally, 6.8% and 7.4% respectively.

Annual median gross pay for residents, 2022

Area	Median gross annual pay (£)	Annual percentage change (%)
Breckland	24,659	2.1
Broadland	27,028	9.1
Great Yarmouth	26,164	17.4
King's Lynn & West Norfolk	24,778	9.5
North Norfolk	23,864	4.8
Norwich	25,802	2.5
South Norfolk	26,654	0.3
Norfolk	25,860	6.4
East of England	28,836	7.4
England	28,000	6.8

Source: Annual Survey of Hours and Earnings (ASHE), ONS

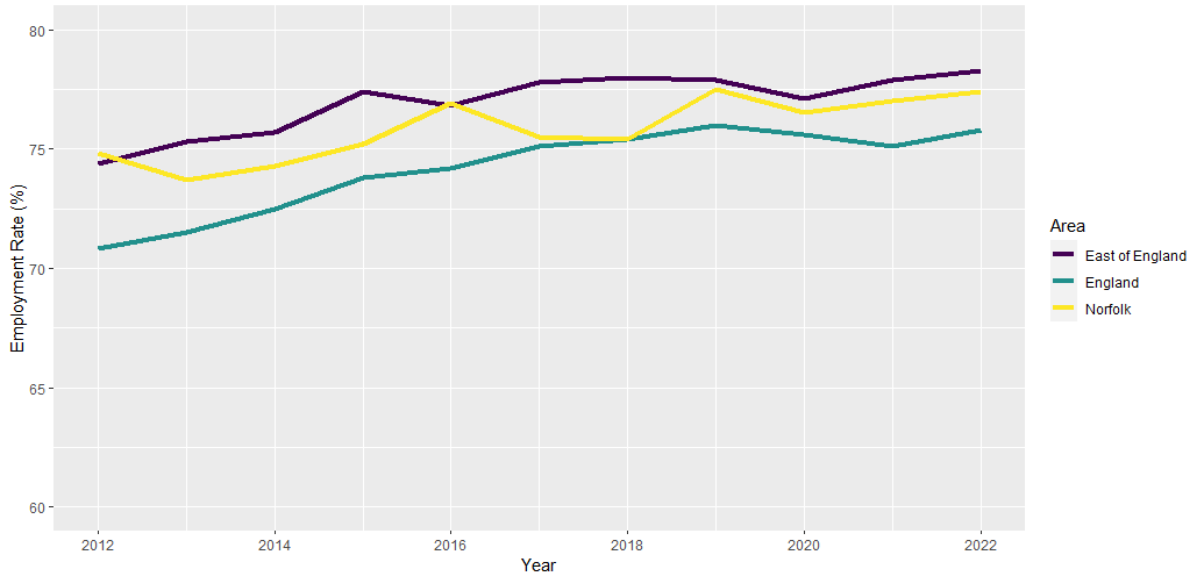
Employment

Norfolk's employment levels are amongst the best in the county, but skill levels and productivity remain below average. Over this previous 10-year period, the county's employment rates have been above those of England, but below those of East of England, with employment rates in steady rise towards pre-pandemic levels.

However, certain geographies still reside below the national employment level, particularly areas of higher deprivation, which indicates barriers into work, including lower jobs density levels and reinforces the importance of job creation, as well as training, as an important component of up-skilling in these areas.

FIGURE 2: EMPLOYMENT RATES IN NORFOLK, EAST OF ENGLAND AND ENGLAND FROM 2012 TO 2022.

Percentage of people in employment in Norfolk, East of England and England, 2012-2022



Source: ONS annual population survey, from NOMIS

Employment rates of residents, 2022

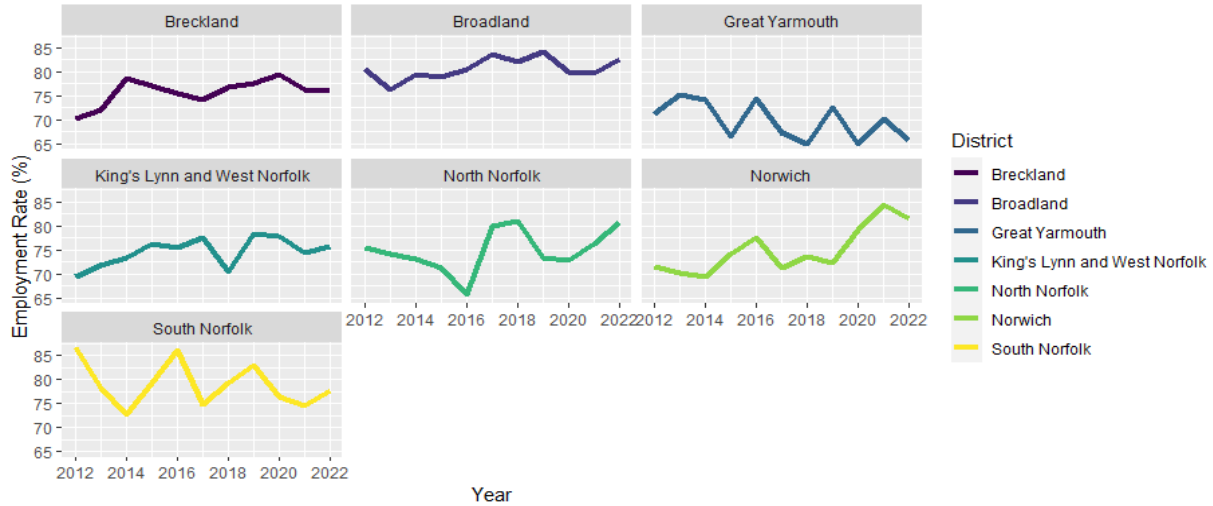
Area	Employment Rate (%)	Annual Percentage Change (%)
Breckland	76.0	-0.4
Broadland	82.6	3.6
Great Yarmouth	65.9	-6.3
King's Lynn & West Norfolk	75.6	1.7
North Norfolk	80.6	5.8
Norwich	81.5	-3.3
South Norfolk	77.7	4.3
Norfolk	77.4	0.5
East of England	78.3	0.5
England	75.8	0.9

Source: ONS Annual Population Survey, NOMIS

Employment rates are variable across district boundaries, with the Great Yarmouth level consistently below that of the rest of Norfolk. All districts, with the exception of Great Yarmouth and Norwich, have shown an upwards or constant trend in employment rate, though Norwich's most recent decline is following two years of considerable increase.

FIGURE 3: EMPLOYMENT RATES FOR EACH NORFOLK DISTRICT, FROM 2012 TO 2022

Percentage of people in employment by Norfolk district, 2012-2022



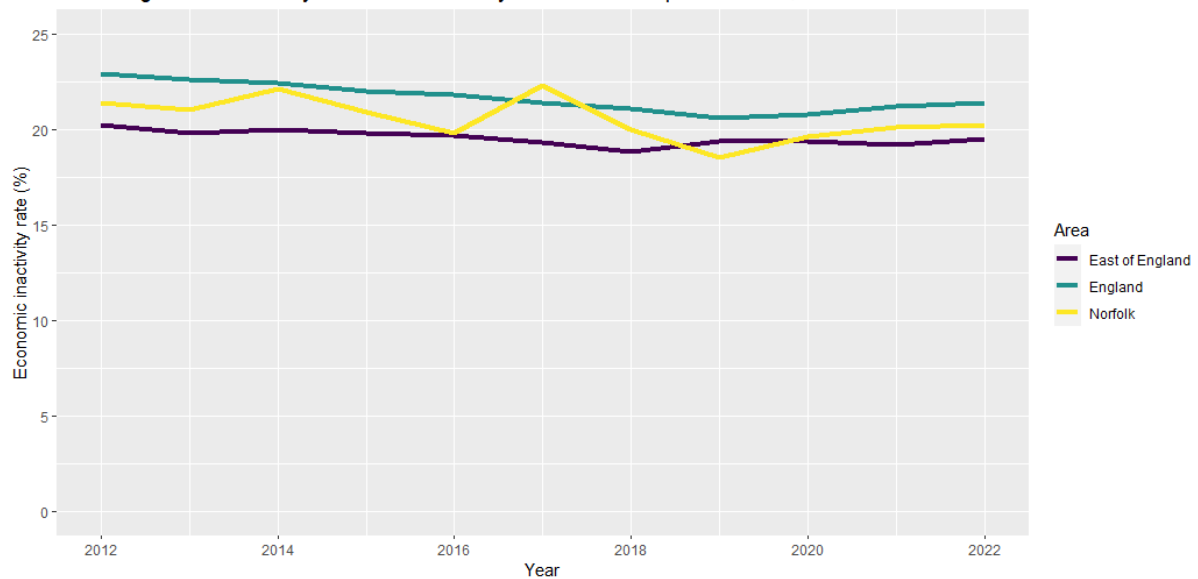
Source: ONS annual population survey, from NOMIS

Economic Inactivity

In the 12 months to March 2022, 20.2% of the working age population in Norfolk were economically inactive compared to 21.4% in England. Since 2020 the county inactivity rate has risen above that of the East of England rate of 19.5%

FIGURE 4: ECONOMIC INACTIVITY RATES FOR NORFOLK, EAST OF ENGLAND, AND ENGLAND; FROM 2012 TO 2022

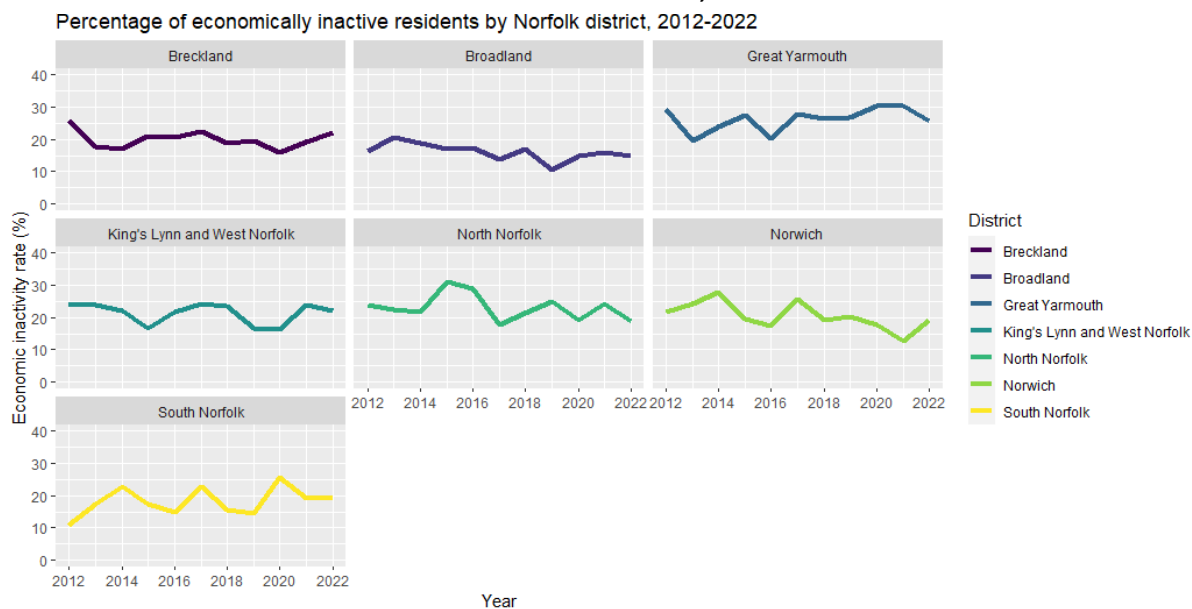
Percentage of economically inactive residents by Norfolk and comparator areas, 2012-2022



Source: ONS annual population survey, from NOMIS

Most Norfolk districts have a relatively constant overarching trend in economic inactivity, with Great Yarmouth having the highest rates consistently since 2012. Norwich and Breckland economic inactivity rates have seen a marked increase since 2021.

FIGURE 5: ECONOMIC INACTIVITY RATES FOR EACH NORFOLK DISTRICT, FROM 2012 TO 2022



Percentage of economically inactive residents, 2022

Area	Economic inactivity rate (%)	Annual percentage change (%)
Breckland	22.0	14.6
Broadland	14.8	-7.5
Great Yarmouth	25.7	-15.5
King's Lynn & West Norfolk	22.1	-7.9
North Norfolk	19.0	-22.1
Norwich	19.1	51.6
South Norfolk	19.2	0
Norfolk	20.2	0.5
East of England	19.5	1.6
England	21.4	0.9

Source: ONS Annual Population Survey, NOMIS

Resident Skills and qualification levels

The Norfolk population is lower skilled by both regional and national comparison.

The County has a mixed skills base with 182,400 (33.1%) of the working age population qualified to level 4+ compared to the national average of 43.2%

7% of the Norfolk population have no qualifications or have achieved only at NVQ level 1. ⁸ This is the 3rd highest non-qualified percentage of population in the East region and 2nd largest resident cohort at 36, 500 residents (Essex highest at 43,900 residents). The proportion of residents holding no qualifications is highest in Great Yarmouth (11%) compared to a much lower level in South Norfolk (4%). These rates compare to 6% in the East of England and 6% in England.

A large skills inequality exists across the Norfolk geography, with large variation in skills and qualifications attainment from one district to another. While 47% of residents in South Norfolk hold degree level qualifications, only 18% hold the equivalent in Great Yarmouth. This compares to 39% in the East of England and 43% in England.

Norfolk also has lower proportions of people with NVQ1, NVQ2 and NVQ3 level qualifications than regional and national averages, as the highest qualification held:

NVQ level	Norfolk		East of England		England	
	Count	%	Count	%	Count	%
NVQ4+	182,400	33.1	1,484,300	39.6	14,886,100	43.2
NVQ3+	292,800	56.6	2,189,500	58.2	21,296,900	61.4
NVQ2+	390,400	75.4	2,906,000	76.7	27,158,800	78.1
no qualifications (NVQ)	35,100	7.0	210,400	5.8	2,153,900	6.4

The rate of participation of young people in higher education in Norfolk is also below average. Norfolk has an average POLAR4 quintile score of 2.3 which is lower than the East of England (3.0) and England (3.1) averages, the rate of higher education participation is particularly low in Great Yarmouth (1.5) and King's Lynn and West Norfolk (1.7).

⁸ ONS, Annual Population Survey

⁸ POLAR4 Quintile score

Workforce Skill levels

The Norfolk workforce is lower qualified compared to both regional and national averages in two key qualification measures.

- Level 4+ qualification and entry to higher technical and managerial roles, 31.91% of the Norfolk workforce holding this level of qualification compared to 42.01% nationally.
- No qualification of level one achievement. In this measure 11.35% of the Norfolk workforce have a level one qualification as the highest qualification held, compared to 9.06% nationally.

In the context of the digitalisation, automation and higher skill demands of the Norfolk economy, these are significant drivers in the delivery of AEB in raising access to initial learning and increasing pathways to higher skilled levels.

Annual median Gross	Composite index score	LA rank by Score (1-337)	Proportion of Workforce						
			No quals (%)	Level 1 (%)	Level 2 (%)	Apprenticeship (%)	Level 3 (%)	Level 4+ (%)	Other (%)
Norwich	2.8407	132	9.23%	9.09%	12.72%	4.03%	19.96%	42.97%	2.00%
South Norfolk	2.8156	152	7.29%	9.58%	15.70%	5.27%	21.89%	38.60%	1.67%
Broadland	2.7263	211	7.11%	10.77%	17.35%	6.29%	23.75%	33.26%	1.47%
North Norfolk	2.5872	285	9.45%	12.12%	17.86%	6.25%	22.57%	29.92%	1.85%
King's Lynn and West Norfolk	2.4959	314	11.73%	12.42%	17.35%	5.79%	21.88%	28.26%	2.56%
Breckland	2.4859	316	11.83%	12.24%	17.67%	6.28%	22.02%	27.49%	2.46%
Great Yarmouth	2.3593	329	13.70%	13.27%	18.22%	6.64%	21.88%	23.56%	2.72%
Norfolk			10.04%	11.35%				31.91%	
East of England	2.7519	-	9.00%	10.31%	15.09%	4.90%	20.18%	38.42%	2.09%
England	2.8313	-	8.94%	9.06%	13.59%	4.65%	19.72%	42.01%	2.55%

ONS Qualification Census 2023

This is reflected in the increasing demand and employment opportunities for higher skill levels. Since January 2017 the county, in line with national trend has seen an increasing demand for higher education levels across job (vacancy) postings, particularly at levels 3 & 4+.

Demand for skills and talent in Norfolk is strong, with local employers advertising approximately 254,569 vacancies in 2021 and 289,812 vacancies in 2023 and seeking employees with skills through from Entry Level to Post-Graduate Level (Level 7).

Some sectors such as health and social care, had skills shortages before the pandemic which have since increased, while other sectors such as hospitality and tourism, agriculture and logistics, have been particularly impacted by the loss of EU workers and employees transitioning to other sectors.

Skill levels within the Norfolk workforce evidence the need to utilise AEB in the driving the achievement of higher technical qualifications, raising progression and earning potential within the county's business base.

Allocation and Data

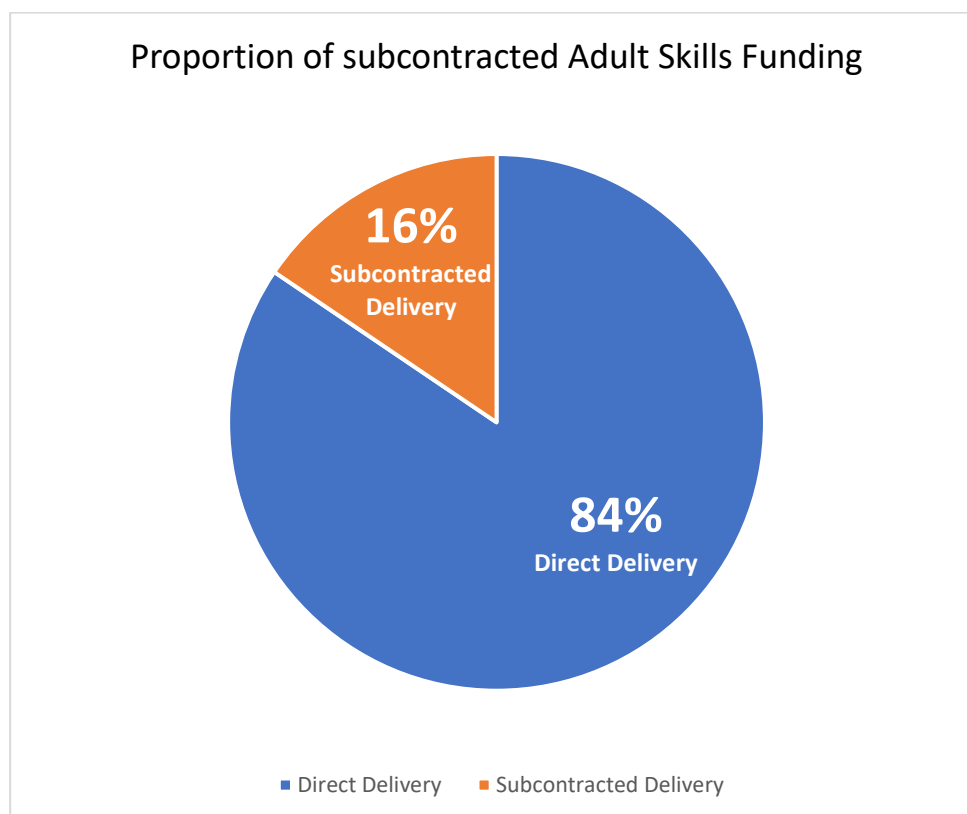
NCC's indicative devolved AEB will be approximately £12.3 million. This is based on the 2017/18 data. HM Government have used academic year 2017/18 as the baseline for all devolved combined authorities as this is the most recent year where a full data set is available and using this as a baseline will provide stability across devolved and non-devolved participation budgets.

Analysis of the academic year 2022/23

In preparing for the implementation of the AEB from August 2025, we have undertaken robust analysis of the most recent 2022/23 full year data including a review of the provider base delivering provision to Norfolk residents, funding allocations and what skills and qualifications are currently being delivered.

Funding Allocation

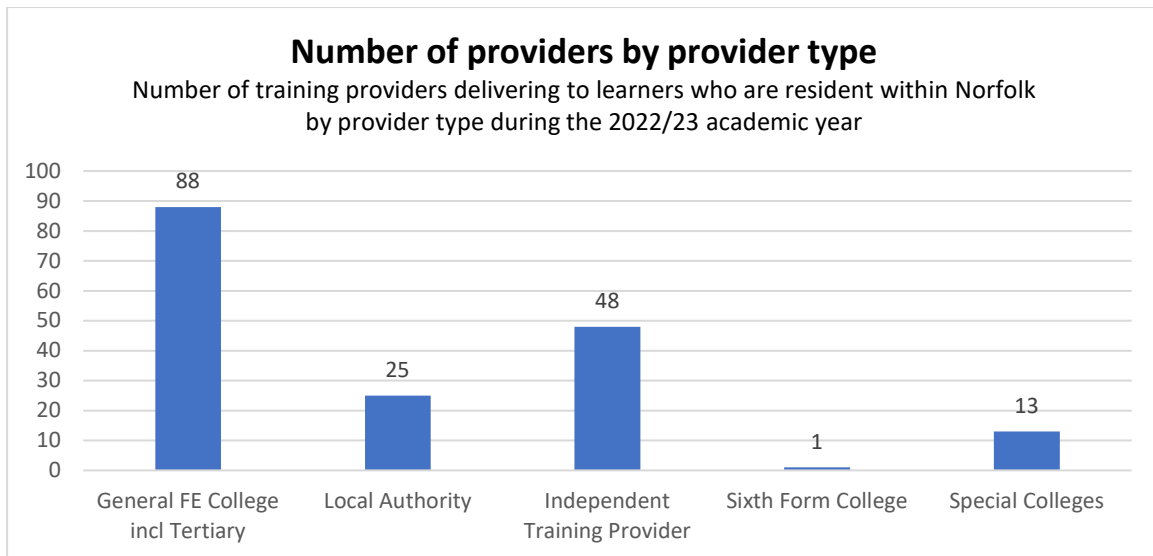
During the 2022/23 academic 84% of Adult Skills funding was delivered directly by training providers, whereas 16% was subcontracted to other providers. This equated to 88% of learners supported by grant allocated and contracted providers (12,497) with 12% learning through subcontracted delivery (1726).



ESFA Localities Data Cube Analysis on the Individual Learner Record for Norfolk Combined Authority

Provider Base

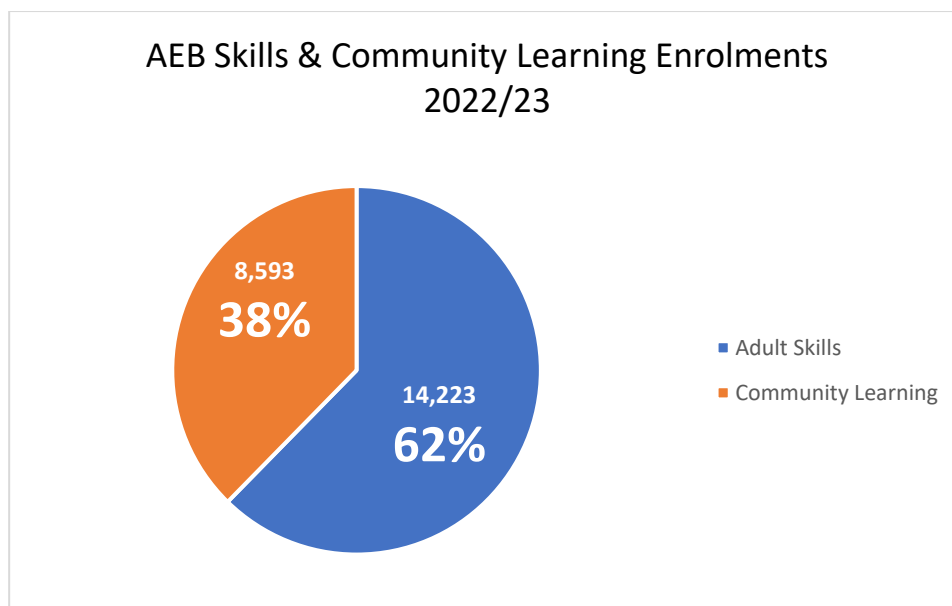
A significant number of providers delivered to learners in Norfolk within the Adult Skills and Community Learning provision, many located nationally. During the 2022/23 academic year, 175 training providers trained Norfolk residents, with 88 of those being FE colleges located nationally.



Funding allocations to providers for the Adult Skills provision ranged from less than £100 to over £1.9m, with around 62% of total funds going to further education colleges, 24% to local authorities and 13% to independent providers.

Enrolments

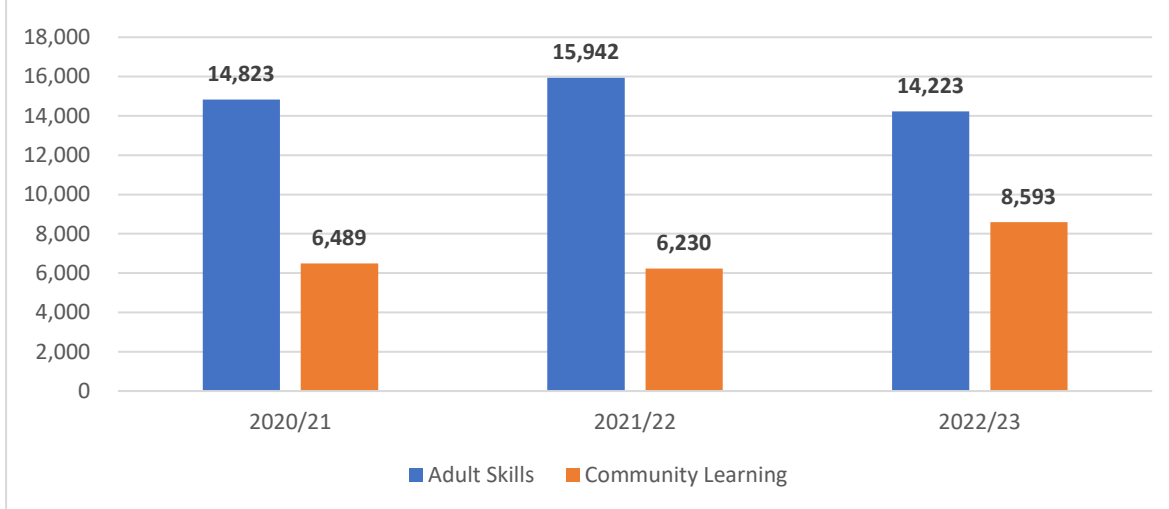
During the 2022/23 academic year there were a total of 14,223 AEB enrolments of Norfolk based residents. Adult Skills learning accounted for 62% of the enrolments within Norfolk, with Community Learning the remaining 38%.



The proportion of enrolments within the Community Learning provision has increased over the past three years, rising from 6,489 enrolments during the 2020/21 academic year to 8,593 during 2022/23, with enrolments within the Adult Skills provision falling in the latest year from 15,942 to 14,223.

Number of enrolments by funding model and year, 2020/21 - 2022/23

NUMBER OF ENROLMENTS WITHIN THE ADULT SKILLS AND COMMUNITY LEARNING PROVISIONS DURING THE PAST THREE ACADEMIC YEARS.



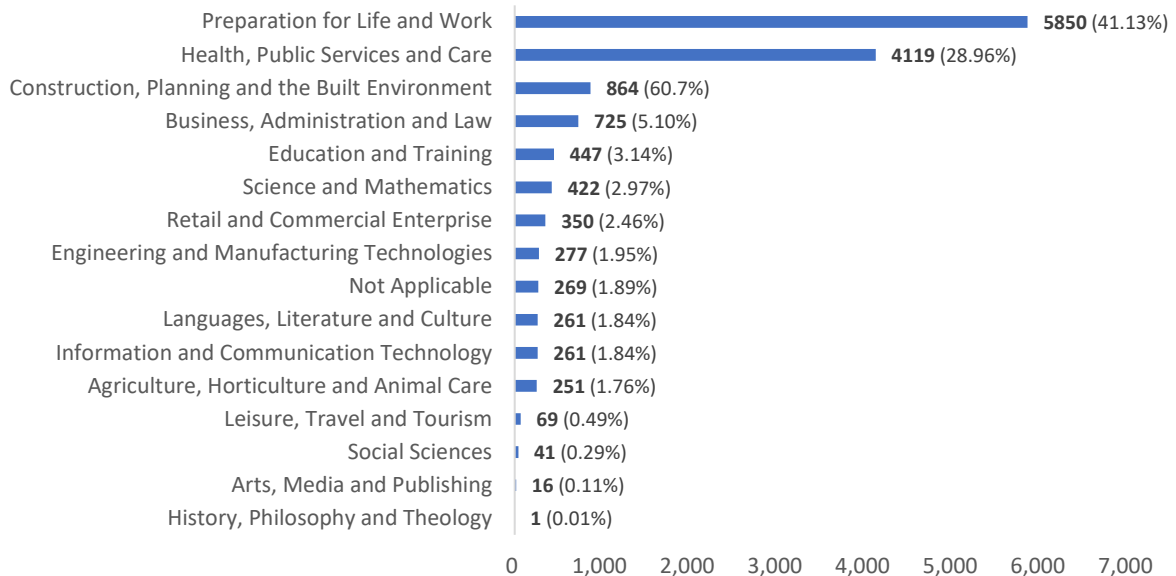
Enrolments by Subject Sector Area

In 2022/23 “Preparation for Life and Work” accounted for the highest proportion of enrolments at 41.13%, or 5,850 learners, with the second largest share within the “Health, Public Services and Care” sector at 28.96%, or 4,119 learners.

All remaining sectors have a 6% or less share of the overall enrolments within Norfolk, with between 1 learner within “History, Philosophy and Theology” and 864 within “Construction, Planning and the Built Environment”.

Enrolments by sector subject area, 2022/23

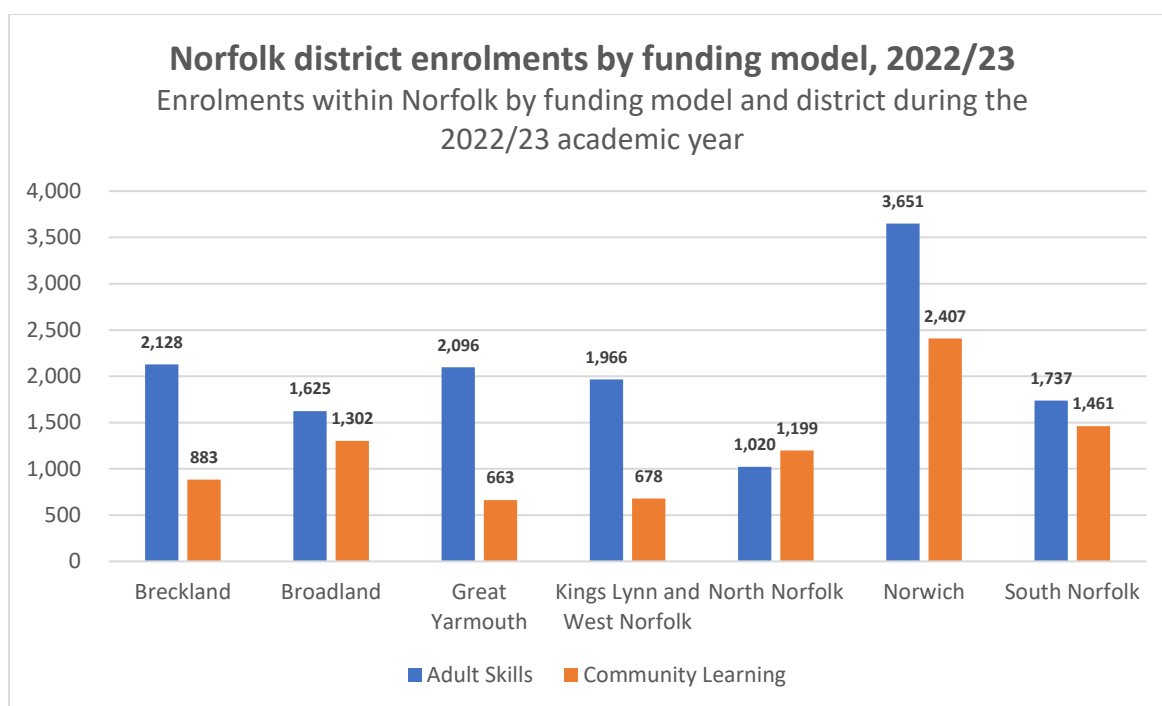
Enrolments within Norfolk by sector subject area during the 2022/23 academic year



Enrolments by district

Of total enrolments, Norwich has the highest total enrolments across both provisions, at 6,058 and North Norfolk the lowest at 2,219.

Adults Skills contributes a larger proportion of enrolments than Community Learning across most districts, with this being the most pronounced within Great Yarmouth where 76% of enrolments are within Adult Skills. However, within North Norfolk, the number of enrolments within the Community Learning provision was more than that of Adult Skills (1,199 compared to 1,020 respectively). The highest number of Community Learning enrolments was within Norwich, where 2,407 learners enrolled, representing a 40% share of total enrolments within Norwich.

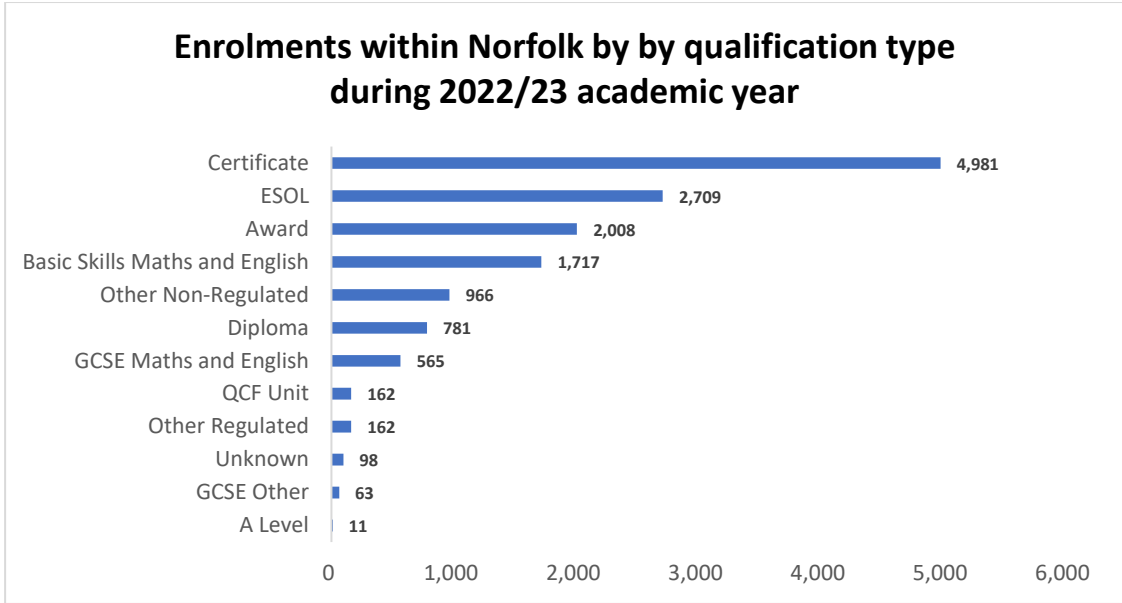


Enrolments by level and Qualification Type

The majority of the learning funded through AEB for Norfolk residents is in low level and non-technical areas.

The largest proportion of enrolments were with at below level 2 at 51.33%, or 7301, below level 2 at 44.13%, or 6277, and level 3 at 4.04%, or 575 learners. The unassigned level (representing some of the Community Learning enrolments) were at 0.49%, or 70 learners.

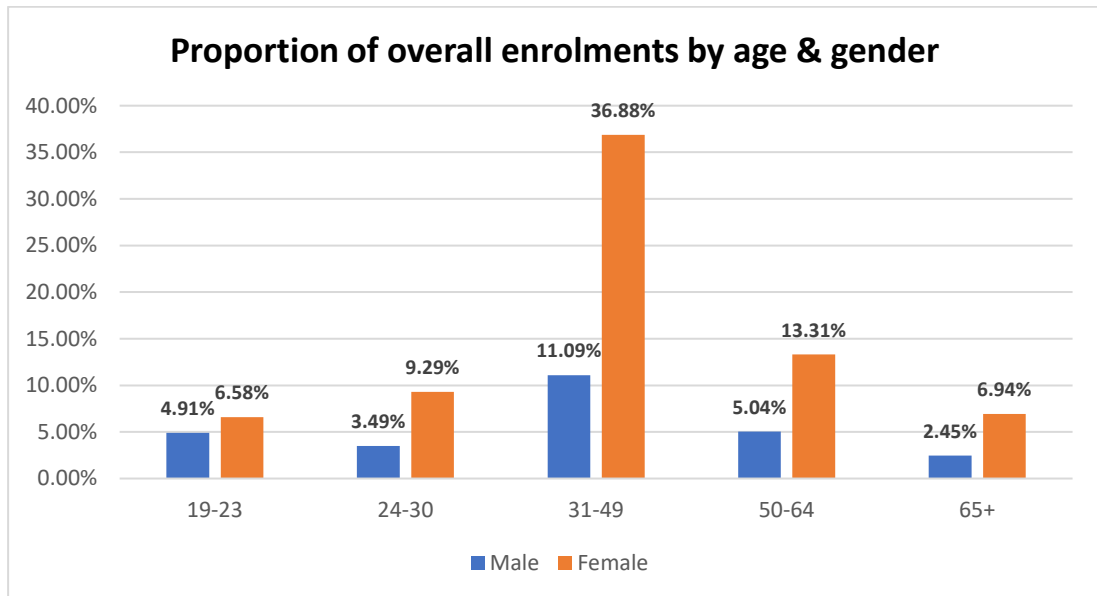
A significant proportion (35.02%) are “Certificate” which are accounted for within the AEB provision. “English for Speakers of other Languages” accounts for 19.05% of enrolments, with Award qualifications at 14.12% and “Basic Skills Maths and English” at 12.07%.



Enrolments by age & gender

73% of enrolments during 2022/23 were female; in terms of age range the 31-49 age group has the highest proportion of enrolments across both male and female learners at 36.88% and 11.09% respectively.

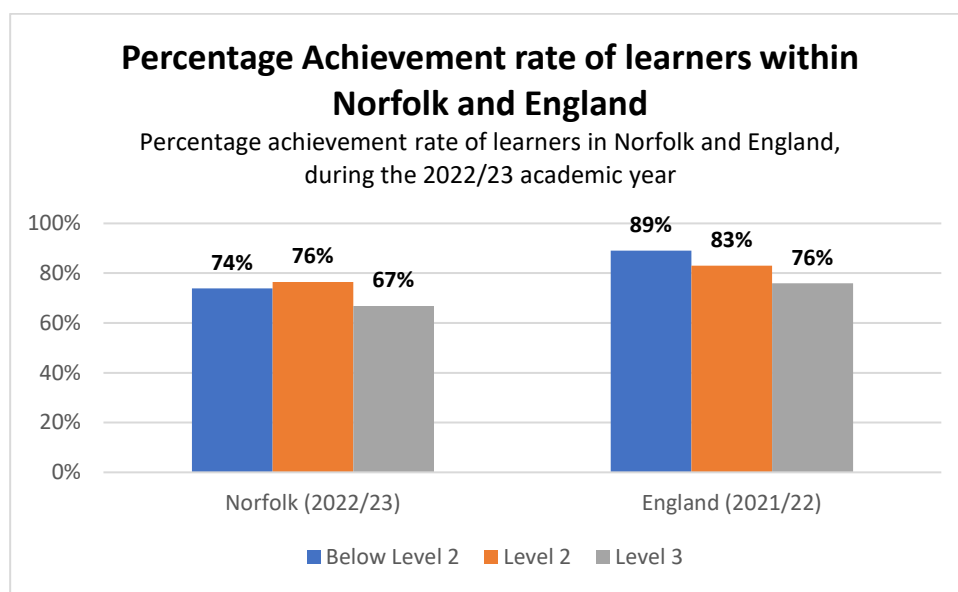
The 65+ age bracket showed the lowest proportion of learners for males at 2.45% with 19-23 the lowest age bracket for females at 6.58%. All age groups showed a higher proportion of females to males with this being the most pronounced within the 31-49 age bracket. The only group showing a relatively equal split was 19-23 with 4.91% for males and 6.58% for females.



Achievements & Outcomes

AEB delivery in Norfolk indicates a lower achievement rate across all levels relative to the national average, particularly below level 2 where Norfolk is at 74% compared to 89% nationally ⁹.

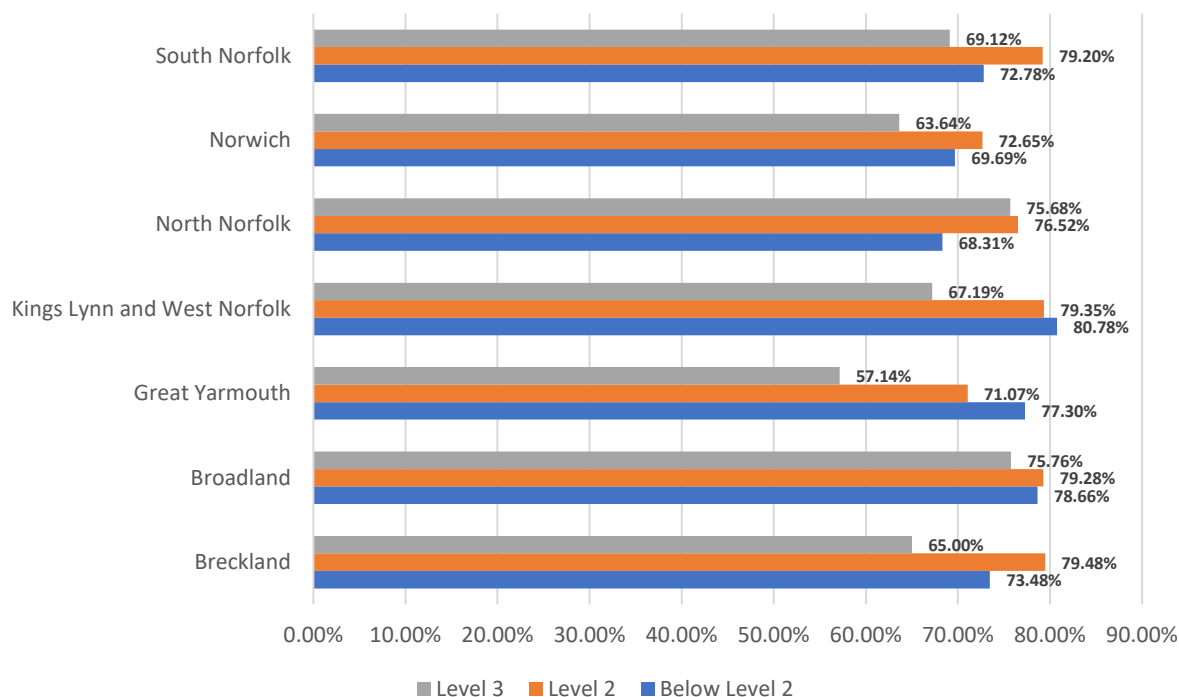
In Norfolk, level 2 has the highest achievement rate, followed by below level 2 and level 3 qualifications. Meanwhile at national level, below level 2 qualifications have the highest achievement rate followed by level 2 and level 3 qualifications.



AEB outcomes fluctuate substantially across Norfolk delivery. Great Yarmouth has the lowest average achievement rate across all levels, with 57% at level 3 and 71% at level 2. North Norfolk has the lowest achievement rate of 69% in 'below level 2' qualification. King's Lynn and West Norfolk has the highest achievement rate of 81% at below level 2. Broadland has the highest achievement rate in level 2 and level 3 qualifications, with a rate of 79% and 76% respectively.

⁹ [Explore Education Statistics \(GOV.UK\)](#)

PERCENTAGE ACHIEVEMENT RATE OF LEARNERS IN NORFOLK'S DISTRICTS WITHIN THE ADULT SKILLS AND COMMUNITY LEARNING PROVISION, DURING THE 2022/23 ACADEMIC YEAR.



Participation and achievements within Norfolk, the East of England and England during the 2022/23 year ¹⁰

	AEB Delivery 2022/23		
	Participation	Achievement	Achievement Rate
Breckland	1,530	1,100	72%
Broadland	1,230	880	72%
Great Yarmouth	1,400	1,030	74%
King's Lynn and West Norfolk	1,590	1,180	74%
North Norfolk	820	580	71%
Norwich	2,350	1,630	69%
South Norfolk	1,390	1,030	74%
Norfolk	10,310	7,420	72%
East of England	77,760	57,630	74%
England	953,840	745,550	78%

An inconsistent trend exists across all districts when comparing the achievement rate across levels: for example, North Norfolk shows the highest achievement rate in level 3, and the lowest in below

¹⁰ [Explore Education Statistics \(GOV.UK\)](https://www.gov.uk/explore-education-statistics)

level 2, whereas other districts tend to have a relatively lower achievement rate at level 3, and higher at level 2.

Norfolk is below the regional and national average achievement rates at 72% compared to 74% and 78% respectively. Moreover, North Norfolk and Norwich have achievement rates lower than the county average at 71% and 69% respectively. Great Yarmouth, King's Lynn and West Norfolk, and South Norfolk all have higher achievement rates at 74% which is equal to the regional average for the same period.

Strategic Approach for the Adult Education Budget

In the initial year 2025/26, NCC's strategic approach to devolved AEB is informed by assessment of the full academic year data (2022/23) and the skills priorities identified through evidenced based approach of the County's resident & workforce requirements.

This evidence base contains a number of key messages in relation to the labour market and business demand and the demographics of the County's population which NCC is seeking to respond to. It will continue to be informed through engagement with stakeholders, providers and the broader skills landscape.

The principle purpose of the AEB is to engage adults and provide them with the skills needed for entering and sustaining better paid work. We aim for AEB to be available to all people in our county regardless of circumstances, however, we recognise that there are defined barriers that need addressing, for example, amongst economically inactive residents who have no qualifications and unable to enter the labour market or those in employment whose low skills prevent their progressing to higher paid opportunities.

Our economic forecasts suggest a continued shift towards a high skilled economy, driving the need to create learning pathways into sustainable employment for our residents by providing the right training opportunities. A range of softer skills such as communication, numeracy, literacy and interpersonal skills, continue to be highly demanded by employers and will continue to form a key part of our adult education offer.

Norfolk's adult education provision seeks to enable the objectives outlined below through the active engagement of our priority residents and the effective programmes of study to support them to progress. It is recognised as a key and integrated component of NCC's portfolio of initiatives to support our residents into pathway that secures good jobs and progressive training opportunities.

AEB delivery will support key elements with the Norfolk Economic Strategy, the emerging NCC Skills Strategy and play a central role in NCC's economic growth agenda.

The devolved Adult Education Budget will enable us to:

- Establish a strategic partnership with providers and stakeholders, able to collaborate with a specific place-based focus on Norfolk's skills needs.
- Develop and commission delivery of a local offer with the agility to respond to employer demand.
- Focus provision and learner support to areas of high skills deprivation, supporting the social mobility of residents in these areas.
- Focus skills provision on key Norfolk industry sectors, supporting growth and inward investment opportunity.
- Establish joint working protocols across post-16 skills activity, bringing clarity on devolved and non-devolved funding and ensuring complementary provision.

Devolved AEB Flexibilities.

Devolved AEB provides an opportunity to make commissioning decisions based upon local need. This enables NCC to utilise evidence from residents and businesses in the design and delivering of provision, tailoring contracted learner outcomes and funding rates according to our county's skills objectives.

Throughout future delivery and in line with the strength of evidenced rationale, we anticipate utilising these flexibilities fully, targeting and both unemployed and working cohorts where priority is indicated.

Development of Norfolk AEB over this initial Strategic Skills Plan period includes the requirement to build and continually inform the evidence base for adopting local flexibilities. This includes the close working with internal colleagues, providers and key stakeholders from across the Norfolk Skills System.

Whilst building evidence and rationale for further flexibilities and to maintain the important stability in the system, NCC will:

- Align devolved AEB with the current ESFA funding eligibilities and rates, in line with national funding policies, and **continue to deliver the statutory entitlements** in line with national funding arrangements and requirements.

The Adult Education Budget includes support for 4 statutory requirements, offering fully funded learning to eligible adult learners.

- English and maths, up to and including level 2, for individuals aged 19 and over, who have not previously attained a GCSE grade 4 (C), or higher, and/or
 - First full qualification at level 2 for individuals aged 19 to 23
 - First full qualification at level 3 for individuals aged 19 to 23
 - Essential digital skills qualifications, up to and including level 1, for individuals aged 19 and over, who have digital skills assessed at below level 1
-
- **Provide full funding for eligible learners.**
 - 24+ who are unemployed – if one or more of the following apply: Employment and Support Allowance; Universal Credit; Jobseekers Allowance including those receiving National Insurance Credits only.
 - English for speakers of other languages (ESOL) if unemployed, co-funded if employed.
 - Learning aims up to and including Level 2 if the resident is unemployed and has already achieved a First Full Level 2 or above.

Throughout AEB implementation period NCC will assess the evidence base, rationale and projected impact of a range of flexibilities, which include:

- Funding uplift for learners within the most deprived Norfolk postcodes.
- Funding for certain teacher/tutor training pathways.
- Fuller Funding for adults who earn less than the 'real' living wage (low wage subsidy).
- Fully funded First Level 2 and 3 qualifications for all adults.
- A second Level 3 qualification offer for unemployed or economically inactive to reskill and enter a growth or foundational sector in Norfolk or for employed learners reskilling.
- The Norfolk Youth Offer - additional funding for 19-24 year old Entitlement for Enrichment activities that support progression and personal development.
- Care Leavers aged 19-22 – Bursary and extended offer.
- Support for Veterans – Funding for veterans and families.
- Funding for residents with additional barriers to work through mental/physical health or substance misuse challenges.

Following feasibility assessment, NCC may make provision for pilot activity in the delivery of flexibilities which may include the trialling new of payment models, rates and eligibility for specified activity, pilot niche provision or delivery models, and scale up existing activity for cohorts of priority learners/employment sectors.

The detail and definition of such activity will be set out in full within NCC's performance management and funding rules.

Strategic Priorities

The priorities for devolved AEB will reinforce delivery toward the four Norfolk Strategic Skills Aims and embedded within the Norfolk Economic Strategy.

NORFOLK SKILLS PRIORITY: Inspire life-long learning and workforce training.

Theme 1: Upskilling our workforce to improve business productivity, increase earnings and grow the economy.

Theme 2: Supporting the out of work & low qualified into the labour market, to drive social mobility.

Theme 3: Closing labour market gaps and workforce supply within Norfolk's main employment and growth sectors, serving the social & infrastructural needs of the county.

NORFOLK SKILLS PRIORITY: Build the talent and supply of appropriately skilled new entrants to the workforce.

Theme 1: Aspiring to education excellence and an agile skills system.

Theme 2: A vibrant & productive future workforce, with well-developed transferable & work-ready skills

NORFOLK SKILLS PRIORITY: Equip and future-proof the Norfolk Workforce to take full advantage of digital and emerging green technologies and innovation.

Theme 1: Increasing achievements in our digital and STEM skills.

Theme 2: Developing Green Skills provision in line with requirements demands to meet Net-Zero

NORFOLK SKILLS AIM: Supporting collaboration, efficiency and skills system leadership

Theme 1: Industry engagement in provision and delivery.

Theme 2: Improving skills system functionality and leadership.

Theme 3: Working with providers to increase the breadth and volume of learning opportunities to Norfolk residents.

These aims have been identified as the committed steps towards achieving the long-term strategic skills aspirations of the County. Success towards these aims is considered in both short & long-term context, recognising that areas of success may be generational in nature.

NCC's Strategic aims in the adoption of devolved AEB include:

- Closing the gap between national and local productivity levels, significantly increasing our contribution to the UK economy.
- Closing the gap between national and local L4+ attainment
- Closing the gap between national and local skill levels for residents who are low qualified (non-qualified or at level one only).
- Growing a local skills infrastructure, more closely aligned to local business need.
- Reducing recruitment challenges and recruitment "lag" in key sectors.

Objectives in the Devolved delivery of the Adult Skills Fund

We have identified five objectives through which to target Norfolk AEB delivery. These form the initial objectives for the academic year 2025 -2026 and will focus provision towards supporting different entry and further progression routes.

Objective 1:

Support engagement and entry into learning opportunity for disadvantaged residents, providing focus on areas and cohorts of skills deprivation.

Engagement Provision

This provision is Intended to support residents facing various forms of disadvantage or with low levels of prior attainment to re-engage in education and towards a desirable destination. These destination outcomes will include Improved health & wellbeing, independent living, employment or further/higher education.

Objective 2:

Support the unemployed, economically inactive and NEET (aged 19-24) towards employment.

Employability Provision

Employability provision is intended to equip unemployed residents with the knowledge, skills and experience they need to secure employment. The majority of learners benefitting from employability provision will be either unemployed or economically inactive.

Objective 3 – Support workforce skill levels across key economic sectors.

Skills for Work

Skills for Work provision is primarily intended to support residents who are employed but require additional support in order to secure 'better' employment. Resident outcomes will include more sustainable employment, higher skills and higher salary potential upon leaving learning.

This provision may also support individuals who are unemployed but deemed to be very close to becoming work-ready and need only specific skills or qualifications to secure a job.

Objective 4 – Develop learner pathways towards higher achievement levels.

Learning for Personal Development

This provision intended equip residents with the skills required to progress within their career, retrain to change career and/or secure better employment. This will also include enrolments

undertaken for personal reasons (including learning for learning’s sake), which may provide access to Higher Education in funded or co-funded nature.

Objective 5 – Develop flexible and responsive training methods, supporting employers to upskill in line with business need.

Response to Workforce Need (Higher Skills in Work)

This provision aims to improve business resilience by identifying and delivering the skills needed in the immediate and future. Responsive provision is allocated to meet the dynamic needs of the Norfolk workforce, commissioned and utilised in areas where training intervention is identified to meet employer demand or in support of inward investment opportunity.

The diagram below summarises Adult Education Budget objectives and alignment with NCC strategic skills priorities:

NCC Strategic Priorities	AEB Objectives
Inspire life-long learning and workforce training.	Support the unemployed, economically inactive and NEET (aged 19-24) towards employment. Support workforce skill levels across key economic sectors. Develop learner pathways towards higher achievement.
Build the talent and supply of appropriately skilled new entrants to the workforce.	Support engagement and entry into learning for disadvantaged residents, providing focus on areas and cohorts of skills deprivation. Support the unemployed, economically inactive and NEET (aged 19-24) towards employment.
Equip and future-proof the Norfolk Workforce to take full advantage of digital & emerging green technologies and innovation.	Support workforce skill levels across key economic sectors. Develop learner pathways towards higher achievement. Develop flexible and responsive training methods, supporting employers to upskill in line with business need.
Supporting collaboration, efficiency and skills system leadership.	Support workforce skill levels across key economic sectors. Develop learner pathways towards higher achievement. Develop flexible and responsive training methods, supporting employers to upskill in line with business need.

These are underpinned by a range of operational objectives in the delivery of devolved AEB, supporting the local skills system and in securing outcomes for residents:

- Full and measurable engagement with Norfolk employers, providing visibility and establishing clarity on workforce training requirements for AEB response.
- Continued close alignment with the Local Skills Improvement Plan, ensuring employer requirements are translated and actioned where AEB is identified as an eligible and appropriate training vehicle.
- Operational partnership with Norfolk District Authorities, supporting skills forum and ensuring highly localised needs are recognised, including those at LSOA level and with specific key employers.
- Collaboration with Norfolk Further Education establishments and key providers, developing shared principles in the stability of the local arrangements and future working.

Principles for Commissioning

Ensuring stability with the Norfolk provider base will be a key priority of the programme. NCC will continue to maintain and develop the trusted relationships held with our key FE and independent providers, utilising these in the ongoing development of provision.

In addition to historical learning outcomes, the Norfolk AEB programme will utilise the devolution opportunity to drive both economic and social outcomes, creating fuller benefit for our economy and in an inclusive growth approach.

NCC recognises the value Community Learning can play in engaging with residents, building confidence, resilience and the potential to start an employment journey, the Norfolk programme will build upon this asset in commissioning, seeking to increase points of access and breadth of offer for learners.

In Adult skills provision we will seek to align commissioning with the defined Norfolk AEB objectives, recognising the potential of different provider strengths to support resident outcomes in these themes.

We will aim to reduce duplication in the Norfolk system, creating progression pathways and with the visibility and consideration of complementary funding themes (Devolved & non-devolved), considering any externally funded programmes alongside AEB commissioned provision.

Our principles in commissioning devolved AEB include:

- Establishing and maintaining effective, high trust relationships with providers to deliver positive long-term impact for residents and the economy.
- An expectation that providers will develop an innovative, place-based curriculum offer and wrap-around support with a clear focus on learner progression.
- Investment in the capacity of the provider base, particularly those working with hard-to-reach groups.
- Work towards longer-term contracts and grant allocations as ways of achieving efficiency, effectiveness, and stability.

In exercising the commissioning function, NCC will provide consideration too:

- Ensuring that commissioning arrangements for securing and funding provision are fair and reasonable and that demands made of providers are clear, transparent and timely.
- Operating with fairness, reasonableness and proportionality of our requests to providers through consideration of the entirety of that provider's overall business.
- Ensuring that all providers are given an equal opportunity to compete for funds in any competitive process (in contracted services)
- Our commissioning approach aligns to the existing adult education funding key milestones that a provider operates under.
- When deviating from the previous ESFA commissioning process to give a reasonable notice period to allow providers to adapt.

NCC Commitment to:

Build and Maintain Positive Relationships.

Enable Providers to understand and meet NCC needs.

Understand what providers need to plan and respond properly to deliver Adult Education for NCC.

Funding allocation arrangements

NCC's indicative devolved AEB will be approximately £12.4m per annum. This is based on the AY 2017-18 data which Government have used as the baseline for all devolved combined authority AEB allocations.

Underpinned by data and NCC's ambitions for the fund, we have the opportunity to make an immediate and positive impact on the provision offered to Norfolk residents whilst providing stability to the provider base thereby minimising the risk to continuity of provision for learners.

The Proposal is to fund provision via two routes:

Route One: Strategic Plan led Grant Allocation

Establishing grant funding agreements with in-scope grant providers will provide stability for residents and ensure that appropriate levels of statutory entitlement provision and community learning is available.

In-scope grant providers includes those who are wholly or mainly funded by the public purse; are currently grant funded; have an established place-based approach which supports NCC priorities; and deliver significant volumes of activity within the county geography and support existing travel to learn patterns e.g. FE Colleges and the Local Authorities.

Route Two: Contract for services

Securing the remaining AEB funds via an open and competitive procurement process open to all skills providers will provide a sustainable and responsive skills offer aligned to specific, localised skills needs which maximise employment opportunities for Norfolk residents. They will also enable NCC to test and pilot innovative new methods of delivery. This approach provides the opportunity to join up the area's skills and training offer, reduce duplication and reach communities most disadvantaged.

These approaches provide stability for the current provider base, ensuring continuity for learners and constancy of provision. We will also open new opportunities for the provider base to made

innovative, high value proposals - utilising local knowledge and assets to develop provision that is best placed to meet Norfolk resident need.

In supporting development and response to Local Skills Improvement Plan and recognised demand, NCC will access flexibility through which grant funded providers may utilise a percentage of their AEB grant allocation in the development of new innovative provision.

The NCC Commissioning approach will:

- Provide stability in the prominent local provider base.
- Provide alignment with the currently identified skills needs of Norfolk residents and workforce.
- Be in direct accordance with the stated economic ambitions of the county.
- Provide breadth and reach through sub-contracting opportunities.
- Offer agility in meeting dynamic skills demand.
- Include risk managed approach in local context.

Provider Delivery Plans

Irrespective of funded route providers will develop an Annual Delivery Plan, including expected volumes of learners by sector and level, profile of delivery across the year and all planned subcontracting arrangements.

Providers delivery plans will be performance managed in-year and at year end. This process of review will provide a comprehensive evidence base which evidences the most effective support for residents and will inform future commissioning decisions.

Further details will be available in provider Grant Agreements and Contracts and the Funding and Performance Management Rules issued by NCC.

Delivery Plan alignment to key priorities for Norfolk AEB

The table below illustrates the key priorities for AEB and how provider AEB delivery plans may respond:

Key Strategic Priority	Provider delivery plans may respond.
<p>Inspire life-long learning and workforce training.</p>	<p>Demonstration that providers have a strong knowledge of workforce skills demand, including understanding of Local Skills Improvement Plan objectives.</p> <p>Demonstration that providers have insight into specific sector skills demand.</p> <p>Proposed capability in the delivery of specific and tailored qualifications to dynamic workforce need.</p>

	<p>Demonstration of learner pathways and capacity to progress learners through progression routes.</p>
<p>Build the talent and supply of appropriately skilled new entrants to the workforce.</p>	<p>Demonstration that providers can provide fuller access for disadvantaged residents, with capacity to remove situational barriers to learning.</p> <p>Delivering learning aims up to Level 2 for adults who wish to improve their English, Maths and Digital skills, improving resident employability.</p> <p>Apply focus and expertise in supporting specific cohorts, for example - young people in Jobs without training or resident aged 50+ and retraining.</p> <p>Community learning activity that has the primary aim of engaging residents, providing outreach into disadvantaged communities, support to engage our residents, build confidence and improve life chances.</p> <p>Focus on geographical areas of high skills deprivation, engaging with residents with methods to enter learning.</p> <p>Programmes with the primary aim of supporting those in work who have low qualifications, low earnings, or work in vulnerable occupations to help them progress into better paid and more secure employment.</p>
<p>Equip and future-proof the Norfolk Workforce to take full advantage of digital & emerging green technologies and innovation.</p>	<p>Preparedness to deliver qualifications equipping residents with the technical skills needed for a changing economy including low carbon economy and digital skills.</p> <p>Proposal for the development of pathways to higher technical subject areas, supporting skill levels in Norfolk's priority sectors.</p>
<p>Supporting collaboration, efficiency and skills system leadership.</p>	<p>Engagement & reference to the Local Skills Improvement Plan (Workforce Skills demand)</p> <p>Engagement with District/Borough Skills Forum/Assemblies (Local skills context)</p> <p>Collaboration with Local Authority Skills Team.</p>

Stakeholder Engagement

Engagement with stakeholders continues to develop our fuller understanding of post-16 provision and the relationship that providers have with the resident and workforce communities.

NCC is committed to working collaboratively with our stakeholders to maximise the impact of devolution on individuals and businesses. In developing the AEB programme through the initial two-year delivery period we will work collectively to refine the priorities for adult skills over the medium and longer term.

In preparation for devolved AEB, a range of market engagement, procurement and provider onboarding workshops will take place.

NCC's approach to stakeholder engagement has and will continue to include:

1. Establishing effective working relationships with providers to gain insight and intelligence to inform funding flexibilities and additional provision to be made available through the AEB.
2. Maintaining regular contact with relevant stakeholders including, for example, Local Authorities, Skills Providers, Provider Representative Bodies (the Association of Colleges, the Association of Learning Providers and the New Anglia Learning Provider Network), the Department for Work and Pensions (DWP), the Department for Education (DfE), Employer Representative Bodies (Norfolk Chamber of Commerce, Federation of Small Businesses), Employers and the VCSE sector, to support co-ordination of recruitment opportunities and skills development.
3. Attend regular meetings with DfE and other devolved Authorities to share information and best practice.
4. Work collaboratively with national strategic partners and local stakeholders to align the devolved AEB with other funding streams and activity to ensure it complements, rather than duplicates the wider learning experiences and opportunities aimed at supporting residents to progress in learning and to move towards, or into productive and sustained employment.

NCC will work closely with local stakeholders, rationalising the provider base and targeting provision in line with local need and high-quality standards of delivery.

Adult Education Budget (AEB) devolution readiness: self-assessment evidence checklist

To demonstrate readiness for AEB devolution from the academic year 2025/26, you will need to submit the following to the Department for Education by **31 May 2024**:

1. A letter from your CEO (or equivalent) which confirms
 - a. how you will improve the delivery of adult education functions in your area and associated improvement of outcomes for residents
 - b. how you will effectively deliver the operational processes and functions to support this
 - c. that you are content the area will be ready to deliver the function to your residents from academic year 2025/26

2. Your AEB strategic skills plan (SSP), as described at Section 2, to support statement a.

Evidence to support statements a, b and c. (Our suggestions for evidence you could consider to support this statement are listed in Section 2)

Section 1 – Improving adult education delivery to your residents

The Secretary of State (SoS) may only make the order to devolve statutory functions to a Mayoral Combined Authority (MCA), Combined County Authority (CCA) or Local Authority as applicable, if they consider that the making of the order is “likely to improve the exercise of those functions in the area or areas to which the order relates.”

Please note that the Levelling Up and Regeneration Bill will amend the test under section 105B Local Democracy, Economic Development and Construction Act 2009 for the making of an order. This will be that the Secretary of State considers that the making of the statutory instrument “is likely to improve the economic, social and environmental wellbeing of some or all of the people who live or work in the area or areas to which the order relates”. Providing this Bill passes, we will be applying this test to areas in accordance with the Bill.

AEB strategic skills plans (SSPs) will be considered as ***your evidence*** to support your CEO’s statement and to demonstrate this to the SoS. They are an opportunity for you to show how you can improve the delivery of adult education to your residents and improve outcomes for them.

They should show:

- a) Evidence base used to determine priorities for example
 - have you drawn on data and research from the LEP in your area’s plans (including that funded by DfE via the SAPs programme up until March 2023), if so, how?
 - have you assessed current delivery/set any benchmarks for improvements?
- b) how the AEB will be used to achieve your objectives;
- c) how you will support national objectives;
- d) the impact of your decision-making on learners, employers and learning providers;

- e) preparation has been taken to reflect your intentions with regard to commissioning provision and that you are engaging with local stakeholders in doing so;
- f) links, where appropriate, to intelligence and recommendations set out in Local Skills Improvement Plans developed by designated employer representative bodies.
- g) links to, and builds on, broader economic growth plans for the area – please specify which plans you are drawing upon
- h) How will you ensure you have robust local accountability and assurance processes in place to support the expectations set out within the English Devolution Accountability Framework'?

Section 2 – Suggested evidence

Your CEO should in their letter state that your area will be ready to deliver adult education functions to your residents from academic year 2025/26.

The evidence **suggested** below is intended to support this statement. We do not expect you to have all processes, communications, documentation, etc. for 2025/26 finalised by this point. However, the evidence you provide will need to clearly demonstrate how you will arrive at a satisfactory position, if these things are not already in place in time for assuming the functions. You are also welcome to set out what additional requirements you anticipate needing from DfE/ESFA in order to arrive at a satisfactory position in time for devolution.

For each theme below, please:

- give a **brief answer**
- include descriptions of the **products and outputs** that support your answer **and attach evidence**, if available
- include hyperlinks (web addresses) for **evidence you have already published**
- state who will give **final approval** for the products and outputs, and the governance processes you will use to get that approval, wherever appropriate

Section 3: Estimated timescales and next steps

Areas whose deals are commencing 1 August 2025: The window for you to develop your readiness criteria will be open from September 2023 to May 2024, following which we will be assessing the submission from June to July 2024, after which we will notify you about whether you have successfully met the criteria. Our approval of the readiness criteria could be conditional on changes we want you to make to current systems, processes or structures or where you have interim or draft systems, processes or structures in place, having final versions in place once the devolved authority has been created and prior to funding being devolved to you in August 2025. These conditions will be clearly set out in the Notification Letter we send once we have assessed and approved your readiness.

Governance

Information requirement. <ul style="list-style-type: none"> • Categories where we require a final or most current version of by the time readiness criteria are submitted are in bold, accepting that some of these will 	Current Position – are arrangements in place (Y/N)	If yes, evidence to support requirement <i>could</i> include	If no please provide brief explanation on what you are planning to do/put in place	Target date for completion if requirement not yet in place

<p>change by the time your devolution deal begins</p> <ul style="list-style-type: none"> • Please note that if the devolved authority has not been established by the time you submit your readiness criteria, you can send documentation or processes from the accountable body leading on implementation 				
<p>1.A clear constitution (or similar document) which details:</p> <ul style="list-style-type: none"> • the governance framework and operating principles, including investigations/complaints whistleblowing policy <ul style="list-style-type: none"> • currently in place • (if different to the above) which will be in place once the AEB has been devolved 	<p>Y</p>	<p>As an existing County Council, Norfolk County Council has a governance framework and scrutiny structure that includes a constitution and relevant associated policies to ensure robust governance. This is included below:</p> <ul style="list-style-type: none"> • https://www.norfolk.gov.uk/media/34290/Norfolk-County-Council-Constitution-agreed-March-2023/pdf/38Norfolk-County-Council-Constitution-agreed-March-2023.pdf?m=1716476847647 • https://www.norfolk.gov.uk/media/34277/Code-of-corporate-governance/pdf/16Code-of-corporate-governance.pdf?m=1716476586457 • https://www.norfolk.gov.uk/media/34294/Whistleblowing-policy-2023/pdf/4sWhistleblowing-policy-2023.pdf?m=1716476905400 <p>Corporate Complaints Policy - Norfolk County Council</p> <p>In line with the English devolution accountability framework Norfolk County Council have developed the local assurance framework in the management and accountability of devolved funding. The Local Assurance Framework includes the governance of adult skills funding and outlines the following:</p> <ul style="list-style-type: none"> • Local scrutiny, checks and balances 	<p>To note, subject to a Full Council vote on 23.07.24, governance will be amended to reflect the decision to have a Directly Elected Leader model that will instigate devolution for Norfolk. The constitution will be amended at this point.</p>	<p>Constitution to be updated once decision to devolve has been taken - 31.08.24</p>

		<ul style="list-style-type: none"> • Accountability to the public • Accountability to central government <p>The NCC Local Assurance Framework is included below, this incorporates the key requirements of the English Devolution Accountability Framework (EDAF):</p> <ul style="list-style-type: none"> • https://www.norfolk.gov.uk/media/34292/Norfolk-Local-Assurance-Framework---Draft/pdf/3pNorfolk Local Assurance Framework - Draft.pdf?m=1716476876940 • ASF Final 22052024 (Word doc) [177KB] 		
<p>2.Internal Audit Committee awareness of the AEB devolution project</p> <p>Is the project on your risk register and has it been audited (or is due to be) and a report made</p>	Y	<p>The Audit and Governance Committee are aware of NCC’s current and future responsibilities relating to AEB.</p> <p>The NAS quarterly report taken to Audit and Governance Committee on 15 February 24 included narrative around the project including the risk and auditing requirements and that it will feature in the Internal Audit Strategy and Plan 2024-25. This is described in pages 28 and 33 of the Audit and Governance Committee report A&G Committee report February 2024.</p> <p>An NCC organisational and programme risk register is in place, this ensures that risks associated with AEB are monitored at both corporate and local level.</p> <p>An internal audit has been carried out in assessment of NCC’s AEB readiness by NCC internal audit staff. This work had the objective of providing high level assurance that the project is</p>	NCC notes that external audit arrangements will need to be procured and in the interest of provider consistency are in discussion with both CPCA and SCC.	N/A

		<p>well managed, governed and reported to ensure that the approach sufficiently robust and evidenced. This work was undertaken in late February/early March 2024.</p> <p>The assessment from NCC's internal audit process was that NCC's status for readiness was 'Acceptable'.</p> <p>The outcome of this audit was reported to the Audit and Governance Committee on 30 April 2024 (link to be provided once committee have met)</p> <p>NCC can confirm that:</p> <ol style="list-style-type: none"> 1. the programme is on the organisational risk register, this is included below: NCC AEB Risk Register 09022024 (Excel doc) [38KB] 2. NCC's AEB readiness has been internally audited and report developed. 3. Remedial actions relating to the internal audit have been carried out in entirety, this includes any required staff resilience arrangements. 		
--	--	---	--	--

Financial

Information requirement	Current Position – are arrangements in place (Y/N)	If yes, evidence to support requirement <i>could</i> include	If no please provide brief explanation on what you are planning to do/put in place	Target date for completion if requirement not yet in place
-------------------------	--	--	--	--

3.Compliance with the Local Audit and Accountability Act 2014¹¹	Y	<p>NCC will remain in full compliance of the Local Audit and Accountability Act 2014.</p> <p>The External Auditors completed their work on the 2021-2022 accounts in January 2024 and reported the draft results to the Audit and Governance Committee on 14 February 2024. Their report provides an unqualified audit opinion for the Council's 2021-22 financial statements. This demonstrates compliance with the Local Audit and Accountability Act 2014. See page 105.</p> <ul style="list-style-type: none"> • https://www.norfolk.gov.uk/media/34274/Audit-and-Governance-Agenda-240215/pdf/0mAudit_and_Governance_Agenda_240215.pdf?m=1716476519703 <p>The final audit certificate for 2021-22 has not yet been completed by the External Auditors, however the draft results on the annual accounts referred to above (see page 186 on the link) make no recommendations to Norfolk County Council as no issues were identified.</p> <p>The Council's accounts for 2022-23 were certified by the Director of Strategic Finance on 31 May 2023 as giving a true and fair view of the financial position of the Council at 31 March 2023. These draft accounts are still subject to audit by the Council's External Auditors. Once the External Auditors have completed their work on the 2022-23 accounts, the results of this work will be reported to the Audit and Governance Committee, followed by publication of the final audited accounts.</p>	N/A	N/A
4.Please provide confirmation that your Internal Audit team are aware of their responsibilities towards this funding stream to verify processes and controls.	Y	<p>The Internal Audit team are aware of their responsibilities towards this funding stream to verify processes and controls.</p> <p>The internal Audit Strategy which was considered and agreed by the Audit and Governance Committee on 30 April 2024 includes the requirement for future audit work in relation to AEB and preparations for this have been included with the internal audit team throughout AEB implementation 2024-25.</p> <p>The Internal audit team will support the AEB Team to implement plans to obtain ongoing assurance. In AEB assurance from 2025/26 onwards.</p> <p>In future audit arrangements and assurance NCC will develop a procurement specification and procure external Audit providers in adherence to the assurance framework and carry out the audits required. A minimum of two providers will be required to ensure that there is no conflict of interest between the auditors and the providers, in this approach NCC will seek to align audit arrangements</p>	N/A	N/A

¹¹ This Act requires you to have in place an external audit arrangement to annually report on whether your accounts and statements present fairly the financial position and whether you have put in place proper arrangements for securing economy, efficiency and effectiveness in the use of resources to secure value for money.

		<p>with those currently in place with providers. The work programmes designed by the ESFA would be used as a starting point for funding assurance reviews to test substantively a sample of learners across the learner population.</p> <p>Scope of future audit arrangements will also include Sample testing, Provider Data Self-Assessment Tool (PDSAT) review and specific review of sub-contracting arrangements and associated payments.</p> <ul style="list-style-type: none"> • https://www.norfolk.gov.uk/media/34275/Audit-and-Governance-Committee-Agenda-240430/pdf/1iAudit_and_Governance_Committee_Agenda_240430.pdf?m=1716476551590 • https://www.norfolk.gov.uk/media/34276/Audit-and-Governance-minutes-240430/pdf/1iAudit_and_Governance_minutes_240430.pdf?m=1716476570417 		
--	--	---	--	--

Procurement

Information requirement	Current Position – are the requirements in place (Y/N) if no please provide brief explanation	If yes, evidence to support requirement <i>could</i> include	If no please provide brief explanation on what you are planning to do/put in place	Target date for completion if requirement not in place
5.What plans, systems and processes you will have for procuring/commissioning AEB provision and how will you ensure compliance with the appropriate legal regulations for procurement.	Y	<p>NCC’s procurement arrangements will take account of the requirements for Adult Skills Funding provision and have the appropriate legal and finance resources in place to ensure compliance with the Public Procurement regime.</p> <p>The Adult Skills team will be supported by the NCC Procurement Team with dedicated procurement staffing in resource.</p> <p>We propose an Open Procurement Process, inviting a range of providers to tender to be one of a number of providers selected to deliver AEB provision.</p> <p>Documents attached are examples of our procurement documentation:</p>	<p>We anticipate that the procurement process will begin in Oct 2024. Procured contracts will be issued in April 2025 to commence in August 2025.</p> <p>We anticipate grant holders for the 2025/26 academic year, to be notified in January 2025.</p>	30/09/2024

		<p>Attachments:</p> <p>1) NCC AEB ITT https://www.norfolk.gov.uk/media/34286/NCC-ITT---Adult-Education-Budget/pdf/3bNCC_ITT_-_Adult_Education_Budget.pdf?m=1716476785847</p> <p>2) NCC AEB Specification https://www.norfolk.gov.uk/media/34286/NCC-ITT---Adult-Education-Budget/pdf/3bNCC_ITT_-_Adult_Education_Budget.pdf?m=1716476785847</p> <p>3) Commissioning Strategy https://www.norfolk.gov.uk/media/34293/Procurement-Strategy-2023-2026---CSC-Sep23/pdf/4kProcurement_Strategy_2023-2026_-_CSC_Sep23.pdf?m=1716476892003</p> <p>The legal and policy requirements in addition to adherence with NCC's commissioning strategy will be directly supported by the Authority's Head of Complex Transactions and Sourcing.</p>		
--	--	--	--	--

Contracting and funding agreements

Information requirement	Current Position – are the requirements in place (Y/N) if no please provide brief explanation	If yes, evidence to support requirement <i>could</i> include	If no please provide brief explanation on what you are planning to do/put in place	Target date for completion if requirement not in place
6.Are contracting arrangements planned which: <ul style="list-style-type: none"> reflect the type of organisation you are contracting with (i.e. not for profit organisation - college/local authority or commercial provider) define the terms and conditions for provision funded through the AEB? allow for varying contracts, if required 	Y	<p>NCC propose to fund providers via 2 routes:</p> <p>Route One: Plan Led Grant Allocations Establishing funding agreements with in-scope grant providers will provide stability for residents and ensure</p>	Grant agreements and contract for services will be finalised by NCC legal services (NPLAW) post readiness submission and completed by July 2024.	N/A

<ul style="list-style-type: none"> • the standards you expect providers to adhere to • how you will audit providers • steps you would take in the event that you identify they have not complied with your contractual requirements. 		<p>that appropriate levels of Statutory entitlement provision and Tailored learning are available.</p> <p>In-scope grant providers includes those who are wholly or mainly funded by the public purse; are currently grant funded; have an established place-based approach which supports NCC Strategic Skills priorities. These providers will deliver significant volumes of activity within Norfolk and support existing travel to learn patterns – e.g. Colleges and the Local Authorities.</p> <p>Route Two: Contract for services Securing the remaining Adult Skills Funds via an open and competitive procurement process.</p> <p>Copies of NCC's Contract for service and Grant Funding agreement are included below:</p> <ul style="list-style-type: none"> • https://www.norfolk.gov.uk/media/34285/NCC-Grant-Agreement---Draft-v1/pdf/38NCC_Grant_Agreement_-_Draft_v1.pdf?m=1716476770557 • https://www.norfolk.gov.uk/media/34279/NCC-AEB-Services-Contract-2022-23---Draft-v2/pdf/1hNCC_AEB_Services_Contract_2022-23_-_Draft_v2.pdf?m=1716476621887 <p>The contract documents define the terms and conditions for the AEB funding.</p> <p>The expected standards of AEB delivery and financial management are included within the Grant Agreement, Contract for Services and the NCC Performance Management Framework.</p> <p>Outline preparations for Audit plans for 25/26 are indicated above.</p>		
---	--	---	--	--

Payments

Information requirement	Current Position – are the requirements in place (Y/N) if no please provide brief explanation	If yes, evidence to support requirement <i>could</i> include	If no please provide brief explanation on what you are planning to do/put in place	Target date for completion if requirement not in place
7.Planned processes to make payments against <i>your</i> AEB policy and funding rules	N	<p>To support provider payments and quality assurance NCC will implement an Azure SQL platform. This platform will receive, maintain and monitor the occupancy and funding reports received on a monthly basis. A specific staffing resource will also be applied in contingency. The SQL system will interface with NCC's internal finance system (myOracle) and with support from NCC Finance staff (in diligence and checking) process monthly payments to providers against either grant allocation profile or contracted actual outcomes.</p> <p>Reflected in contract arrangements NCC will manage payments to grant holders through monthly profile and to contract holders by monthly payment against actuals.</p> <p>In the initial year of AEB delivery, Norfolk will align to national funding rates with a number of local flexibilities for example disadvantage uplift.</p> <p>In preparation for the effective payment systems and monitoring of AEB performance NCC have developed specific internal processes to ensure robust delivery.</p> <ul style="list-style-type: none"> • AEB Future State (Operating systems and processes) • Forecasting/spend sub process • External Payments process • Performance and reporting process. <ul style="list-style-type: none"> • https://www.norfolk.gov.uk/media/34281/NCC-AEB-Sub-Process-External-Payments-Future-State-v0.2/pdf/2sNCC_AEB_Sub_Process_External_Payments_Future_State_v0.2.pdf?m=1716476698847 • https://www.norfolk.gov.uk/media/34281/NCC-AEB-Sub-Process-External-Payments-Future-State-v0.2/pdf/2sNCC_AEB_Sub_Process_External_Payments_Future_State_v0.2.pdf?m=1716476698847 • https://www.norfolk.gov.uk/media/34278/NCC-AEB-Future-State-Process-v0.3/pdf/1mNCC_AEB_Future_State_Process_v0.3.pdf?m=1716476603170 	The systems and process indicated will be utilised to calculate and ensure correct payments are made to providers and effective performance monitoring of the service is in place. These systems will be comprehensively tested from June 2024 and towards Norfolk's AEB go live 2025. NCC will ensure that these systems are effective from the start of	31/03/2025

		<ul style="list-style-type: none"> • https://www.norfolk.gov.uk/media/34282/NCC-AEB-Sub-Process-Performance--Reporting-Future-States-v0.2/pdf/2oNCC_AEB_Sub_Process_Performance_Reporting_Future_States_v0.2.pdf?m=1716476719727 <p>NCC have significant experience in the delivery and management of employment and skills programmes.</p> <p>NCC successfully operates as the Managing Authority of the France Channel England (FCE) programme. This programme with a value in excess of €223m, awards and processes payments to grant holders in England and mainland Europe. NCC have successfully managed a substantial European Social Fund (ESF) portfolio totalling over £20m which included contractual arrangements and associated payments to a broad range of delivery partners.</p>	2025/26 academic year.	
--	--	---	------------------------	--

AEB policy: funding rules and learner eligibility. Provider allocations and Funding Formula and Rates

Information requirement	Current Position – are the requirements in place (Y/N) if no please provide brief explanation	If yes, evidence to support requirement <i>could</i> include	If no please provide brief explanation on what you are planning to do/put in place	Target date for completion if requirement not in place
<p>8. Clear draft documented rules and principles that safeguard public funding.</p> <p>The rules should confirm how funding is earned, learner eligibility, contracting and sub-contracting, evidence requirements, payment and performance management arrangements for AEB funding.</p> <p>Please explain how you will ensure your rules/process are workable for providers? What processes will you have for consulting with them?</p>	Y	<p>NCC have developed Funding Rates and Formula, Funding Rules and accompanying technical notes.</p> <p>These are embedded below.</p> <p>To ensure the fullest engagement and ongoing collaboration with the key AEB providers in Norfolk, NCC will establish an Adult Skills Principals Forum. The Forum comprising senior representation from AEB Grant holders which includes the county's three further education colleges and the Norfolk Adult Learning Service.</p> <p>The Adult Skills Principals Forum will hold a formal role of advice and influence relating to Adult Skills delivery and will take representation in the Norfolk and Employment Skills Board. (Ref. Local Assurance Framework – Governance structure)</p>	N/A	N/A

		<p>NCC will also establish a wider AEB provider group ensuring that independent training providers (ITP's) and contracted VCSE organisations have consultation opportunity throughout the programme.</p> <ul style="list-style-type: none"> • https://www.norfolk.gov.uk/media/34284/NCC-Funding-Rates-and-Formula-2025-2026---DRAFT/pdf/25NCC_Funding_Rates_and_Formula_2025-2026_-_DRAFT.pdf?m=1716476753840 • https://www.norfolk.gov.uk/media/34289/NCC-Technical-Note---Monitoring-Fields--Class-Codes-2025-2026---DRAFT/pdf/3INCC_Technical_Note_-_Monitoring_Fields_Class_Codes_2025-2026_-_DRAFT.pdf?m=1716476832827 • https://www.norfolk.gov.uk/media/34283/NCC-Funding-and-Performance-Management-Rules-2025-2026---DRAFT/pdf/2cNCC_Funding_and_Performance_Management_Rules_2025-2026_-_DRAFT.pdf?m=1716476737203 <p>We anticipate the further development and potential modification of our funding rules in collaboration with providers throughout the implementation period June 2024 onwards.</p> <p>Funding rules and rates will also accommodate the transition to adult skills funding and tailored learning programmes.</p>		
9. How and when will you publish funding rules, provider funding agreements or contracts and their allocations	Y	<p>NCC will indicate Funding Rules, Funding Rates and Formula within procurement and grant award allocations from October 2024. We anticipate that grant holders will be in receipt of indicative grant values from January 2025 in preparation of their respective provider delivery plans. Following the procurement process for the academic year 2025/26 we anticipate contract holders to be notified from April 2025.</p>	N/A	N/A

Data Collection and Reporting

Information requirement	Current Position – are the requirements in place (Y/N) if no please provide brief explanation	If yes, evidence to support requirement <i>could</i> include	If no please provide brief explanation on what you are planning to do/put in place	Target date for completion if requirement not in place
10. Do you have a data sharing agreement in place with the department?	Y	NCC can confirm the receipt of the DfE data sharing agreement which the authority has	NCC awaits the signed copy from DfE.	04/06/2024

		assigned and returned. This will provide NCC with the permitted use of DfE data extracts.		
11. Do you have additional requirements for data held / not held by the department to support your operational processes? If yes, have you balanced the need for this data against the possible impact on providers?	Y	NCC are exploring a number of commercial and in house options to secure destination data for the 2025/26 academic year onwards. NCC will continue to work in close association with Local Skills Improvement plan in the statistical assessment of employers skills demand.		
12. Do you have plans in place to monitor and evaluate the effectiveness of the education and training funded through the AEB? What data would you draw upon to achieve this? How would you measure the satisfaction of learners/other stakeholders? How would you drive improvements over time/measure improvements?	Y	NCC will utilise ILR data to monitor the effectiveness of AEB delivery on a monthly, quarterly and annual basis. As set out within NCC local assurance framework, the authority will provide DfE with an annual assessment of the outcomes, performance and value indication of the Norfolk AEB programme. NCC will carry out learner and stakeholder surveys in the measurement of learner satisfaction in their experience of the programme. NCC will also work with providers in developing a Norfolk AEB learner forum, utilised to support high standards and positive learner experience.	N/A	N/A

Provider Management

Information requirement	Current Position – are the requirements in place (Y/N) if no please provide brief explanation	If yes, evidence to support requirement <i>could</i> include	If no please provide brief explanation on what you are planning to do/put in place	Target date for completion if requirement not in place
13. Provider Management arrangements which plan to assess provider performance including: Financial Health and intervention	Y	NCC's Provider Performance Management Framework is embedded below.	N/A	N/A

<p>Arrangements for handling provider failure and how you would protect the interests of learners in such a scenario</p>	<p>This outlines the performance monitoring review and quality standards in AEB delivery for providers. This also outlines the process for informal, formal and potential national intervention.</p> <ul style="list-style-type: none">• https://www.norfolk.gov.uk/media/34287/NCC-Provider-Performance-Management-Framework-2025-2026---DRAFT/pdf/30NCC_Provider_Performance_Management_Framework_2025-2026_-_DRAFT.pdf?m=1716476800133 <p>NCC anticipate the full cooperation from providers in the event of provider failure. NCC anticipate working closely with providers to minimise disruption to learners and provider staff where possible.</p> <p>In diligence and responsibility of in management of Adult Skills Funding NCC have developed a Due Diligence framework for providers and stakeholders for the academic year 2025/26.</p> <p>This is embedded below:</p> <ul style="list-style-type: none">• https://www.norfolk.gov.uk/media/34291/Norfolk-County-Council-AEB-Due-Diligence-DRAFT/pdf/3tNorfolk_County_Council-AEB_Due_Diligence_DRAFT.pdf?m=1716476863403		
--	--	--	--

APPENDIX 3

Economic Strategy Stakeholder Workshops

Date	District	Workshop/Business Breakfast	Location	Time
30/01/2024	North Norfolk	Workshop 1	Council Offices, Holt Rd, Cromer NR27 9EN	08:00 - 10:00
23/01/2024	West Norfolk	Workshop 1	Guildhall, 29 King Street, King's Lynn, Norfolk, PE30 1HA	14:00 - 16:00
24/01/2024	Norwich	Workshop 1	The King's Centre, 63-75 King St, Norwich NR1 1PH	14:00 - 16:00
08/02/2024	South Norfolk & Broadland	Workshop 1	Horizon Building, Broadland Business Park, Peachman Way, Norwich, NR7 0WF	10:00-16:00
30/01/2024	Great Yarmouth	Workshop 1	Hall Plain, Great Yarmouth NR30 2QF	12:30:-14:00
31/01/2024	Breckland	Workshop 1	Elizabeth House, Walpole Loke, Dereham, NR19 1EE	14:00 - 16:00
01/02/2024	Online	Workshop 1	Virtual	14:00 - 16:00
Date	District	Workshop/Business Breakfast	Location	Time
26/03/2024	Breckland	Workshop 2	Elizabeth House, Walpole Loke, Dereham, NR19 1EE	14:30 - 16:30
27/03/2024	King's Lynn/ West Norfolk	Workshop 2	King's Lynn Town Hall	15:00 - 17:00
18/04/2024	South Norfolk & Broadland	Workshop 2	The Horizon Centre	09:30-11:30
18/04/2024	Norwich	Workshop 2	The King's Centre, 63-75 King St, Norwich NR1 1PH	14:00 - 16:00
19/04/2024	NNDC	Workshop 2	Sheringham Golf Club	10:00 - 12:00
23/04/2024	Great Yarmouth	Workshop 2	Great Yarmouth Council	10:00-12:00
25/04/2024	Online	Workshop 2	Virtual	14:00 - 16:00