

Scrutiny Committee

Date: **Wednesday 15 December 2021**

Time: **10 am**

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

Membership:

Cllr Steve Morpew (Chair)	
Cllr Lana Hemsall (V Chair)	
Cllr Carl Annison	Cllr Keith Kiddie
Cllr Lesley Bambridge	Cllr Ed Maxfield
Cllr Graham Carpenter	Cllr Jamie Osborn
Cllr Nick Daubney	Cllr Richard Price
Cllr Barry Duffin	Cllr Brian Watkins
Cllr Mark Kiddle-Morris	

Parent Governor Representatives

Mr Giles Hankinson
Vacancy

Church Representatives

Mrs Julie O'Connor
Mr Paul Dunning

Advice for members of the public:

This meeting will be held in public and in person.

It will be live streamed on YouTube and, in view of Covid-19 guidelines, we would encourage members of the public to watch remotely by clicking on the following link:

https://www.youtube.com/channel/UCdyUrFjYNPfpQ5psa-LFIJA/videos?view=2&live_view=502

However, if you wish to attend in person it would be most helpful if, on this occasion, you could indicate in advance that it is your intention to do so. This can be done by emailing committees@norfolk.gov.uk where we will ask you to provide your name, address and

details of how we can contact you (in the event of a Covid-19 outbreak). Please note that public seating will be limited.

Councillors and Officers attending the meeting will be taking a lateral flow test in advance. They will also be required to wear face masks when they are moving around the room but may remove them once seated. We would like to request that anyone attending the meeting does the same to help make the event safe for all those attending. Information about symptom-free testing is available [here](#).

A g e n d a

1 To receive apologies and details of any substitute members attending

2. Minutes

(Page 5)

To confirm the minutes of the meeting held on 24 November 2021

3. Members to Declare any Interests

If you have a **Disclosable Pecuniary Interest** in a matter to be considered at the meeting and that interest is on your Register of Interests you must not speak or vote on the matter.

If you have a **Disclosable Pecuniary Interest** in a matter to be considered at the meeting and that interest is not on your Register of Interests you must declare that interest at the meeting and not speak or vote on the matter

In either case you may remain in the room where the meeting is taking place. If you consider that it would be inappropriate in the circumstances to remain in the room, you may leave the room while the matter is dealt with.

If you do not have a Disclosable Pecuniary Interest you may nevertheless have an **Other Interest** in a matter to be discussed if it affects, to a greater extent than others in your division

- Your wellbeing or financial position, or
- that of your family or close friends
- Any body -
 - Exercising functions of a public nature.
 - Directed to charitable purposes; or
 - One of whose principal purposes includes the influence of public opinion or policy (including any political party or trade union);

Of which you are in a position of general control or management.

If that is the case then you must declare such an interest but can speak and vote on the matter.

- 4 To receive any items of business which the Chair decides should be considered as a matter of urgency**

5 Public Question Time

Fifteen minutes for questions from members of the public of which due notice has been given. Please note that all questions must be received by the Committee Team (committees@norfolk.gov.uk) by **5pm on Friday 10 December 2021**. For guidance on submitting a public question, please visit <https://www.norfolk.gov.uk/what-we-do-and-how-we-work/councillors-meetings-decisions-and-elections/committees-agendas-and-recent-decisions/ask-a-question-to-a-committee>

6 Local Member Issues/Questions

Fifteen minutes for local member to raise issues of concern of which due notice has been given. Please note that all questions must be received by the Committee Team (committees@norfolk.gov.uk) by **5pm on Friday 10 December 2021**

- 7 NCC Apprenticeship Strategy and Action Plan (Page 12)**

Report by the Executive Director for Community and Environmental Services

- 8 Quarterly Update on Children's Services and Adult Social Care Performance Review Panels (Page 76)**

Joint report by the Executive Directors for Adult Social Care & Children's Services

- 9 Scrutiny Committee Forward Work Plan (Page 88)**

Report by the Director of Governance

Tom McCabe
Head of Paid Service
County Hall
Martineau Lane
Norwich
NR1 2DH

Date Agenda Published: 7 December 2021



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Scrutiny Committee

Minutes of the Meeting Held on 24 November 2021
at 10 am at County Hall Norwich

Present:

Cllr Steve Morpew (Chair)

Cllr Lana Hemsall (Vice Chair)

Cllr Lesley Bambridge

Cllr Nick Daubney

Cllr Barry Duffin

Cllr Mark Kiddle-Morris

Cllr Keith Kiddie

Cllr Jamie Osborn

Cllr Richard Price

Cllr Alison Thomas (substitute for Cllr Carl Annison)

Cllr Brian Watkins

Also present (who took a part in the meeting):

Cllr Martin Wilby

Cllr Andy Grant

Cllr Jamieson

Cllr Alexandra Kemp

Tom McCabe

Simon George

James Bullion

Grahame Bygrave

Karl Rands

Alex Cliff

Mark Ogden

Steve Miller

Al Collier

Geoff Connell

Peter Randall

Kat Hulatt

Tim Shaw

Cabinet Member for Highways, Infrastructure and Transport.

Cabinet Member for Environment & Waste

Cabinet Member for Finance

Cllr for call in of delegated Cabinet Member decision 211105:

A10 Setchey Safety Camera

Head of Paid Service and Executive Director of Community and Environmental Services

Executive Director of Finance and Commercial Services

Executive Director of Adult Social Services

Director of Highways and Waste

Highway Services Manager

Highway Network and Digital Innovation Manager

Flood and Water Manager

Director of Culture and Heritage

Director of Procurement

Director of Information Management Technology

Democratic Support and Scrutiny Manager

Head of Legal Services

Committee Officer

1. Apologies for Absence

- 1.1 Apologies were received from Cllr Carl Annison, Cllr Graham Carpenter, Cllr Mark Kiddle-Morris, Cllr Ed Maxfield, Mr Giles Hankinson (Parent Governor)

representative), Mrs Julie O' Connor (Church Representative) and Mr Paul Dunning (Church Representative)

2 Minutes

- 2.1 The minutes of the meeting held on 20 October 2021 were confirmed as an accurate record and signed by the Chair.

3. Declarations of Interest

- 3.1 Cllr Mark Kiddle-Morris and Cllr Alison Thomas declared an "other interest" in item 9 because they were both personally impacted by the flooding event that took place in December 2020.

4 Urgent Business

- 4.1 No urgent business was discussed.

5. Public Question Time

- 5.1 There were no public questions.

6. Local Member Issues/Questions

- 6.1 There were no local member issues/questions.

7 Call In

- 7.1 The Committee noted that there was one call in to be taken at item 8 of today's agenda.

8 Call In: delegated Cabinet Member decision 211105: A10 Setchey Safety Camera

- 8.1 The annexed report (8) related to the call-in of the delegated Cabinet Member decision 211105: A10 Setchey Safety Camera.

- 8.2 The Chair explained the way in which he would handle this item to best ensure a fair and balanced scrutiny process and to decide what (if any) issues the Committee would refer to the Cabinet.

- 8.3 The Head of Legal Services explained the options that were available to the Committee that were set out in the report.

- 8.4 The Chair welcomed to the meeting Cllr Alexandra Kemp, the Councillor who had called in the item, who, with the aid of photographs shown on monitors in the Committee room, explained the reasons for having done so. Cllr Kemp asked questions of Cllr Martin Wilby (Cabinet Member for Highways, Infrastructure and Transport) and of the officers that were present for the consideration of this item.

- 8.5 The issues that were considered by the Committee included the following:

- Cllr Kemp said that as the County Councillor representing Setchey she wished to raise with the Committee concerns of local residents, the local Borough Councillor and the Parish Council about how the siting of a Speed

Safety Camera on Garage Lane Junction in an area of 40 mph without at the same time reducing the speed on the A10 to 30mph could cause increased risk of collisions due to the increased risk of driver distraction.

- Cllr Kemp said that drivers turning into Garage Lane Industrial Estate on the A10 were confused by the slip-road road parallel to the A10 with the long line of cars for sale and regularly missed the proper turning.
- Cllr Kemp added that the whole of Setchey was an accident cluster which required Traffic-calming of the A10 to 30 mph.
- In reply to questions from Cllr Kemp, Cllr Martin Wilby (Cabinet Member for Highways, Infrastructure and Transport) and officers present for the consideration of this item said that the introduction of a fixed safety camera at the staggered junction on the A10 with Garage Lane and Setch Road in Setchey was a priority site.
- The County Council's Highways teams and the Safety Camera Partnership both supported the safety camera being located towards the back of the highway verge to alleviate visibility concerns previously raised about drivers emerging from Garage Lane. Reinstating the safety camera further back would not incur any additional costs, as these would be covered by the camera contractor.
- Alternative locations that had been suggested by the County Councillor, the Bough Councillor and Parish Council were discounted after investigation because they were not at locations within the injury accident cluster site.
- Officers said that the introduction of a safety camera would positively reduce the number of killed and injured road users. Safety cameras installed in the vicinity of junctions elsewhere on Norfolk's road network had resulted in a reduction of up to 44% of road users being injured.
- The Cabinet Member for Highways, Infrastructure and Transport said that he would ask officers to re-examine with partner organisations what changes could be made at the staggered junction on the A10 with Garage Lane and Setch Road in Setchey to improve driver visibility and road signage and take on board the concerns of Cllr Kemp.

RESOLVED (with 2 abstentions)

That the Committee notes the call in but takes no further action.

9 Update on Norfolk County Council's Response to the December 2020 Flooding Event

9.1 The Committee received the attached report (9).

9.2 During discussion of the report with Cllr Andy Grant (Cabinet Member for Environment & Waste) and the officers who were present for the consideration of this item the following key points were noted:

- The previous report to the Scrutiny Committee had covered the emergency response to the flooding event in December 2020: the report to today's meeting covered what had happened since January 2021 including the establishment of the Council's Flood Reserve Fund and the creation of the Norfolk Strategic Flood Alliance and the work with the 36 organisations in Norfolk that had legal responsibilities for dealing with flooding issues.
- It was noted that the next preliminary flood risk assessment was due in 2023.
- Cllrs raised concerns about the ability of the Council to secure adequate external capital funding to deal with flooding mitigation issues.
- The delivery of many of the solutions was expected to require successful funding bids to be secured from a variety of external sources.
- The Council had set up a flood reserve fund that included £1.5 m to complement the existing funds that the Council had for tackling flooding issues that focused on the work of the Norfolk Strategic Flood Alliance and was being used as matched funding for external bids.
- Most external funding for flooding issues came through DEFRA (at a ballpark figure of £30,000 per property) which was totally inadequate to cover the true costs of the mitigation work, which could include expensive sewage improvements.
- The main issue that was identified at Long Stratton, which was also experienced elsewhere in the county, was a poorly maintained riparian ditch which required urgent routine maintenance work.
- It was pointed out that NCC statutory enforcement powers were applied when necessary, however, discussions with landowners in the first instance to resolve issues could be lengthy and the taking of legal action could be very costly.
- The Council required greater enforcement powers against riparian owners of ditches and for the Government to go back to the original legislation and the findings of the Pit Review to see what could be done to reduce the number of organisations that had legal responsibilities for flooding issues.
- Through the Flood Alliance the County Council needed overarching authority to deal with flooding matters generally.
- It was suggested that Norfolk MPs should be asked to take up with the Government the need to review the inadequacies in the Flood and Water Management Act which had not taken on all the recommendations of the Pit Review.
- Without joined up action the situation would only get worse because Norfolk remained at serious risk from global warming.
- Complex issues about the maintenance of highway gullies in Norwich would be taken up with Cllr Osborn outside of the meeting.

9.3 **RESOLVED**

- **That Scrutiny Committee receive an update report in the next few months. The Scrutiny Committee wanted to find out what action was required to turn the whole complex system into something more workable.**
- **The update report to include details about the work that remains to be done by the Strategic Flood Alliance to resolve the issue of flooding,**

suggestions on ways to improve enforcement powers and issues on flooding to take up with the Government through the Norfolk MPs.

- **That the Committee place on record thanks to the officers who attended the meeting for this item for their helpful and informative answers to Councillors questions.**

10 Review of the Environmental Policy

10.1 The annexed report (10) was received.

10.2 During discussion of the report with Cllr Andy Grant (Cabinet Member for Environment & Waste), Cllr Jamieson (Cabinet Member for Finance) and the officers who were present for the consideration of this item the following key points were noted:

- The Committee discussed the delivery of the Environmental Policy, including work to promote nature recovery; reduction of Scope 1 and 2 carbon emissions; and the development of green travel across the county.
- The Committee also discussed ideas on how the Natural Norfolk concept could be taken forward and developed as a vehicle for visible leadership on nature recovery and the environment including as a communication platform for the promotion of demonstrator projects and outreach initiatives such as an Environmental Hub at Gressenhall Farm & Workhouse. Partnership working would deliver wider net zero ambitions.
- In terms of next steps, officers explained how they were working towards producing a dashboard that would enable easier monitoring and measurement of all emissions (Scope 1, 2 & 3 as set out in the appended report) and better focus efforts effectively with clearer reporting and tracking of progress.

10.4 After further discussion it was:

RESOLVED

That the Committee:

- **Note the report discussed at Cabinet on progress towards delivering the Norfolk County Council Environmental Policy and associated recommendations and commitments, with a particular focus on areas where Scrutiny could add value moving forward.**
- **Welcome progress to producing a dashboard that would enable easier monitoring and measurement of all emissions and invite officers to provide an update on progress against agreed environmental targets and milestones to the Committee as early in 2022 as could be arranged.**

11 NCC Savings Proposals

- 11.1 The annexed report (11) was received.
- 11.2 The Committee discussed with Cllr Jamieson (Cabinet Member for Finance) and Simon George the Executive Director of Finance and Commercial Services the key points that were included in the NCC savings proposals for 2022/23.
- 11.3 The Cabinet Member for Finance said that the Administration was using savings from technology to transform the way in which the Council met its savings targets. The scale of the budget gap to be closed remained subject to considerable uncertainty and Covid-19 and the percentage of Council tax increase for 2022/23 were only some of the significant costs in the next financial year that would have long term implications for the Council's budget and the level of funding that would have to be met by Norfolk citizens. It was because of reasons of financial hardship for Norfolk citizens due to the pandemic that the Cabinet had decided not to follow the recommendation of the Executive Director regarding the proposed level of increase in Council Tax.
- 11.4 A minority of Councillors said that they would have liked to have seen the Council explain the budget setting process more clearly and to have provided evidence to show the means by which it would meet its budget targets. They questioned whether the Administration was being challenging enough of senior officers in its approach to finding savings.
- 11.5 The Chair questioned the "Budget Challenge Process" that would lead to savings being presented to the County Council. The Executive Director of Finance and Commercial Services considered that these meetings were policy development meetings and as such was of the view that the said information was not appropriate for a Scrutiny report.
- 11.6 The Executive Director of Adult Social Services said that the outcomes to be delivered as part of the budget setting process would support service users independence at the most efficient cost that such services could be provided.
- 11.7 After further detailed discussion it was:

RESOLVED

That the Committee

- **Note the Strategic and Financial Planning 2022-23 report to Cabinet on the 8 November 2021, including:**
 - a. **Savings proposals developed to date to support the setting of a balanced budget for 2022-23;**
 - b. **Proposed next steps in the budget setting process for 2022-23, including the planned approach for public consultation and development of further savings proposals;**
 - c. **Key areas of risk and uncertainty related to development of the 2022-23 budget.**

- **Note the implications for scrutiny of the overall NCC budget setting process.**

12 Scrutiny Committee Forward Work Programme

12.1 The annexed report (12) was received.

12.2 The Democratic Support and Scrutiny Manager drew Cllrs attention to changes in the work programme previously reported to the Committee which were highlighted in the appendices to the report.

12.3 RESOLVED

That the Committee note the revised forward work programme as set out in the appendix to the report.

The meeting concluded at 2.00 pm

Chair

Scrutiny Committee

Item No: 7

Report Title: NCC Apprenticeship Strategy 2020-2023

Date of Meeting: 15 December 2021

Responsible Cabinet Member: Cllr Graham Plant (Cabinet Member for Growing the Economy)

Responsible Director: Tom McCabe (Executive Director, Community and Environmental Services)

Introduction

Scrutiny Committee has asked to review the Norfolk County Council Strategy for Apprenticeships 2020-2023, which was agreed by Cabinet at its meeting on 6 September 2021.

This report demonstrates the importance of Apprenticeships being at the core of our goal of supporting the Norfolk economy and people living in Norfolk, to prosper. The report includes three appendices, which provide more detail:

- NCC Apprenticeship Strategy 2020-2023
- NCC Apprenticeship Strategy Appendix 1: Terms of Reference
- NCC Apprenticeship Strategy Appendix 2: Action Plan *

* A vital document for the committee to focus on is the action plan, which is a live document and as such is updated regularly with progress/impact - reported to the NCC Apprenticeships Board (held quarterly). This enables the partners in the Apprenticeships Strategy to respond in an agile way to changes in national policy or local conditions.

This report identifies the key outcomes and impacts to be achieved through the Strategy, in particular in response to changes in the apprenticeships policy framework and in addressing the impact of Covid 19.

Executive Summary

This strategy sets out a strategic vision, aims and objectives and an operational action plan for apprenticeships in Norfolk across all relevant areas of NCC, bringing together the three strategic strands identified by the Local Government Association (LGA) review;

1. Children's Services; supporting a broad range of pathways into Apprenticeships for 16-18 year olds (to age 25 for SEND and care leavers)
2. Growth and Development; driving forward the provision of apprenticeships to support our businesses to prosper and our residents to aspire and grow throughout their working lives'
3. Human Resources; leadership and coordination of the internal Apprenticeship Programme

Collectively, the strands which underpin the NCC Apprenticeships Strategy, will seek to identify and respond to series of indicators (eg: number of vacancies/starts, available local provision, number of young people progressing into apprenticeships – both internally and externally to NCC) - which will provide the focus for developing our action plan, our aims and approach in delivering it.

The Strategy was approved by Cabinet at their meeting in September 2021, however had been approved by the NCC Apprenticeships Board much earlier, in December 2020. The three partner directorates have been working hard to deliver their operational action plans since the development of the Strategy started in early 2020. Progress and impact is articulated within the NCC Strategy Action Plan (appendix 2).

Recommendation / Action Required

1. To consider and comment on the information and update set out in the report.

1. Background and Purpose

- 1.1 The 2018 Local Government Association (LGA) review 'Realising Apprenticeship Opportunities at NCC' identified an overall vision and strategy for the delivery of Apprenticeships in Norfolk, both internally and externally to NCC, reflecting individual strategic strands of activity across Growth & Development, Children's Services and Human Resources. As a result, we have established an Apprenticeship Board chaired by the Cabinet Member for Growing the Economy. Together we have developed this strategy (and its Action Plan) to guide our joint support for and delivery of apprenticeships across Norfolk, and to ensure that our activity is impactful to meet our delivery goals.

2. Proposal

- 2.1 The proposed Norfolk County Council (NCC) Apprenticeships Strategy has been written and developed collectively by officers within Children's Services, Community and Environmental Services and Human Resources. The supporting 'action plan' (appendix 2) is a live document and as such is updated quarterly - in line with the NCC Apprenticeship Board meeting schedule.

2.2 National Policy Framework

- 2.3** Apprenticeships are a key element of national skills policy and provide a vehicle for developing and increasing skills, knowledge and behaviours for those entering the labour market, workforce development and progression, and the development of higher-level skills.
- 2.4** The NCC Strategy 2020-2023 (page 4) highlights examples of the real benefits to employees, businesses and the economy. The Strategy also details the recent apprenticeship landscape in terms of national changes in policy since the apprenticeship reforms in 2017; including the introduction of the levy, apprenticeship standards (including the funding requirement for 20% off the job training) and more robust independent end-point assessments.
- 2.5** The local context for Norfolk has been influenced not just by this landscape of significant change, but also the impact from the Covid-19 pandemic. As detailed in the Strategy We have seen numbers of new apprenticeship starts decline, for almost its 5th consecutive year. Young people aged 16-18 and those starting Level 2 apprenticeships have been the most affected and these cohorts have seen the most significant decline in 2020/21. A 'vital sign' for the Growth & Development strand of work, is to arrest the decline in 2020/2021, with a view to build growth longer term.
- 2.6** The partner directorates within the NCC Strategy; Children's Services, Growth & Development and HR - have formed an Operational Working Group in order to work collaboratively to address these key themes with a coordinated approach, and report progress regularly to the NCC Apprenticeships Board.

3. Impact of the Proposal

- 3.1** This strategy sets out a strategic vision, aims and objectives and an operational action plan for apprenticeships in Norfolk across all relevant areas of NCC, cohesively bringing together the three strategic strands identified.
- 3.2** As a result of the proposal there will be a clear mechanism to support the development and take up of apprenticeships in Norfolk. So far, the three partner directorates have made some significant progress in delivering operational action plans, including but not limited to;
- Childrens Services have increased their staff resource and capacity to work with young people and vulnerable groups, to promote and support defined pathways into Apprenticeships. This has included supporting the delivery of DfE Apprenticeship Support & Knowledge (ASK) programme contract for Norfolk alongside a significant presence delivering awareness and applications sessions and activities for a variety of schools and sixth forms.
 - Growth & Development have developed a suite of grants/incentives for local employers recruiting apprentices aged 16-24, plus offer increased wraparound support for businesses via the Insight Apprentice project.

Increased promotion of live apprenticeship vacancies for individuals has seen engagement via social media steadily increasing. Furthermore, a targeted TV marketing campaign 'MadeInNorfolk' promoting benefits apprenticeships bring to SME businesses has led to a significant increase in enquiries for impartial information and guidance.

- HR have continued to significantly grow the number of apprenticeships at NCC, and has increased its offer to include supporting Government initiatives such as Kickstart placements.

Total Apprenticeship Starts – supported by the team 2018-2021

Number of apprenticeship starts	Directorate								
Start date	Fire	Schools	NCC	Adult Social Services	Children's Services	Community & Environmental Services	Finance & Commercial Services	Strategy & Transformation	Grand Total
2017	0	15	11	4	1	5	0	1	26
2018	7	23	82	21	13	27	14	7	112
2019	15	29	121	15	39	38	20	9	165
2020	10	41	111	18	47	21	20	5	162
2021	16	22	87	31	29	15	12	6	115
Qtr1&2	16	22	87	31	29	15	12	6	115
Grand Total	48	130	412	89	129	106	66	28	590

Live:

Status	Total	NCC Total	Children's Services	Adult Social Services	Strategy & Governance	Community & Environmental Services	Finance & Commercial Services	Fire	School	Levy Share	Levy-funded School
Live	377	276	99	55	14	63	45	41	48	2	10

Key Stats:

- Levy budget of £1,577,451.00 per year, totalling a budget of just over £6.3m for the past 4 years.
- 71% (£1.08m) of the yearly budget is NCC Corporate and the remaining 29% (490k) is NCC Schools.
- Estimated project net worth of £15.5m over a 10-year period

Additionally, NCC HR support advice to the Norfolk Care providers sector and are working with the adults commissioning team on workforce planning and are developing a public sector apprenticeship offer across Norfolk. NC led the flagship development of a social worker apprenticeship and we support c.20 per year. The key area of priority is to develop the offer to schools and eliminate their unspent levy which requires investment in the HR team to deliver.

- 3.3** Further detail is available within the Action Plan (appendix 2). Ongoing progress and impact will be measured and articulated in the live action plan, which the three directorates will report quarterly to the Apprenticeships Board.

4. Evidence and Reasons for Decision

- 4.1** The proposed NCC Strategy and Action Plan provides a cohesive and collaborative approach from three key directorates to provide an agile response to the ever-changing apprenticeship landscape. Regular monitoring of progress through the NCC Apprenticeship Board provides a robust and pragmatic mechanism to support achievement of the objectives set out within the Action Plan.

5. Alternative Options

5.1 N/A

6. Financial Implications

- 6.1** Existing teams in Children's Services, HR and CES Growth & Development will continue to support activity within their respective strands of the Strategy.
- 6.2** To achieve the objectives of the Pathways to Work strand of the Strategy, Children's Services have recruited a team of four Pathways to Work Advisers led by a Pathways to Work Coordinator, working in the Education Strategy & Infrastructure team within the Learning & Inclusion Service. The costs of the team are included within the Children's Services core budget for 2021-22.
- 6.3** CES Growth & Development continue to seek external funding to support ongoing and additional Apprenticeship initiatives (for example; ESF Insight Apprentice Project and a suite of 'Recruit Retain Reward' incentive grants for local employers/apprentices). To support peaks of activity for these additional projects, external funding bids include budgets to provide additional staffing.
- 6.4** There will be cost pressure and resource needs for HR to continue to sustain the level of apprenticeship delivery. In 2021/22 this is partly supported by reserves. The budget requirements of £115,000 per annum reoccurring will be picked up through the forthcoming budget discussions.

7. Resource Implications

7.1 Staff:

CES Growth & Development will utilise existing resource within the teams to deliver their objectives (subject to successful bids for external funding)

There will be cost pressure and resource needs for HR to continue to sustain the level of apprenticeship delivery. In 2021/22 this is partly supported by reserves. The budget requirements have been picked up as a growth requirement within 2022 budget reviews supported by Cabinet.

To achieve the objectives of the Pathways to Work strand, Children's Services have appointed a new team of four Advisers and a Coordinator to be managed within the Learning & Inclusion – Education Strategy and Infrastructure Service.

7.2 Property:

None as a direct result of this report

7.3 IT:

None as a direct result of this report

8. Other Implications

8.1 Legal Implications:

None as a direct result of this report

8.2 Human Rights Implications:

None as a direct result of this report

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

There is no legal impediment to going ahead with the proposal. It would be implemented in full accordance with due process, national guidance and policy. Similar proposals have been implemented elsewhere in the UK.

It is possible to conclude that the proposal may have a positive impact on some people with protected characteristics;

- all three directorates provide information and guidance in a range of accessible formats
- Childrens Services prioritise the participation and progression into apprenticeships pathways for young people aged 16-18 and disadvantaged and vulnerable young people with protected characteristics up to 25 years.
- CES Growth & Development provide individualised guidance to all individuals aged 19+ which is inclusive to all, will actively support those with protected characteristics and help signpost to other services as required/relevant.

HR supports the NCC commitment to ensure increased accessibility and workforce representation for groups with protected characteristics and through the strategy seeks to continue to increase diversity within these groups, creating accessible opportunities.

8.4 Data Protection Impact Assessments (DPIA):

Data Protection Impact Assessments are carried out for all projects undertaken as part of the apprenticeships activity and will be considered by each project team delivery activity under the strategy.

8.5 Health and Safety implications (where appropriate):

None as a direct result of this report

8.6 Sustainability implications (where appropriate):

None as a direct result of this report

8.7 Any Other Implications:

None as a direct result of this report

9. Risk Implications / Assessment

- 9.1** NCC are committed to helping ensure Norfolk's economic growth and will promote social mobility by helping people who are not in work get the skills they need for 21st century employment. Apprenticeships form an integral part of our

workforce strategy to provide the Council with a talent pipeline that supports our current and future skills needs.

9.2 An endorsed NCC Apprenticeship Strategy will provide opportunity for NCC to formally reference its strategic direction and focus for supporting sustainable economic recovery and growth, for the people and businesses in Norfolk, alongside delivery/progress of our operational aims and objectives. There has been significant opportunity in 2020/21 to access external funding to support additional initiatives (for example; to support businesses in Norfolk with financial support when recruiting an apprentice and helping apprentices to access equipment and travel expenses).

9.3 In conclusion, there could be an opportunity cost risk of not being able to reference a fully endorsed NCC Apprenticeship Strategy – both in terms of ongoing work with internal and external stakeholders and also future external funding bids which could continue to raise the profile and growth of Apprenticeships, as well as taking full advantage of the NCC Schools and Workforce Levy to avoid returning funds to central government.

10. Select Committee Comments

10.1 No substantive comments from Infrastructure and Development Select-Committee.

11. Recommendations

1. To consider and comment on the information and update set out in the report.

12. Background Papers

12.1 N/A

Officer Contact

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

Officer name: Katy Dorman
Telephone no.: 01603 638331
Email: katy.dorman@norfolk.gov.uk



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Norfolk County Council

Norfolk County Council

**Apprenticeship Strategy
2020-2023**

Foreword from Cllr Graham Plant

Deputy Leader of Norfolk County Council, Cabinet Member for Growth & Development and Chair of the Norfolk County Council Apprenticeships Board

“Norfolk County Council is proud to present its Apprenticeship Strategy 2020-2023.

Apprenticeships are core to our goal of supporting the Norfolk economy to prosper - we can only become stronger by developing our people.

A well-educated and flexible workforce trained to seize new opportunities is key to business success. Equally, our residents deserve to have the very best opportunities at all stages of their career, to raise their aspirations, gain the relevant skills and qualifications and to progress in challenging and rewarding work roles. Apprenticeships can create these opportunities and provide a clear framework for businesses to grow and individuals to progress.

This strategy outlines how we intend to meet our responsibilities to support the delivery of apprenticeships both as an employer and as a strategic leader. The strategy and the associate action plan are intended to be living documents, and we will be monitoring progress closely against our goals.

By working together, we can best support sustainable economic recovery and growth, for the people and businesses in Norfolk”

Executive Summary

This strategy sets out a strategic vision, aims and objectives and an operational action plan for apprenticeships in Norfolk across all areas of Norfolk County Council (NCC), cohesively bringing together the three strategic strands identified by the Local Government Association (LGA) review;

1. Children's Services; supporting a broad range of pathways into Apprenticeships for pre-16 and students aged 16-18
2. Growth and Development; driving forward the provision of apprenticeships to support our businesses to prosper and our residents to aspire and grow throughout their working lives'
3. Human Resources leadership and coordination of the internal Apprenticeship Programme

Vision

Apprenticeships will be an attractive offer that our young people and adults aspire to go into as a high quality and prestigious path to a successful career, and that employers (including NCC itself) value to develop their workforce.

What does Apprenticeship success look like?

- ✓ Apprenticeships will be a viable and aspirational pathway and route of progression for our young people and adults
- ✓ Apprenticeships are increasingly inclusive and accessible to the communities of Norfolk that reflect our diversity, adequately representing groups such as care leavers, younger workers, returners to work, people with disabilities, and people with BAME heritage.
- ✓ A broad range of apprenticeships are available to meet local economic need, and at all levels, including degree level, where available.
- ✓ Every apprenticeship will be a high-quality opportunity that delivers the skills, knowledge and behaviours that employers are looking for.
- ✓ Apprenticeships are a good quality pathway to successful careers, providing opportunities for new and existing employees to develop/reskill, and helping the Council achieve its 'Caring for the County' vision.
- ✓ Apprenticeship starts and achievement rates will have increased

NCC are committed to helping ensure Norfolk's economic growth and will promote social mobility by helping people who are not in work get the skills they need for 21st century employment.

Apprenticeships form an integral part of our workforce strategy to provide the Council with a talent pipeline that supports our current and future skills needs.

Action & Impact

Collectively, the strands which underpin the NCC Apprenticeships Strategy, will seek to identify and respond to series of indicators (eg: number of vacancies/starts, available local provision, number of young people progressing into apprenticeships) - which will provide the focus for developing our action plan, our aims and approach in delivering it. Monitoring of these indicators, as part of quarterly performance updates reported to the Apprenticeship Board, will help us to provide an agile response to the ever-changing apprenticeship landscape, particularly as we move out of the pandemic and into economic recovery post Covid19 and as the changes following Brexit unfold.

Why Apprenticeships?

Apprenticeships are a key element of national skills policy and provide a vehicle for developing and increasing skills, knowledge and behaviours for those entering the labour market, workforce development and progression, and the development of higher-level skills. In its 2015 strategy¹ **‘Our 2020 Vision’** the Government said *‘A nation flourishes when it realises the full potential of all its people’*.

Norfolk has historically been a low skill, low wage economy with skills levels lower than national equivalents at all levels (particularly acute at levels 3 and 4; respectively between 4-5% lower than a national figure of 39% in 2018) and lower HE participation (Norfolk POLAR rating – reflecting young people entering HE – reported 29.53% against a national rating of 39.57% in 2018). Encouraging the creation of apprenticeships provides an opportunity to address this by providing opportunity to gain skills and qualifications throughout working life.

Apprenticeships deliver real benefits to employees, businesses and the economy ^{2,3}

- ✓ Individual apprentices achieve higher levels of qualification and increase their own employment prospects, productivity and wages.
- ✓ 83% of apprentices said their career prospects had improved.
- ✓ Apprentices completing an apprenticeship at level 4 or above could earn £150,000 more, on average, over their lifetime
- ✓ 70% of surveyed employers said apprenticeships improved product quality and service.
- ✓ Apprenticeships represent a highly effective means for all businesses to build their pipeline of skilled future staff
- ✓ Apprenticeships represent an excellent investment for both the Government and employers, delivering significant benefits for the taxpayer: Apprenticeships provide a typical return of £26–£28 for every £1 of government investment in apprenticeships at levels 2 and 3
- ✓ The investment of UK employers in training has rapidly declined over the last 20 years and is low when compared to our international competitors.
- ✓ Employers have the opportunity to feel full ownership of apprenticeships, designing and owning the content of all apprenticeship standards and assessments
- ✓ Countries with high relative shares of young people in vocational education, tend to have among the lowest rates of youth unemployment
- ✓ Apprenticeship programmes can help to improve the general level of skills in the local economy and can boost overall economic growth and productivity
- ✓ Many employers recoup the cost of training before the completion of the apprenticeship and others within a time frame as short as 1-2 years

¹ [English Apprenticeships - Our 2020 Vision \(GOV.UK, 2015\)](#)

² [English Apprenticeships - Our 2020 Vision \(GOV.UK, 2015\)](#)

³ [OECD/ILO – Engaging Employers in Apprenticeship Opportunities \(2017\)](#)

- ✓ Investing in apprenticeship training has other diffused benefits for the business, including increased skills development for other employees, increased entrepreneurship and increased exposure to new technologies in the workplace
- ✓ Firms that invest heavily in apprenticeships have reported reduced rates of staff turnover in entry-level positions and see apprentices and trainees as a stream of workers ready to move onto higher – level training and promotional positions
- ✓ Firms that invest in apprenticeship programmes also report other benefits, including reduced recruitment costs, enhanced job satisfaction among workplace supervisors and achievement of corporate social responsibility outcomes

NCC are committed to helping ensure Norfolk’s economic growth and will promote social mobility by helping people who are not in work get the skills they need for 21st century employment.

Apprenticeships form an integral part of our workforce strategy to provide the Council with a talent pipeline that supports our current and future skills needs.

Our NCC values set out what's important about how we work and these have been applied in developing the strategy;

Make strategy happen | Live action plans [see Appendix 2] detail our work, which will deliver the strategy

Take accountability | The strategy is a collaborative; giving accountabilities to each department to own and drive forward their aims and ambitions

Be evidence based | Our approach is supported by evidence from national and local data

Be business-like | We will deliver the strategy professionally, consulting with key stakeholders as we respond to supporting a changing economic landscape.

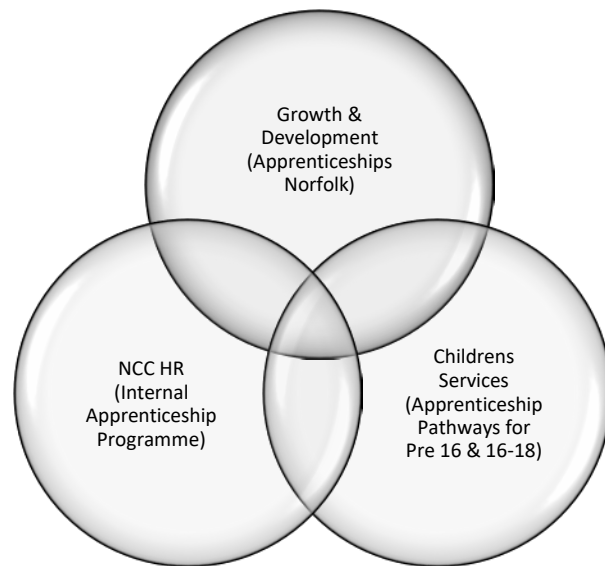
Be collaborative | Children’s Services, Growth & Development & HR commit to ongoing development and delivery of the Strategy.

The strategy paper aligns with the NCC 6 year Business Plan **‘Together, for Norfolk’** by supporting *“..work with schools, the LEP and employers to raise standards and ensure Norfolk is not left behind”* and *“create more new apprenticeships by working with local businesses and the education sector”*.

Furthermore, the strategy will support delivery of the priorities of the **‘Norfolk & Suffolk Economic Strategy’** to *“promote collaboration between business, HE, FE, schools and the public sector to provide the training opportunities and work experience that enable businesses and people to fulfil their full potential”*.

Background

The 2018 Local Government Association (LGA) review **'Realising Apprenticeship Opportunities at NCC'** identified an overall vision and strategy for the delivery of Apprenticeships in Norfolk, both internally and externally to NCC, reflecting individual strategic strands of activity across Growth & Development (G&D), Children's Services (CS) and Human Resources (HR).



As a result we have established an Apprenticeship board (see Appendix 1 for Terms of Reference), chaired by Councillor Graham Plant, Deputy Leader of Norfolk County Council and Cabinet Member for Growth and Development with senior representation from each of these directorates together with the Director of Community Information and Learning⁴.

Together we have developed this strategy and the attached Action Plan to guide our joint support for and delivery of apprenticeships across Norfolk

This strategy sets out a strategic vision, aims and objectives and an operational action plan for apprenticeships in Norfolk across all areas of Norfolk County Council, cohesively bringing together the three strategic strands identified by the Local Government Association (LGA) review;

- Children's Services approach in supporting a broad range of pathways into Apprenticeships for pre-16 and students aged 16-18
- Growth and Development; driving forward the provision of apprenticeships to support our businesses to prosper and our residents to aspire and grow throughout their working lives
- Human Resources leadership and coordination of the internal Apprenticeship Programme

⁴ NCC Adult Learning is an Adult Education provider (regulated and funded as a Further Education Institution) and sits within Community Information & Learning, providing delivery of Apprenticeships across a number of apprenticeship standards. NCC Adult Learning Apprenticeships delivery is aligned with and supports the main aims set out by the above tripartite strategy, but does not contribute to it specifically, as it is one of a number of local training providers offering apprenticeship delivery internally to NCC employees and externally in Norfolk.

National & Local Context

Apprenticeships exist in a dynamic marketplace with notable recent changes including;

- Placing employers in the driving seat; working together to design apprenticeships so they meet the needs of the industry
- Simplified apprenticeships – replacing complex frameworks with short, simple standards, written by employers in a language they understand
- A lack of approved standards at L2 following the transition from frameworks to standards. It is widely acknowledged this has impacted on volumes of starts for young people whose attainment grades are lower.
- Increased quality – introduction of the 20% off-the-job training funding requirement and a rigorous, graded End Point Assessment (EPA) to confirm the apprentice is fully competent and their capabilities appropriately stretched.
- Introduction of the Apprenticeship Levy (2017 onwards) - which aimed to increase employer investment and improved opportunities for upskilling the existing workforce (who tend to be 19+) creating broader apprenticeship opportunities for all ages
- Non-levy contributions were drastically reduced and remained only for larger organisations with over 50 staff and/or for recruiting apprentices aged over 19
- Norfolk has seen a consistent reduction in Independent Training Provider delivery; with five notable organisations closing within the last 5 years; creating a significant reduction in the county in terms of apprenticeship offer and availability

Where are we now?

The Apprenticeship Levy improved opportunities for businesses to fund both workforce development for existing staff and higher-level apprenticeships; both a likely focus for large organisations looking to utilise their Levy. Existing staff are more likely to be in the higher age groups and are more likely to complete higher level apprenticeships. It is widely acknowledged nationally that this strategy has improved much needed upskilling of staff; however, potentially at the expense of recruiting lower level apprenticeships and/or younger apprentices externally. However, Norfolk has a significant pot of unspent Levy funds; suggesting larger Levy paying organisations are yet to fully utilise this funding opportunity. This gives us an opportunity to increase the provision of apprenticeships.

The following data demonstrates a significant 3-year decline locally, in terms of apprenticeship starts in each full academic year, from a high of 7670 in 15/16 to 5740 in 18/19; a drop of nearly two thousand new starts and in stark contrast to the aim of increasing apprenticeships. The rate of decline had begun to reduce in 2018/19 and there were encouraging signs early in 2019/20, however this has been severely impacted by Covid19.

Norfolk
(2013/14 – 2019/20)

Academic Year	Norfolk Apprenticeship Starts	Difference	% Change
13/14	6270		
14/15	7290	↑1020	+16%
15/16	7670	↑380	+5%
16/17	6850	↓820	-12%
17/18	5960	↓890	-13%
18/19	5740	↓220	-4%
19/20	4890	↓840	-15%

England
(2013/14 – 2019/20)

Academic Year	Apprenticeship Starts	Difference	% Change
13/14	434,600		
14/15	494,200	↑59,600	+14%
15/16	503,900	↑9,700	+2%
16/17	489,100	↓14,800	-3%
17/18	371,200	↓117,900	-24%
18/19	389,600	↑18,400	+5%
19/20	322,500	↓70,880	-18%

Current Data (19/20) including Covid-19 Impact Data (updated July 2020) is available here:
[Apprenticeship Norfolk Data Pack 2019-20](#)

National data gives an early indication of the impact of Covid19 on new apprenticeships starts; creating an unprecedented and unpredictably negative landscape, both locally and nationally. However, the most recent figures (reported as at 31.07.20) show an improved picture on the previous reporting period to 30.06.20 suggesting there has been a very gradual increase in starts at all ages and levels as we moved out of the first lockdown.

The government has created unprecedented levels of support for businesses, as a response to Covid19; offering the opportunity for furlough via the job retention scheme amongst other financial support grants & loans. The 'Plan for Jobs' announced on 8th July 2020, by chancellor Rishi Sunak included a significant focus on Apprenticeships with incentives for employers of all sizes taking on NEW apprentices of all ages, from 1st August 2020 to Jan 31st 2021, in an effort to boost apprenticeship starts nationally. Alongside the above incentives, ESFA have launched a Redundancy Support Service for apprentices adversely impacted by Covid19.

Apprenticeships Norfolk have worked to support local apprenticeship provision during lockdown; surveying apprenticeship providers to understand the impact of Covid19 and how to best assist them, as well as issuing a regular newsletter (as requested), giving updates on national and local policy changes, initiatives and support available. Apprenticeships Norfolk have introduced a local flexible 'Apprenticeship Incentive Fund' targeting non-levy paying businesses in Norfolk, to take on new or redundant apprentices, aged 16-24.

The New Anglia LEP's '**Covid19 Economic Recovery Restart plan**' suggests '1/5 of apprentices (~2,000 in Norfolk and Suffolk) are not expected to return once economic restrictions are relaxed' and that

together we will *'Reshape existing apprenticeship projects to help stimulate the creation of quality apprenticeships and to enable those existing apprentices who have been made redundant to be connected to new opportunities, working with businesses to show them the value of apprenticeships.'* NCC will continue to work with the LEP and other partners including the New Anglia Skills Advisory Panel to maximise the opportunity to drive up apprenticeship starts.

It is likely that moving forward, support and interventions - such as flexibilities in the levy, incentives and subsidies - will need to continue to be broad. This should encourage and stimulate growth across apprenticeship starts in all sectors/levels, but perhaps with a focus on 16-24 age cohorts – to keep apprenticeships buoyant at a time where the local and national economy will be in an extraordinary and as yet, undetermined position.

Resources to deliver the Strategy

The following strands each have a specific focus in delivering the NCC strategy; and the resources section of the strategy paper will set out the strategic and individual approach that each directorate will take and how they link and work together, to form an overall action plan.

- **Strand 1:** Children's Services; supporting a broad range of 'Pathways into Work' for pre-16 and students aged 16-18 (24 for SEND and those leaving care).
- **Strand 2:** Growth and Development; leadership and coordination of 'Apprenticeships Norfolk'
- **Strand 3:** Human Resources; leadership and coordination of NCC Workforce Apprenticeships

Strand 1 – Children’s Services: Pathways into Work

Introduction

A thriving education and training sector is essential for all of Norfolk’s 16-18-year olds (24 years for SEND and those leaving care) and viable pathways into work for all young people are crucial to this aspiration and to enable Norfolk County Council to fulfil its statutory role as the champion of children and corporate parent to Norfolk’s most vulnerable young people. The participation of 16-18-year olds with education and training is paramount to young peoples’ achievement, attainment, well-being and progression to economic independence and adulthood. High quality apprenticeships are essential to achieve this aspiration and for young people to gain entry to the labour market. In line with Norfolk’s Corporate Parenting principles no young person should be left behind, we are committed to promote opportunities and promote aspirations to help seek and secure best outcomes.

However, local research shows that there still is not enough awareness amongst some young people or their parents/carers by the time they reach Year 11 including some of the basic knowledge about what an apprenticeship is and the mechanics of how to get into a job/apprenticeship.

Providers feedback that many employers will recruit older and often more highly qualified apprentices citing issues with the levels of maturity and work readiness amongst many 16 and 17 year old young people, as well as valuing the additional knowledge and skills from time spent at college, sixth form or other training.

Teacher and careers adviser feedback is that matching available vacancies to the aspirations and academic ability of students is an ongoing issue with young people sometimes struggling with the academic requirements of an apprenticeship, or where apprenticeship vacancies don’t necessarily match the elected career interests or aspirations of young people.

Finally, national and local research points to the negative impacts of Covid19 on young people, particularly those leaving education in 2020 and 2021. Faced with a recession, growing unemployment and a much reduced recruitment market, we expect 16-18 young people to be most likely to struggle to access labour market opportunities including apprenticeships, particularly in those sectors that have traditionally recruited young people including retail, commercial enterprise, hospitality and catering.

Children’s Services Context & Strategic Approach

16-18 Participation and NEET reduction

Norfolk County Council has a statutory duty to ‘encourage, enable and assist’ all 16-18-year olds to participate in learning and to reduce NEET. This duty is overseen by our Participation & Transitions Strategy Team (PTST). Whilst over 90% of Norfolk’s 16-year-olds currently progress into full time education in Sixth Forms and Colleges, many 16 and particularly 17-year-olds aspire to enter work with training – mostly through apprenticeships.

Supporting 14-18 career choices

We work with schools, colleges and other providers to support young people to make well informed and realistic career decisions and achieve successful transitions into post 16 destinations including providing:

- i. IAG services to vulnerable groups including NEET, SEND, LAC/CL; Home Educated, YOT
- ii. Help You Choose website for Norfolk's young people full of impartial information and advice about all 16-18 options including extensive information on apprenticeship vacancies, traineeships and other work with training
- iii. Care Offer Website has been developed as one-stop job and apprenticeship shop for 16 upwards with interactive graphics, front-page lead-in links to Guaranteed Income Scheme, Supported Internships, Norfolk / NCC Apprenticeships.
- iv. Norfolk's Careers Network for school/college careers advisers and career leads and work with LEP's Careers Hub/Enterprise Adviser Network to provide school staff with the careers CPD they require to meet their statutory duties for Careers Guidance.
- v. The Higher Aspirations Scheme (HAS) to provide information, support and advice about all options at 18+ for post 16 A level students.

Corporate Parenting Strategy

As part of Norfolk's Corporate Parenting Strategy, a monthly sub-group (EET 1) focusing on Education and Training for our Looked After Children and Care Leavers is held where targeted areas are progressed. Apprenticeships are a key focus and we promote secured agreements with several large organisations including within NCC and other public sector bodies. At this time challenge is around post 16, barriers, actions and opportunities where additional targets are required in order to meet the need.

Inclusion and supporting the vulnerable

Children's Services is committed to promote the interests and provide a safety net for Norfolk's most vulnerable young people. In recent years we have promoted apprenticeships with NEET young people through our Guidance Adviser/YPA delivery teams; with LAC/Care leavers with colleagues in Growth & Development and HR; with HR to develop a pilot Apprenticeships Training Agency model with TrAC and through the Virtual School to provide apprenticeships advice for social workers, personal advisers, young people and providers around the apprenticeships top-up grant. Funding is being sought via the Corporate Parenting sub-Group to continue the Positive Activities Norwich Pilot for work-readiness, soft skills and confidence for NEET Care Leavers, and to extend it to the whole County. Norfolk's Corporate Parenting Board remain at the front of these operations to promote and review inclusion as well as need and volume.

Successful progressions

Children's Services ESI and Achievement Services provide challenge and support through a programme of annual conversations with Multi Academy Trusts (MAT), FE Colleges and Sixth Forms and through network meetings with the Norfolk Provision Network, Sixth Form+ Group and the New Anglia Learning Providers Forum (NALP). A key goal is to promote progression opportunities for all 16-18-year-old learners. Apprenticeships are an essential component of this progression framework.

Working in partnership

Children's Services are committed to work in partnership to promote pathways to work including apprenticeships for young people. Our Partnership approach involves working with both internal and external partners by:

- i. Participating in a 'virtual team' with Growth & Development, HR, Community Learning Services and Adult Social Services that promotes a consistent approach within NCC to apprenticeship support and promotion
- ii. Corporate Parenting group meeting monthly as multi-agency group with County Council member chair to review opportunities and progress of pathways and agree action points for progression
- iii. Promoting new provision to address the gaps including scoping the possibility of traineeships or transition to apprenticeships provision
- iv. Coordinating and promoting existing apprenticeships information and support provision targeted at young people by bringing together the range of agencies involved in this work.

Vision

Norfolk County Council – Children's Services vision is for all young people to have a viable and aspirational pathway to work, with apprenticeships as a core option for at least 10% of 16-18-year olds in Norfolk.

Our aim is to work with Providers and senior leaders in schools, sixth form and colleges to establish four clear pathways to work for young people with apprenticeships at the centre of our strategy:

- i. 16-year-old school leavers
- ii. 17-year-old sixth form and college leavers
- iii. 18-year-old sixth form and college leavers.
- iv. Our fourth priority aims to enable access to work including apprenticeships for as many as possible vulnerable young people who have the capability including young people looked after, leaving care, those SEND young people with EHCP up to age 25 years, those on youth offending orders and the home educated.

To realise this vision, we will create a Pathways to Work Team within our Learning & Inclusion Service whose role will be to lead on our strategy to promote the profile, value and provision of apprenticeship and other work- related options. This will increase the demand from young people for apprenticeships and other work-based options.

We will also work through Norfolk's Corporate Parenting Board who review progress on a quarterly basis through sub-groups for Education, the Decriminalisation of LAC and LC and Leaving Care. These provide additional strands of focus and task to support achievement and development for our young people.

To meet a growing demand will also require a significant increase in the number, range and availability of quality apprenticeship opportunities, especially post Covid. To support this to happen, we will also work with partners in Growth & Development, New Anglia LEP, District Councils, Norfolk Chamber and the provider network. Growth in demand from young people needs to be matched with growth in the supply of apprenticeship opportunities.

Pathways into Work Action Plan - Aims/Approach

Aim: Affirm apprenticeships as a key option route for 16-18 learners and drive up the number and % of applications and starts

- Establish the apprenticeship pathway as a strategic priority within Children's Services and as a viable progression pathway for young people in order to increase 16-18 participation and progression with priority focus on LAC/Care leavers and other vulnerable groups
- Establish the apprenticeship pathway as a strategic priority to increase 16-18 participation and progression with priority focus on LAC/Care leavers.
- Promote apprenticeships for young people in specific sectors of the Norfolk labour market.
- Champion the value of recruiting 16-18-year olds apprentices to key influencers
- Ensure that Children's Services delivery teams working with LAC/Care Leavers, NEET, Home Educated, Young Offenders, SEND other vulnerable young people are informed about apprenticeships and can advise/support young people about work-based options (including ensuring this reports progress to Norfolk's Corporate Parenting board).
- Map the intended destinations of school/college leaver cohorts to recruitment needs of Norfolk labour market
- Re-frame the conversation about apprenticeships as an option for school and college leavers

Aim: Increase the numbers of apprenticeship opportunities and starts for 16-18-year olds

- Support employer and provider engagement activities to prioritise apprenticeships for young people including for vulnerable groups
- Identify and promote apprenticeships and traineeship opportunities in sectors of the Norfolk labour market that are actively recruiting
- Challenge and support providers to deliver against the funding made available by ESFA and other bodies for 16-18 apprentices
- Influence providers to develop new provision to address both labour market recovery needs, skills gaps and the needs of young people including vulnerable groups.
- Promote the recruitment of apprentices in the school workforce

Strand 2 – Growth & Development: Apprenticeships Norfolk

Introduction

Good productivity is fundamental to economic growth. Increasing the quality and quantity of apprenticeships plays a significant role in developing opportunities for improving skills and thereby helping to address Norfolk's skills shortages. This, in turn increases productivity and stimulates economic growth.

Growth & Development is committed to helping ensure Norfolk's economic growth and will promote social mobility by; helping people who are not in work get the skills they need for 21st century employment; and championing Apprenticeships as a highly effective means for all businesses to build their pipeline of skilled future staff.

NCC Growth & Development has a strong history of supporting apprenticeships, including;

- 'Apprenticeships Norfolk' fund - a two year £2.2m fund, with the expressed aims of increasing the number of SMEs offering Apprenticeships within Norfolk and reducing the number of 16-24 year olds not in education, employment or training (NEET). The fund also aimed to help more care leavers into Apprenticeships. The target of 441 new apprenticeships was achieved 8 months ahead of the target date.
- The 'Apprenticeships Norfolk' network was formed in 2014, providing a partnership approach to influencing the strategic growth of apprenticeships in Norfolk.

Context & Strategic Approach

In 2020 Apprenticeships Norfolk have brought a fresh approach; relaunching with improved & updated branding; creating a clear, strong presence and visibility to all key stakeholders. Strong working relationships have developed with the provider and stakeholder networks and enquiries from employers and potential apprentices are increasing week on week. Apprenticeships Norfolk have been successful in supporting employers previously unfamiliar with setting up an Apprenticeship, with the individualised and impartial guidance and support required.

Key recent activities include creating an updated, user-friendly, interactive and engaging website and setting up new and enhanced social media platforms. Regular content posted on all channels has seen a sharp increase in followers, engagement and interactions with a wide variety of key stakeholders, increasing brand awareness.

Apprenticeships Norfolk have initiated various market research surveys, which supported insight and understanding of the sector - both during the pandemic and looking forwards - as we move into the recovery and normalisation phase, finding the 'new normal' for employers, providers and more broadly the landscape of apprenticeship provision. This insight has been pivotal in being able to offer initiatives to support a Covid19 response.

The direction of travel for Apprenticeships Norfolk is to continue to build on the recent successful relaunch and continue to strengthen the impartial, trusted professional advice service for apprenticeships in Norfolk; supporting more apprentices, employers and providers through a range of supportive & innovative projects and initiatives.

One current initiative is the '**Recruit | Retain | Reward**' (RRR) incentive fund, which provides additional incentives to small/medium non-levy business in Norfolk, recruiting a new apprentice aged 16-24 or an apprentice made redundant due to Covid19. Initially funded through repurposed project funds, RRR has recently benefitted from additional funding via the Norfolk Strategic Fund, meaning we have a significant opportunity to stimulate new apprenticeship starts and also enable completion and achievements for those apprentices adversely affected by Covid19.

Utilising the RRR incentive initiative, Apprenticeships Norfolk are working towards achieving a target of 437 successful incentive grants between August 2020 and July 2022, making a real difference to the businesses and individuals in Norfolk. Furthermore, Growth & Development will continue to identify opportunities to secure further additional funding to support further projects and initiatives.

Apprenticeships Norfolk, working alongside the NCC 'Apprenticeship Pathways for 16-18 year olds' and the NCC HR 'Apprenticeship Programme' will ensure that a joined up approach reinforces and supports the overall aims of each other.

Vision

The focus and vision for Growth & Development is to promote the growth of apprenticeships as a viable and aspirational pathway and route of progression for those aged 19-24 and 25+, across a breadth of indicators (such as level, sector and place) as appropriate. Every apprenticeship will be a high-quality opportunity that delivers the skills, knowledge and behaviours that employers are looking for. Employers will recognise that investing in apprenticeships brings value, innovation and emerging talent into the heart of their business. People of all ages in Norfolk, considering reskilling or changing career, will see Apprenticeships as a viable opportunity.

Growth & Development continues to facilitate 'Apprenticeships Norfolk' to deliver an effective and impartial brokerage service to help realise this vision.

Apprenticeships Norfolk - Vision Statement

Apprenticeships Norfolk is a trusted, impartial service; working collaboratively with providers, employers and partners to promote the profile & growth of Apprenticeships across the county.

Championing apprenticeships #MadeInNorfolk

Apprenticeships Norfolk Action Plan - Aims/Approach

Aim: Increase the number of apprenticeship starts in Norfolk for 19-24-year olds and 25+ focussing on a sector specific and/or place approach as appropriate

- Develop an apprenticeship strategy for the period 2020-2023 to increase the number, level, range and quality of apprenticeships in Norfolk
- Working with external partners co-ordinate employer engagement across the county to maximise impact and support for businesses.
- Working with external partners co-ordinate provider/stakeholder engagement across the county to maximise impact
- Raise brand awareness of Apprenticeships Norfolk and provide clear information for all stakeholders, which is easy to access and that meets their needs
- Coordinate an information and advice service about Apprenticeships across the county
- Celebrate the achievements of apprentices

Aim: Undertake research to understand in greater detail the needs of employers and the barriers to taking up apprenticeships and develop workplans to secure provision that meets the needs of employers

- Undertake market research to understand challenges in engaging in the apprenticeship agenda
- Dispel myths about apprenticeships

Aim: Improve the balance between intermediate/advanced/higher starts creating more in-work progression opportunities

- Increase the volume of Apprenticeship delivery at Advanced and Higher level to meet the skills needs of Norfolk businesses

Strand 3 – HR: Workforce Apprenticeships

Introduction

“As a strategic leader of public services in Norfolk and one of the largest employers in the area, Norfolk County Council’s ambition is to lead the way as an employer in championing, shaping and deploying apprenticeships to help solve strategic challenges within its own 6,000-person workforce, thereby improving the quality of services offered to the people of Norfolk.”

Tom McCabe, Head of Paid Service, Sarah Shirtcliff, Director for People

Our approach to date has successfully raised the profile of apprenticeships under modern reform, meaning that we have used the levy strategically to support 429 apprenticeship starts within NCC’s workforce to date, with 311 live currently, our greatest achievement so far (November 2020).

Building on this success, we will continue to identify workforce challenges where we can strategically deploy apprenticeships to best effect.

Context & Strategic Approach

In order to build on our success to date, our strategic approach is twofold:

Firstly, we want to increase the number of skilled individuals in hard to recruit to areas, targeting the provision of apprenticeships (as well as internships, graduate schemes, traineeships and work experience) in parts of the organisation where systemic or long-term difficulties are anticipated (Social Care, for example).

Secondly, we want to support NCC to become an employer that reflects the communities of Norfolk, makes best use of their talents, supports social mobility and is increasingly attractive and accessible for those groups who have historically not been adequately represented within the NCC workforce. This means making apprenticeships (as well as internships, graduate schemes, traineeships, and work experience) increasingly available to groups such as care leavers, younger workers, returners to work, people with disabilities, and people with BAME heritage.

Work to achieve this approach will be guided by workforce plans within services, and the creation of these plans will be supported using the LGA workforce planning toolkit and approach.

The challenge for NCC to achieve these aims may well increase as Norfolk’s population is set to rise significantly over the next twenty-five years and the economy is due to create up to 88,000 new jobs⁵. The current Covid19 pandemic notwithstanding, we may find it increasingly difficult to attract and retain enough numbers of people with the skills required to deliver some of our services.

⁵ [New-Anglia-Economic-Strategic-Brochure-Lowres.pdf](#) (Nov 2017)

The NCC Workforce Apprenticeships action plan provides a structured, measurable approach to the achievement of the strategic aims set out above.

In addition to its internal focus, the plan co-exists in conjunction with the outward facing 'Apprenticeships Norfolk' and 'Apprenticeship Pathways for pre-16 to 18-year olds', supporting broader efforts to raise aspirations, skills and qualifications, and, therefore, economic growth and social mobility in the wider Norfolk community. This joined up approach means that each plan reinforces and supports the aims of the others.

Vision

Our mission is to use the NCC levy strategically to provide apprenticeships that support the Council to attract, retain and develop a skilled and diverse workforce that meets our county's needs now and, in the future, positively impacting NCC service delivery and opportunities for the community of Norfolk. Embedding apprenticeships into our services' workforce plans and creating recruitment/outreach campaigns will ensure our offers are targeted for maximum return and supports our visibility as a local employer of choice.

Our vision by the end of 2023 is:

1. Apprenticeships form an integral part of each service / directorate strategic workforce plan, which is based on evidence, focuses on areas of strategic need for skills, and looks a rolling 2-5 years ahead
2. We are an employer of choice in terms of quality and quantity of apprenticeships provided
 - a. Of the people who started an apprenticeship with NCC (excluding schools), 80% have remained with us in NCC roles for at least two years after the end of their apprenticeship, and 80% of starters have completed their apprenticeship
 - b. NCC is widely recognised within Norfolk and beyond as an employer offering a wide range of attractive apprenticeship opportunities
 - c. The NCC levy is consistently forecast against and targeted to finance apprenticeships in the priority areas identified by directorate plans, with no under-spend, ensuring recruitment initiatives for certain grades and roles are monitored and allows a ringfence for those apprenticeships targeted at our care leavers. This may include levy sharing where this supports directorate workforce plans.
 - d. 50% of apprenticeship opportunities are filled by current NCC colleagues, 50% by new starters (currently 65:35)
 - e. NCC continues to engage with schools, colleges and young people via Cornerstone to raise the profile of apprenticeships and promote them as high-quality learning opportunities and good routes into successful careers, making sure we attract high quality apprentices to the council, especially in under-represented or priority areas.
3. Through the medium of apprenticeships and other learning vehicles, the NCC workforce reflects more accurately the make-up of the Norfolk communities we serve, in terms of care leavers, younger people, those at the start of their career, people with disabilities, people with BAME

heritage, and returners to work. We have established a baseline and appropriate methods to measure progress in these areas. We have increased awareness and accessibility for those in disadvantaged groups, and we have some success stories we are able to share.

4. Joint vision with Children's Services: Schools continue to increase monthly levy spend at a rate of over 200% on a year-to-year basis for the next two years whilst sharing levy within the education sector and its supply chains. They have increased take-up of apprenticeships (from 46 live now to 150 live by the end of 2023)

Equality Impact Assessment Statement

NCC is committed to tackling discrimination and prejudice in all its forms and recognises our responsibility to lead by example. Our commitment to work to address disadvantage, promote equality and eradicate racism is supported by our Workforce Strategy which interlinks with the Apprenticeship Strategy.

NCC Workforce Apprenticeships Action Plan - Aims

The NCC Workforce Apprenticeship action plan will be governed by the Norfolk Development Academy Board (NDA). The plan will also be shared with the NCC Apprenticeships Board and progress against the plan will be provided. Plan workstreams are:

1. Creating strategic workforce plans
2. Improving quality and quantity of NCC apprenticeships
3. Supporting a workforce that reflects the Norfolk community
4. Increasing schools' use of apprenticeships
5. Operational activities:
 - Communications to and engagement with NCC managers and wider workforce
 - Levy tracking
 - Reporting against plan
 - Attendance at events such as careers fairs

Apprenticeship Action Plan [see Appendix 2]

The overarching strategic aims were previously agreed at the initial Apprenticeships Board meeting.

The aims for the delivery of apprenticeships **externally** to employers and individuals are:

1. Affirm apprenticeships as a key route for 16-18 learners
2. Arrest the decline in apprenticeships starts for 16-18
3. Increase the number of apprenticeship starts in Norfolk for 19-24-year olds and 25+ focussing on a sector specific and/or place approach as appropriate
4. Undertake research to understand in greater detail the needs of employers and the barriers to taking up apprenticeships and develop workplans to secure provision that meets the needs of employers
5. Improve the balance between intermediate/advanced/higher starts creating more in-work progression opportunities

The aims for the delivery of apprenticeships **internally** to employees are:

1. Creating strategic workforce plans
2. Improving quality and quantity of NCC apprenticeships
3. Supporting a workforce that reflects the Norfolk community
4. Increasing schools' use of apprenticeships
5. Operational activities, including Levy tracking, attendance at events and internal communications

Our action plan sets out how we will collectively achieve the strategic aims and priorities identified within this paper. It will be regularly reviewed and updated in line with the Council's Strategy and any other local and national influences.

The detailed action plan, which cohesively links all three strands within the strategy paper is listed within Appendix 2.

Role/Purpose

The Norfolk County Council (NCC) Apprenticeship Board was established by the Corporate Board in accordance with the recommendations of the LGA Apprenticeship Review '*Realising Apprenticeship Opportunities at NCC*'. The Apprenticeship Board will provide collective leadership and a strategic steer for apprenticeship activity across NCC (HR, Children's Services, Growth and Development) driving commitment to the programme by:

- Developing and agreeing the overall vision and strategy for the delivery of apprenticeships both internally and externally to NCC
- Agreeing an overall apprenticeships action plan that brings together the service area plans for each discrete area of work
- Developing, monitoring and providing challenge on targets and KPI's
- Agreeing areas of collaboration (e.g. literature & information, engagement & events) within NCC to maximise the impact of apprenticeships both internally and externally, (including budgetary responsibility)
- Identifying and agreeing papers to come to the Apprenticeship Board
- Agreeing proposals for the transfer of the NCC apprenticeship levy
- Providing half yearly reports to the Corporate Board on progress against targets

Responsibilities

- Each discrete function i.e. HR, Children's Services, Growth and Development will bring its action plans to the Board for agreement at the first meeting and will provide an update report at each subsequent meeting on progress, proposing additions/changes as necessary
- Each function will have budgetary responsibility for its own area of work
- Each function will have responsibility for leading and co-ordinating any sub-groups relevant to the function and for providing reports to the Board as appropriate

Term

These Terms of Reference are effective from (date of first meeting) and will be ongoing until amended or terminated by agreement between the parties.

Membership*

The NCC Apprenticeship Board will comprise:

- Cllr. Graham Plant, (Chair) Deputy Leader of the Council and Cabinet Member for Growing the Economy
- Vince Muspratt, Director - Growth and Development, Community & Environmental Services
- Sarah Shirtcliff, Head of HR, Strategy & Governance
- Sara Tough, Director - Children's Services
- Ceri Sumner, Director - Community, Information & Learning

Members may appoint an alternate to represent them. Each member may be accompanied by an officer to support with detailed knowledge.

** Correct at time of writing, will be updated to reflect membership if roles subsequently change*

Roles and Responsibilities

The members of the Board will commit to:

- Attending all scheduled Board meetings, nominating a proxy if necessary
- Wholeheartedly championing the Board within and of work areas
- Sharing relevant communication and information across all Board members
- Making timely decisions and acting to facilitate the work of the Board
- Notifying members of the Board as soon as practical, if any matter arises which may be deemed to affect the development/progress/work of the Board

Members of the Board will expect:

- That each member will be provided with complete, accurate and meaningful information in a timely fashion
- To be given reasonable time to make key decisions
- To be alerted to potential risks and issues that could impact on the delivery of apprenticeships in Norfolk

Meetings

All meetings will be chaired by the Cabinet Member for Growing the Economy

Members with any personal, business or financial interest in a matter being discussed must declare that interest and will not be entitled to take part in discussion/decision making. Any declared interests will be maintained on the meeting notes.

Decisions will be made by consensus (i.e. members are satisfied with the decision even though it may not be their first choice). If not possible, the chair of the Board will make the final decision.

Growth & Development, will act as the secretariat to the Board, including:

- Coordination of NCC Apprenticeship Strategy & Action Plan
- Preparing agendas
- Preparing meeting notes and actions and following up on progress
- Coordination of any sub-groups

Agendas and papers will be circulated at least 5 working days in advance of meetings. Meetings will be held quarterly for 1.5 hours and will take place remotely via MS Teams. *(Note: If significant decisions are required, guidance will be sought from NP Law, and meeting could be held at County Hall.)*

If required, subgroup meetings will be arranged outside of these times at a time convenient to subgroup members

Sub-Groups

The Board may establish such sub-groups as it sees fit in order to support the implementation of the NCC Apprenticeship Strategy. The Board will be responsible for developing and agreeing the Terms of Reference of any sub-group and deciding on a chair. Any sub-group will be required to establish an action plan to achieve the task set by the Board and will report to each quarterly meeting of the Board.

Amendment, modification or variation

These Terms of Reference may be amended, varied or modified in writing after consultation and agreement at a Board meeting.

Strategic Aims/Objectives/Actions

The overarching strategic aims were previously agreed at the initial Apprenticeships Board meeting.

The aims for the delivery of apprenticeships **externally** to employers and individuals are:

1. Affirm apprenticeships as a key progression route for 16-18-year olds (24 for LAC, SEN and other vulnerable groups) and drive up the number and percentage of applications and starts
2. Increase the numbers of apprenticeship opportunities available to 16-18-year olds
3. Increase the number of apprenticeship starts in Norfolk for 19-24-year olds and 25+ focussing on a sector specific and/or place approach as appropriate
4. Undertake research to understand in greater detail the needs of employers and the barriers to taking up apprenticeships and develop workplans to secure provision that meets the needs of employers
5. Improve the balance between intermediate/advanced/higher starts creating more in-work progression opportunities

The aims for the delivery of apprenticeships **internally** to employees are:

1. Creating strategic workforce plans
2. Improving quality and quantity of NCC apprenticeships
3. Supporting a workforce that reflects the Norfolk community
4. Increasing schools' use of apprenticeships
5. Operational activities, including Levy tracking, attendance at events and internal communications

Our action plan sets out how we will **collectively** achieve the strategic aims and priorities identified within this paper.

Notes:

Additional actions have been developed since the original action plan was first drafted in Dec 2019.

Actions have been notated & RAG rated to indicate progress towards completion – and as such, this is a working document.

Some target dates have been affected by Covid-19 pandemic; and will be rescheduled as relevant.

Children's Services – Pathways into Work

Objective	Action	Impact	Timescale	RAG rated Progress Indicator	CS Resource Lead (& Support)
Aim 1 - Affirm apprenticeships as a key route for 16-18 learners (24 for SEN, LAC) and drive up the number and % of applications					
Establish the apprenticeship pathway as a strategic priority within Children's Services. Ensure that apprenticeships are recognised as a viable progression pathway for young people in Norfolk and to increase apprenticeships participation for 16-18 (25) year olds to 10% of the age cohort with priority focus on LAC/Care leavers and other vulnerable groups	CSLT sign off for CS 'strand' for Apprenticeships Pathway for 16-18s (16-25 for vulnerable groups inc LAC/Care leavers, SEN, YOT, Home Educated)	Strategic commitment to promote apprenticeships within Children's Services. Creation of Children's Services <i>Pathways to Work</i> team to take forward CS strand of apprenticeships strategy. Strategic priority for Corporate Parenting Board for LAC/Care leavers to progress into apprenticeships	Oct 2020	CSLT sign off in October 2020. Strategic goals and action plan agreed Aspirational success target agreed for 10% of 16-18 year olds on apprenticeships by 28/02/2024 (end of three-month reporting period used for benchmarking) PTW team recruitment completed. 1. Coordinator + 4 PTW Advisers. Corporate Parenting Board strategy + Plan	SG/MR
	Work with system leaders in schools, sixth forms, Colleges, WBL Providers, business community to promote apprenticeships and other work-based pathways from Level 1-4 (inc. apprenticeships) for:	Apprenticeships Progression/Pathways to Work framework for 16-18 year olds agreed with Providers and endorsed by ETSG and SAP for Norfolk's young people	July 2022	Education & Training Strategy Group (ETSG) in place with oversight of post 16 provision and support.	MR lead/SH

	<ul style="list-style-type: none"> 16-year-old school leavers 17-year-old L1 and L2 College leavers 18-year-old sixth form and college L2 and L3 leavers Vulnerable young people inc to 25 years inc. LAC/CLs, SEND etc 	<p>aged 16-18 and for vulnerable young people up to age 25.</p> <p>Strategic priority for Corporate Parenting Board</p>		<p>16-18 (24) Apprenticeships progression to be included with workstreams for transition and inclusion.</p> <p>Project McKenzie taking place to support LAC/CLs</p>	
Promote apprenticeships as a positive and viable option for 16-18-year-old school and college leavers	To deliver the DfE Apprenticeships Support and Knowledge (ASK) programme in 2021/22 under contract from CXK meeting all agreed KPIs	<p>Contract for 21/22 agreed</p> <p>ASK training for PTW team: activities, resources, recording and reporting systems</p> <p>KPIs and recording/reporting integrated into team delivery plan</p> <p>ASK reporting and monitoring reports/returns. All satisfactory</p>	<p>August 2021</p> <p>July 2022</p>	<p>PTW team delivering ASK contract following induction, training, access to ASK resources and work shadowing.</p> <p>Q1 KPIs exceeded for school engagements, activities involving work with young people, parents/carers and yp in vulnerable groups</p>	MR/SH
	<p>Ensure Y10-13 young people and parents/carers have access to apprenticeships IAG via:</p> <ul style="list-style-type: none"> Face to face and online services, group work, mentoring, class sessions and presentations (Priority given to 1:1 and group work with vulnerable groups) Help You Choose, Apprenticeships Norfolk and ICanBeA websites Find an Apprenticeship, schools/colleges; social media and partner material 	<p>Target: 10000 young people engaged and participating in face to face activities per annum</p> <p>Target: 8000 young people accessing online resources through Help You Choose, Apprenticeships Norfolk etc.</p> <p>Partnership working with Apprenticeships New Anglia, NEACO, New Anglia Careers Hub and YAAN to ensure joined up communications</p> <p>Work with TrAC Apprenticeships New Anglia, NEACO and YAAN to ensure joined up communications</p>	Dec 2020 – July 2023	<p>ASK Delivery sessions commenced in Norfolk schools from May 2021. Activity planning meetings in 30 schools & colleges by 10/11/21. Activity delivery commenced in 12 – rest planned.</p> <p>Additional schools/colleges targeted to promote services</p> <p>Help You Choose – over 8000 Year 11s using annually. ICanBeA being promoted for use in schools. Fina An Apprenticeship being</p>	

	<ul style="list-style-type: none"> Careers events/Fairs; Apprenticeships Opps Fair (2022/23) 			<p>signposted for registrations & applications</p> <p>Regular partnership meetings taking place with Apprenticeships New Anglia, NEACO, New Anglia Careers Hub and YAAN to ensure synergy.</p> <p>Attendance at Year 11 Norwich Options Fair on 6th Oct + school events</p>	
	Create and deliver an Annual programme of activity to promote the value of apprenticeships to key influencers including staff in schools and colleges + parents/carers.	<p>To brief/train:</p> <ul style="list-style-type: none"> 35 school and college leaders; 60 school/college Careers Leaders 120 teachers 10 parents events 	July 2022	<p>3 ASK workshops in Jan/Feb 2021 with Careers leaders and teachers – 45 staff attending.</p> <p>Briefing for Careers Leads 18th March 2021 – 47 attending</p> <p>2 x parents/carers event at UTCN – May 2021.</p> <p>Parents events taking place in schools. 105 engaged in Q1</p> <p>CPD events being planned for advisers and teachers through ASK contract</p>	MR/SH
	Monitor school, college and CS Teams' engagement with PTW team and apprenticeships support organisations.	<p>Engagement data/evidence.</p> <p>Annual Report + recommendations to Apprenticeships Board</p>	April 2021-July 2023	All school/college/Team/engagements to be recorded	MR/SH

	Work with providers, young people and G&D to identify and celebrate success stories	Success stories to be identified and shared	Aug 22	Team objective for new PTW Advisers	SH/PTW Team
Champion the value of recruiting 16-18-year olds as apprentices to providers, employers and other key influencers	To develop NCC's approach to work experience including piloting a model for virtual work experience.	Virtual work experience programme in piloted and evaluated for wider roll out inc. links to apprenticeships recruitment	Aug 2020-July 2021	Completed/ongoing. VWEX events taken place for Engineering, Construction and Inside Business events with Greater Anglia, Millennium Library and Redback	MR/BMN
	CS to work with NCC HR, CS Corporate Parenting, CES and other directorates to support the development of a collective approach to public sector pathways to traineeships and apprenticeships that prioritises the recruitment of young people inc. care leavers, SEND and other vulnerable young people.	<ul style="list-style-type: none"> Public sector pathways traineeships and apprenticeships publicised to young people, schools, colleges, CS teams and other stakeholders. Increase in number and % of apprenticeship vacancies available each year to young people including in NCC and other DCs 	August 2022	CRF bid has been successful for Youth Enterprise Scheme (YES). Mobilisation work commencing through Childrens Services in partnership with District Council Leads.	SG/CM with support from HR
	Support Growth & Development's RRR and other campaigns to promote recruitment of 125 young people as apprentices with local employers and Providers, targeting SMEs particularly – rising to 437 by 2022.	Recruitment of 16-18-year olds including young people in vulnerable groups prioritised within RRR campaign	Aug 2020-July 2022	Promotion of RRR campaign to Careers Leads at March 2021 workshop	G&D - KD lead MR/SH support
Ensure that Children's Services delivery staff who work with VG inc. LAC/Care Leavers, NEET, Home Educated, Young Offenders, SEND are informed about apprenticeships and	Virtual School and LAC Personal Advisers provides IAG for LAC and Care Leavers for apprenticeships. Progress reported and monitored by Corporate Parenting Board	Data gathered and reported on 16-18 participation in apprenticeships by VG PTW Advisers linked with Teams to provide guidance and support	August 2020 – July 2023	PTW linked with CS Delivery Teams/staff with responsibility for IAG with young people. Planning meetings have taken place and programme of work agreed with teams for: - LAC/Care Leavers	SH/PTW team

can advise/support their young people	<p>GAs/YPA provide apprenticeships IAG and support for NEET young people</p> <p>IAG staff in SEN Service, Home Education Service, YOT and GRT identified</p> <p>Apprenticeships briefings/updates for LA/CS teams delivered in partnership with G&D and HR</p>	<p>At least 1 CPD session for each NCC Team working with designated vulnerable group</p> <p>Identified IAG staff in each Team are confident to deliver basic IAG about apprenticeships</p> <p>Increase intended destinations for apprenticeships amongst vulnerable groups from 2020/21 baseline data.</p> <p>Increase in numbers of VG young people progressing into apprenticeships from 2020/21 baseline data</p>		<ul style="list-style-type: none"> - Post 16 SEN Service - Home Educated - NEET - Youth Offending Team <p>Short Stay School for Norfolk working with the Team as a priority 'Development School'. Extensive programme of work planned for young people, parents/carers and teaching staff</p> <p>Programme of briefings to take place for internal teams in Spring/summer 2022</p>	SH/PTW team
To develop and deliver a coordinated and coherent approach to young people's apprenticeships information.	<p>Link/work with NCC G&D & providers to agree/confirm messaging around apprenticeships and traineeships</p> <p>Ensure consistent messaging through NCC's Help You Choose website and Apprenticeships Norfolk</p> <p>Ensure consistency with DfE Apprenticeships Support and Knowledge (ASK) programme</p>	<p>Improved quality and consistency of apprenticeships information to young people, parents/carers and teachers/advisers</p> <p>Agreed and consistent approach to promote Apprenticeships information through NCC websites and social media channels that are targeted at young people</p>	February 2022	<p>Regular joint team meetings with G&D Apprenticeships Norfolk Team</p> <p>Help You Choose information of apprenticeships & traineeships + vacancies from NAS displayed and promoted to young people.</p> <p>Integration of DfE Apprenticeships Support and Knowledge (ASK) messaging into approach.</p>	MR/SH. Link with G&D and LEP
	<p>Identify and review/evaluate existing information materials/resources</p> <p>Develop resources for 16-18-year olds (25 SEND), parents and schools/colleges</p>	<p>Young people and parents/carers know where to access information</p> <p>Young people and parents/carers understand apprenticeship career</p>	<p>December 2021</p> <p>August 2022</p>	<p>PTW team goal for 2021 to audit and evaluate existing provision in relation to needs of young people and their parents/carers</p>	SH/PTW team/HYC team

	<p>promoting apprenticeship and other work-based learning opportunities in recruiting sectors of the Norfolk labour market.</p> <p>Promote resources through Help You Choose and Apprenticeships Norfolk and other online and social media platforms</p> <p>Refresh of Norfolk Work & Skills booklet for year 10s</p> <p>Review/evaluate new resources. Recommend improvements</p>	opportunities in sectors that are currently recruiting apprentices	May 2022	Contributions to Instagram pages agreed with Apps Norfolk Team and with Corporate Communications	
	<p>Create and promote '<i>Apprenticeship Pathways Maps</i>' and case studies for school and college leavers highlighting opportunities and career pathways at Level 2 and 3, with likely available progression routes these can lead to.</p> <p>Consider a sector-based approach to the progression maps</p> <p>Promote through Help You Choose, Apprenticeships Norfolk and face to face work</p>	Young people, parents/carers and careers leads/advisers understand progression pathways in Norfolk's key/priority employment sectors	April 2021- July 2022	PTW team goal for 2021/22 to research and develop progression pathways resources	SH/PTW team + HYC team + G&D team
Aim 2 – Increase the numbers of apprenticeship opportunities available for 16-18-year olds (<i>up to 25 years for vulnerable groups</i>)					
Support an approach to employer and provider engagement activities which prioritises the recruitment of young	Develop work with Growth & Development, the LEP and with Work Based learning Providers to increase the number, range and quality of apprenticeships available to meet the	Increasing number and % of apprenticeship vacancies available to 16-18-year-old young people each year working from 2020/21 baseline data	August 2020- July 2023	<p>Work under way through G&D.</p> <p>Link direct with G&D Apps Norfolk team</p>	<p>KD</p> <p>MR/SH</p>

people for apprenticeships including LAC/Care Leavers and other vulnerable groups	growing demand from young people in Norfolk post Covid 19 Work with internal LA teams supporting vulnerable groups			Working together agreements with LA teams for LAC/CL; SEN; YOT, Home Educated, NEET Project McKenzie	
Identify and promote apprenticeships and traineeship opportunities in sectors of the Norfolk labour market that are actively recruiting	Use information and intelligence from CES, the LEP and EMSI about growth sectors of the Norfolk labour market e.g. Health & Social Care; Agriculture/Agri-tech; ICT, digital tech. Produce refresh of Norfolk Work & Skills booklet and use material through HYC website and social media channels Use this information to inform young people and key influencers Regular meetings/comms with Providers and ESFA.	Quarterly analysis of opportunities in key recruitment sectors Ensure that Apprenticeships LMI produced for young people and advisers/teachers through HYC. Ensure that Apprenticeships LMI produced for young people and advisers/teachers through HYC including refresh of Norfolk Work & Skills booklet for years 10s and 12s	August 2020- July 2023	Sector information being gathered from New Anglia LEP, CES and National Careers Service Data/info from EMSI database to inform material/booklets and websites	MR/SH
Challenge and support providers to deliver against the funding made available by ESFA and other bodies for 16-18 apprentices	Work with G&D, HR, the LEP and the provider networks to identify and lobby for resources from ESFA & the LEP create more/new apprenticeships/traineeship and pre-apprenticeships provision to address local needs	Quarterly meetings with Provider Networks Increasing number and % of apprenticeship vacancies available each year	August 2020-July 2023	Regular meetings with Norfolk post 16 providers, G&D, LEP, ESFA Annual Conversations	SG/KP/ MR
Influence Providers to develop new provision to address both labour market recovery needs, skills gaps and the needs of young people including vulnerable groups.	Providers to develop new and innovative work based and work-related learning provision to support more 16-18-year old young people to embark on a pathway to work that is right for them including bespoke provision targeted at vulnerable group categories including LAC/CLs, SEND, Home Educated.	New/increased apprenticeships and traineeships provision Increasing number and % of apprenticeship vacancies available each year	August 2020-July 2023	Norfolk Provision Network (CS) and Norfolk Apprenticeship Providers (G&D) quarterly meetings	MR/SH/P TW team G&D team

		Increasing number and % of work-based learning starts amongst vulnerable group categories			
Promote the recruitment of apprentices in the school workforce	Discussion of delivery and partnership arrangements as part of the annual conversations with LA schools, Multi academy Trusts, sixth forms, colleges and other learning providers	Increasing number and % of apprenticeship opportunities available each year in Norfolk schools	July 2020-2022	L&I Service support for LA schools. Arrangements to be reviewed for 2021/22	SF

Growth & Development – Apprenticeships Norfolk

Objective	Action	Impact	Timescale	RAG rated Progress Indicator	Resource Lead (& Support)
Aim 3 - Increase the number of apprenticeship starts in Norfolk for 19-24-year olds and 25+ focussing on a sector specific and/or place approach as appropriate					
Develop an apprenticeship strategy for the period 2020-2023 to increase the number, level, range and quality of apprenticeships in Norfolk	Strategy Design, develop, consult and deliver an apprenticeship strategy for Norfolk, taking account of the key priorities in the NSES and Together for Norfolk	Increased cohesion, communication and collaboration between all directorates delivering Apprenticeship related activity for NCC, in order to strengthen the NCC approach for addressing Apprenticeships county-wide growth, pathways for 16-18s and workforce strategy for NCC employees.	Dec 2020	NCC Apprenticeships Strategy 2020-2023 - developed and final version has been approved by Apprenticeships Board and has been signed off by Select Committee and endorsed by Cabinet (Sept 2021)	KD / LR, MR
	Strategy Continue to review & develop apprenticeship strategy & appendices on a quarterly basis, to ensure currency in line with NART data & national / local updates in policy	Strategy/action plan will be a live working document; updated and amended to stay aligned with changes in progress and policy updates. This will allow us to be agile in reviewing the changing landscape of Apprenticeships – particularly important as we move out of pandemic and into recession – and implement solutions which are current and responsive.	Ongoing (quarterly): September, December, March, June	NCC Apprenticeships Strategy includes live action plan; each directorate updates in line with the quarterly NCC Apprenticeship Board meetings, and key headlines are reported.	KD/ LR, MR
	Establish an operational working group established with representatives from G&D, HR, CS to identify and action joint NCC working opportunities and ensure effective and efficient collaboration	Improved opportunity to drive forward and influence implementation of actions from Apprenticeship Board meetings, within timely milestones.	Establish - August 2020 Ongoing 3 x every quarter	Operation Working Group established Oct 2020 and continues to support work from each directorate into the Apprenticeships Board.	KD / MR, LR

Objective	Action	Impact	Timescale	RAG rated Progress Indicator	Resource Lead (& Support)
Working with external partners co-ordinate employer engagement across the county to maximise impact	Develop a range of initiatives that respond to various aspects of the apprenticeship agenda, seeking external funding as appropriate, to support SME engagement and/or brokerage.	Recruit Retain Reward (RRR) Funding: £125k via legacy project funds & £312k via Norfolk Strategic Fund Project will stimulate new starts and supporting redundant apprentices; by way of additional financial support of £1000 to Norfolk non-levy (SME) organisations, when recruiting a new apprentice, aged 16-24 or employing an apprentice made redundant due to CV19, to support them through to completion of apprenticeship.	Launched - 01.08.20 NSF funding extension to RRR - 01.10.20 Anticipated end - 30.06.22	NSF additional funding for RRR – The impact of additional funds has increased the project fund from £125k to £437k which extends the duration the project will be able to run until June 22 (subject to availability), Currently 253 applications committed, with 184 remaining (as at 17.11.21)	KD / AN team
		Access to Apprenticeships (A2A) Funding: £250k via FCE C-Care Project will provide 500 apprentices/employers to support social mobility (travel expenses, equipment & digital kit). A retrospective funding claim contributed to recruitment for new staffing to lead the suite of grant initiatives.	Expected launch – 1 st Dec 2021 Funding ends - 31.03.23	First funding claim completing June 2021 for RRR retrospective funding. Recruitment for 2 new posts concluded Sept 2021. Project is ready to launch 1 st Dec 2021	KD / AN team
		Progression to Apprenticeships (P2A) Funding: £250k via CRF Funding & £100k NCC match funding Innovative pilot project to provide package of support to businesses progressing an individual from feeder programme (Kickstart, Traineeship or SWAP) into an apprenticeship.	Anticipated start – 1 st Dec 2021 Project End – 30 th June 2022	CRF bid submitted June 2021 CRF outcome expected July 2021 but delayed. Announced late October 2021.	KD / AN team

Objective	Action	Impact	Timescale	RAG rated Progress Indicator	Resource Lead (& Support)
		The package of support includes incentive, 6 month wage contribution, wrapround support and training for employer and apprentice. 40 packages of support are available targeting both priority and non-priority areas of Norfolk		AN team have worked at pace to implement the project and launch from 1 st Dec 2021.	
		ESF Insight Apprentice New ESF funded project to promote, increase and support SME participation in Apprenticeships. Project will allow creative and innovative ways to encourage increased Apprenticeship activity across all districts in Norfolk, with specific focus on growth sectors across the county (Clean Energy, Digital/ICT, Agritech and Adv Manufacturing) as well as post-pandemic growth sectors (Hospitality & Visitor economy). Project will work closely with Chamber of Commerce.	Funding Agreement Jan 2021 Soft launch 01.09.21 End date 31.12.23	Project funding agreement signed Jan 2021 with Managing Authority. Reprofiled granular budgets and project outline to ensure currency/accuracy (Jan 2021) New match funding agreements with delivery partners – (Jan-April 2021) Contracts issues (May 2021) Project Inception Visit from Managing Authority (June 18 th 2021) – approved Aug 2021. Project Manager recruited and remaining recruitment underway. Project launched at B2B event in Sept 2021 and first businesses are engaged (Nov 2021).	KD / SK
		Increasing collaborative opportunities with related NCC skills projects (eg: Kickstart, Youth Pledge, Chances) will support a network style opportunity to	Ongoing	Ongoing collaboration – AN team have worked collaboratively with Youth Pledge to exhibit at the B2B	KD / AN team

Objective	Action	Impact	Timescale	RAG rated Progress Indicator	Resource Lead (& Support)
		identify progression and pathways into Apprenticeships.		event. AN have supported a Chances event in Sept 2021.	
	Employer Engagement Plan Develop and deliver an employer engagement action plan, screen existing data to identify where employers are not engaged either geographically or on a sector basis.	Using data and evidence from employer-engaged projects will help identify (eg: district areas and sectors) where employer apprenticeship activity is lower; meaning Apprenticeships Norfolk can create targeted marketing to increase overall engagement.	May 2020 - Ongoing	Aiming to utilise above projects to continue to support this activity. Data is being tracked and will help feed into interventions for projects above. #MadeInNorfolk TV & YouTube campaign delivered in Summer 2021 was successful in attracting a significant increase in leads to the AN team.	KD / AN team
	Employer Engagement (Levy) Target for 2020: Engage with at least 5 key large local organisations Target for 2021: Engage with 5 new key large local organisations <i>e.g. invite to join network, content on website, attend meetings, support levy-share scheme participation with LEP etc</i>	An ambition for Apprenticeships Norfolk is to build a more effective network of local employers who act as ambassadors for apprenticeships. By facilitating an employer network this allows us to consider how the network can share good practice to employers with less experience.	Dec 2020 & ongoing	Target achieved for 2020. Continuing to increase numbers of Levy-sized organisations engaging with AN in 2021, supporting levy-organisations who are yet to utilise their levy effectively. Several levy-share transfers have been referred through to NALEP. Work is ongoing to add employer section to website and employer network is still in early stages but developing.	KD / AN team

Objective	Action	Impact	Timescale	RAG rated Progress Indicator	Resource Lead (& Support)
	Employer Engagement (non-Levy) Target for 2020: Engage with at least 25 small and medium size employers Target for 2021: Engage with 50 small and medium size employers via own marketing presence, partnerships (eg: Growth Hub, Chamber, Districts etc) and wider networking events. Encourage network support through signup process.		Dec 2020 & ongoing	Target significantly overachieved at 40 for 2020 Target for 2021 also significantly overachieved – already at c155 (as at 17.11.21) Business case for CRM submitted to support more efficient tracking/engagement (April 2021) – still ongoing.	KD / AN team
	Employer Engagement (non-Levy) Refer non-levy employers into levy-share scheme participation with LEP	Actively referring employers to access levy-share via the TAS portal and/or NALEP scheme increases support for employers by reducing their financial outlay and keeps apprenticeship levy funding in Norfolk.	Ongoing	Levy-share is discussed with all referrals where this option is potentially required. Information included on newly developed website.	SK / AN team
* Working with external partners co-ordinate provider/stakeholder engagement across the county to maximise impact	Provider Engagement – plan Develop and deliver a provider engagement action plan, screen existing data to identify where providers are not engaged. Engage & develop relationships with <u>all</u> local provider organisations; invite to join network, exclusive content on website, attend network meetings, identify support required & collaborate.	Creating strong provider engagement is key to Apprenticeships Norfolk having the right information and communication channels to signpost interested employers to. Collaboration with providers will create a better understanding of apprenticeship provision in order to better promote to stakeholders.	July 2020 Ongoing (6 monthly): Feb, Aug	Currently c35 training providers in AN network, with delivery footprint in Norfolk. Varying levels of engagement but solid relationship with most has been strengthened in last 12 months, with good attendance at network meetings, RRR applications, and market research responses.	KD / AN team

Objective	Action	Impact	Timescale	RAG rated Progress Indicator	Resource Lead (& Support)
				Annual Updates (2021) required for continuing provider engagement and accuracy of content on website – 5/35 completed so far. TBC by Jan 2021	
	Provider Engagement – data Share quarterly data-pack for all provider/stakeholders which responds to request for local NART/vacancy data to be provided. Update each quarter and send.	Sharing current data to key stakeholders allows data-based evidence to help create a transparent picture of Apprenticeships in Norfolk and facilitate discussions in how to continue to increase and improve across the different splits – eg: district, level, age, sector.	July 2020 Ongoing (quarterly) Aug, Nov, Feb, May	Ongoing – data pack is issued monthly and saved to website New data analysis underway in collaboration with LEP to predict correlations between vacancy numbers and new starts in following quarter – continue to develop – awaiting Nov data from ESFA for end of year 2020/21.	KD / AN team / LEP Data Analyst
	Provider Engagement – offer 2020: Develop updated apprenticeship routes matrix to accurately reflect opportunities available in Norfolk, by provider/standard/level detail - confirmed ready for Sept starts. 2021: Developed NEW interactive matrix of provision on AN website to use as accurate resource, with self-service option for Training Providers to keep their offer updated.	Collaboration with providers to inform a clear and trusted understanding of apprenticeship provision in Norfolk will allow Apprenticeships Norfolk to best promote and provide impartial guidance to potential apprentices, employers and key stakeholders. Additionally, gap analysis can help inform where future provision needs exist and work to increase supply of a broad variety of apprenticeship standards.	Ongoing	2020 – Target Completed 2021 - NEW interactive matrix on website (Jan 2021) allows internal and external stakeholders to access provision matrix for Apprenticeships being delivered in Norfolk, some providers keep this upto dat. AN team also conduct annual refresh meetings with providers to ensure accuracy	KD / AN team

Objective	Action	Impact	Timescale	RAG rated Progress Indicator	Resource Lead (& Support)
Raise brand awareness of Apprenticeships Norfolk and provide clear information for all stakeholders, which is easy to access and that meets their needs	Marketing Campaign Develop & deliver collective marketing campaign to launch 'Apprenticeships Norfolk' aimed at encouraging employers to take on an apprentice (#MadeInNorfolk)	Marketing campaigns will raise our brand awareness and also apprenticeships as a viable route for new or existing apprentices; therefore, helping to increase number of new starts. The #MadeInNorfolk campaign aims to bring a local feel to the campaign, celebrating Apprenticeships in Norfolk. This will be used in conjunction with targeting gaps identified by data trends (eg: district and sector)	Launch June 14 th 2021	Marketing campaign - #MadeInNorfolk campaign is targeted at SMEs in Norfolk - successfully aired on SKY TV and YouTube as well as via boosted adverts on social media w/c 14/06/21. Completed 20/8/21. 93k views on YouTube and 30k views on SKY. 60% increase in referrals to AN service in 10+ weeks following campaign. Continue to develop strategic marketing plan to continue with next phase of #MadeInNorfolk campaign in 2022	KD / AN team
	Website Undertake redesign & redevelopment of current ANN website to develop centralised, standardised, clear and up to date information & resources to meet the needs of all stakeholders (employers, potential apprentices/parents and providers) Develop further interactive content.	Improving and redeveloping the Apprenticeship Norfolk website will ensure content is current, accurate & informative, to meet the needs of all stakeholders. As a go-to for impartial guidance, the site must be engaging and interactive. This will increase accessibility, trust and brand awareness for the service.	June 2020 (18-month contract for project) Jan 2021 launch Ongoing content updates	NEW website launched January 2021!! Continued development is underway for additional new content and features. Website contracted to be extended until Spring 2022 then transition to internal NCC management but retaining external domain.	KD / AN team

Objective	Action	Impact	Timescale	RAG rated Progress Indicator	Resource Lead (& Support)
	Marketing Materials Develop branding refresh - redesign logo/branding for leaflets and materials used at events, wider website/media etc	The new Apprenticeships Norfolk logo/branding has been designed to align to national branding. By improving and updating the 'brand' to have more impact and a stronger presence locally, we can realise our ambition to be 'the' trusted apprenticeship advisory service in Norfolk.	July 2020	Branding re-refresh completed in March 2020 with new logo approved by ESFA. Consistent approach to all assets and marketing materials used publicly. Work with PTW team to ensure brand consistency using 'Apprenticeships Norfolk'	KD / AN team KD/MR/SH
	Social Media Increase presence & followers by adding regular content across main platforms (LinkedIn, Twitter, Instagram and Facebook) to engage with varied target audience of businesses, providers, parents and potential apprentices.	In a world which is more and more utilising an online presence, these platforms provide a direct conduit to engage with our target audience and share information, guidance, and awareness of all things apprenticeships, for free. It encourages liking/sharing, enquiries and questions and applications – all leading to increasing apprenticeship activity in Norfolk.	March 2020 – quarterly reviews / development ongoing	All platforms continue to see weekly increase in followers and engagement on weekly basis. Channels feature regular, carefully selected content to promote Apprenticeships to a wide variety of stakeholders. Supporting content from PTW team, as required/relevant.	KD / AN team
	Case Studies Develop real life stories in a range of sectors and employers of differing sizes to highlight success and opportunity of apprenticeships, at all levels, ages and routes. Aim to publish 5 by December 2020, and then one per month minimum.	Celebrating the achievements of apprentices creates an opportunity to promote, raise awareness and champion apprenticeships as a viable workforce development strategy and career progression route – helping us to reduce myths and increase participation and engagement with	Dec 2020 – ongoing (monthly)	Initial target of 5 achieved by Dec 2020. Case Studies are sourced and published regularly - approx once a month via social media and have dedicated page on the website.	KD / AN team

Objective	Action	Impact	Timescale	RAG rated Progress Indicator	Resource Lead (& Support)
		local employers, apprentices and stakeholders.			
Coordinate an information and advice service about Apprenticeships across the county	Work with JCP and wider job fairs to promote awareness of Apprenticeships. Work with National Careers Service.	Coordination of this type of advisory service increases awareness and reduces myths surrounding apprenticeships, for potential apprentices, leading to informed choices and potential applications for live vacancies.	July 2020 – ongoing (as/when)	Continue to support events as requested by JCP. During CV19 these have been delivered remotely. Two f2f events have been delivered in recent 6 weeks.	KD / AN team
	Coordinate sharing of local vacancies from ESFA/Find an Apprenticeships to key stakeholders and via social media platforms to drive engagement and awareness	Significant impact in sharing countywide vacancies with potential apprentices, their families and linked stakeholders. Increase in referrals, social media follows and interactions, leading to better promotion/awareness of opportunities locally.	July 2020 - Ongoing (weekly)	Vacancies continue to be published every Monday plus bespoke vacancies are advertised free of charge for local employers in Norfolk. Vacancies (number, sector, level, district, hours, wages etc) are tacked to gauge local activity levels.	KD / AN team
Celebrate the achievements of apprentices	Design, develop and deliver a programme of events and activities to celebrate the achievements of apprentices, such as the previously held graduation events, competitions, apprentice of the year etc, use social media to promote and drive traffic to the website	Celebrating the achievements of apprentices creates an opportunity to promote, raise awareness and champion apprenticeships as a viable workforce development strategy and career progression route – helping us to reduce myths and increase participation and engagement with local employers, apprentices and stakeholders. Additionally, events will help drive traffic to our website and social media platforms to further build our brand awareness.	NAW2021 NAW 2022	The first virtual Apprenticeship Norfolk Awards was held in NAW21 (February 2021). This was extremely successful and led to a significant increase in social media engagement/followers. NAW22 Apprenticeship Norfolk Awards are in development with nomination forms being sent out last	KD / AN team

Objective	Action	Impact	Timescale	RAG rated Progress Indicator	Resource Lead (& Support)
				week of Nov 2021. 6 categories for apprentices and employers. Awards will be virtual with pre-recorded digital content.	
Work with internal/external stakeholders to develop coordinated approach to Apprenticeship Information & Guidance in Norfolk	Work closely with the new Childrens Services 'Pathways to Work' team to utilise the Apprenticeships Norfolk brand, ensuring internal consistency for external stakeholders.	External stakeholders have clearer picture of NCC's offer in terms of Apprenticeships information and guidance. NCC are able to 'hide wiring' to ensure high quality, impartial and consistent information is shared.	June – Dec 2021	G&D have shared branding and marketing materials. PTW to continue to align branding consistency with Apprenticeships Norfolk Regular meetings/comms between teams started Sept 2021 re: current work/projects/priorities	KD/MR
	Work with external partners/stakeholders to develop coordinated approach.	Improved coordination in approaches and support for strategic working in Norfolk/Suffolk	June – Dec 2021	First discussions with NA LEP and Apprenticeships Suffolk have taken place with overarching strategy being developed	KD/MG/JF/LH/NW
Aim 4 - Undertake research to understand in greater detail the needs of employers and the barriers to taking up apprenticeships and develop workplans to secure provision that meets the needs of employers					
Undertake market research to understand challenges in engaging in the apprenticeship agenda	SME Market Research Design, develop and deliver a research project, aimed at engaging those SMEs not currently engaged in apprenticeships, use ANN website and social media to promote and engage	This market research will enable us to better understand the barriers SMEs face when considering apprenticeships for their business. Improved knowledge helps inform how we can reduce and/or remove those barriers more effectively.	June 2020 Dec 2021 Postponed due to CV19 priorities March 2023	This was re-prioritised due to CV19 however 'Overcoming Barrier to Apprenticeships' survey was launched in Oct 2021. So far 126 responses, predominantly from non-levy (SME) businesses – aiming to keep open until March 2023	KD / AN team

Objective	Action	Impact	Timescale	RAG rated Progress Indicator	Resource Lead (& Support)
				with target of 200-250 responses. Current analysis showing some emerging trends which will help shape future service offer development.	
	Covid19 Impact Survey Design & develop and deliver Covid19 impact research survey, aimed at engaging with providers to identify impact on local apprenticeship provision; use ANN website and social media to promote and engage	This market research enabled us to better understand how Covid19 had affected providers and apprenticeship delivery during the first pandemic lockdown in the UK and the type of support required by providers, employers and apprentices in such unprecedented times.	April - June 2020 3 rd survey March 2021 (update)	Completed three Covid-19 impact surveys with AN Training provider network; March 2020, May 2020 and March 2021. Headline results collated to inform local interventions and support (eg: RRR, AN newsletter etc)	KD / AN team
	Traineeship Survey Design & deliver Traineeship provision survey, aimed at engaging with providers to identify impact/routes into local apprenticeship provision	This market research will enable us to better understand the appetite for providers in Norfolk looking to offer Traineeship provision and facilitate working groups to help support the network to offer a broad variety of opportunities for Traineeship provision.	August 2020	Completed to support awareness of Traineeship provision locally. Ongoing working group established as a result to continue support for this apprenticeship feeder programme.	KD / AN team
	Apprenticeship Survey (NAW2021) Design & deliver apprenticeship survey, in collaboration with UCAS - aimed at engaging with potential apprentices (via school, FE, Kickstart, DWP etc) to dispel myths, understand interest in sectors & identify routes into local apprenticeship provision	This market research will enable us to better understand the pathways which potential future apprentices are considering. Improved knowledge helps inform how we can increase opportunities and/or develop more suitable information, advice and	Feb 2021	Co-ordinated survey with support from Childrens Services. 1100 responses with majority from 16-18s helping to inform barriers to accessing apprenticeships and general views to inform future engagement work.	KD / MR / AN team

Objective	Action	Impact	Timescale	RAG rated Progress Indicator	Resource Lead (& Support)
		guidance relating to gaps in growth areas across the county			
Dispel myths about apprenticeships	Work with employers including SMEs to understand the myths about apprenticeships, produce myth busting information and advice, publish and publicise on ANN website, use social media to drive traffic to the site	This market research will enable us to better understand the barriers SMEs face when considering apprenticeships for their business. Improved knowledge helps inform how we can reduce and/or remove those barriers more effectively.	April 2020 – ongoing via social media / website	Ongoing – host ongoing events – presenting to sector skills groups, local events and webinars to offer apprenticeships guidance to local businesses. #MadeInNorfolk campaign in June 2021 aimed at SMEs in Norfolk. Wider Market Research in progress (see first objective).	KD / AN team
	Use social media platforms to post engaging polls around national gov.uk data, statistics and survey findings to help increase awareness and encourage participation and engagement with our service and encourage improved knowledge through myth busting. Continue - ongoing	In a world which is more and more utilising an online presence, these platforms provide a direct conduit to engage with our target audience and share information, guidance, and awareness of all things apprenticeships, for free. It encourages liking/sharing, enquiries and questions and applications – all leading to increasing apprenticeship activity in Norfolk.	April 2020 – ongoing via social media / website	Channels feature ongoing, regular, carefully selected content to promote Apprenticeships to a wide variety of stakeholders, including myth busting features.	KD / AN team
	Develop and encourage participation of short survey for students attending Norfolk Skills Festival; based on dispelling myths and market research. Aim for minimum 75 completions.	This market research will enable us to better understand the pathways which potential future apprentices are considering and general levels of apprenticeship awareness. Improved knowledge helps inform how we can	March 2020	Completed – no further events since due to Covid19	KD / AN team

Objective	Action	Impact	Timescale	RAG rated Progress Indicator	Resource Lead (& Support)
	Continue to use at future public events to identify trends in responses.	increase opportunities and/or develop more suitable information, advice and guidance.			
Aim 5 - Improve the balance between intermediate/advanced/higher starts creating more in-work progression opportunities					
Increase the volume of Apprenticeship delivery at Advanced and Higher level to meet the skills needs of Norfolk businesses	Higher Apprenticeship Offer/Level Research/understand skills gaps at advanced/higher apprenticeship levels and work with provider base to develop solutions	Better understanding of the correlation between higher skills needs in Norfolk and provision available, allows us to better inform pipeline of opportunities for higher apprenticeship provision.	Oct 2020 (v1) Dec 2021 (v2)	Survey completed in partnership with UEA – poor response from SMEs due to timing (Covid-19) Planning v2 to be conducted later in 2022.	KD / AN team

Human Resources – NCC Workforce Apprenticeship

Objective	Action	Impact	Timescale	RAG rated Progress Indicator	Resource Lead (& Support)
Aim 1 - Creating strategic workforce plans					
Establish apprenticeships as a strategic priority for workforce planning	Agreement on Workforce planning as an active tool as an organisation and to be a key part of the approach for apprenticeships strategic use.	LGA workforce planning project is undertaken Apprenticeships programme is signed off by HRLT and SS	Nov 2020	Final session hosted by LGA on 24 th April 2021	SS / KC / LR
	HRLT sign-off Apprenticeships Programme for NCC workforce	Paper goes to Apprenticeships Board for sign off.	Dec 2020	Agreed and supported	HRLT and SS/KC/ LR
Commitment from HR Business Partners	Apprenticeships to be endorsed by and written into strategic workforce plans per service by HRBPs.	Apprenticeships are a key feature of each services' workforce plans, and not just a mention	Dec 2020	ongoing	HRBPs
Creating a sustainable model for workforce planning going forwards	Undertake programme of support on workforce planning with the LGA <ul style="list-style-type: none"> LGA workforce planning toolkit Roll out to HR and then service managers Creation of a plan for workforce data needed Explore future job trends Identify key stakeholders Gather qualitative data from key stakeholders, such as <ul style="list-style-type: none"> Councils strategic aims – how does our workforce need to be equipped to 	Our managers have a toolkit to use and an identifiable way of applying workforce planning to their service and apprenticeships are a key feature and number of apprenticeships starts increase in correlation.	By Oct 21 New date: April 2022 for Oracle launch	Ongoing as HRLT activity. Delayed due to Oracle LGA workshops held. HRBPs working on workforce plans. Invited to ASS People steering group regularly and creating workforce development plan.	LR / KC / HRBPs

	<p>support this? Does workforce have skills to deliver the vision?</p> <ul style="list-style-type: none"> ○ Ideal workforce looks like? ○ Any new service activity in next 3 years? 				
Identify apprenticeship opportunities as part of Service workforce planning activity to support skills needs	Work with SHR BPs and Service managers to feedback recruitment date and understand their skills needs, i.e. Digital, to identify apprentice opportunities as part of service workforce planning to meet current and future skills needs.	There are identified and agreed measures and areas for where our council needs to focus its core efforts for a workforce equipped with the skills for the future.	Jan 21	Piloted first approach with Adults SS	LR
Work with recruitment and workforce insights teams	<p>Gather recruitment data to feed strategic priorities.</p> <p>Gather data from action plan on workforce planning tasks.</p> <p>Gather data to understand effectiveness of initiatives such as all roles A-E as apprenticeships</p>	Key areas for priority recruitment are identified, and apprenticeships are mapped to these areas and discussions with managers happen regularly.	Feb 21	Started with priority areas in NFR. Ongoing	LR
Mapping apprenticeships with service areas	<p>Work with service managers to map apprenticeships to roles within services</p> <p>For individual roles, identify for managers both;</p> <ul style="list-style-type: none"> • an apprenticeship that offers a development opportunity option for someone in that role, 	Service mapping increases in line with managers taking a lead on their activity to follow through initiatives – to replicate the ISSS pilot. Focus to a new service can be given each month.	Jan 21 ongoing	Mapping done for Legal Team as a pilot and to link with careers families and role profiles.	LR and Apprenti ceships Team

	<ul style="list-style-type: none"> and an apprenticeship that allows them to recruit as a 'grow your own'. <p>Create a fortnightly action to send out new apprenticeship standards where they are available. Identify best place/person for this to go to in each instance, including service leaders, SHRBPs, managers and potential learners</p>		Dec 20	Ongoing	
Align mapped apprenticeships where they priority to semi-priority to forecasting and levy spend	<p>Identify priority areas affordability first. Forecast against them and set a commitment against them to hold and fund</p> <p>Forecast to ringfence at least 5 Care Leaver vacancies per year.</p>	<p>Ensured focus on priority areas. At least two thirds of the levy is spent on priorities.</p> <p>Offers at least 5 apprenticeship training funded opportunities to care leavers per year.</p>	Ongoing	<p>Forecasting complete and maps to strategy.</p> <p>Ongoing development of ringfencing policy for care leavers</p>	
Increase conversion of vacant posts to apprenticeship opportunities	<p>Drive the uptake of apprenticeships through recruitment to achieve 50/50 ratio of new to cpd.</p> <p>Through ...</p> <p>New vacant posts on RMS considered apprenticeship post before sign-off</p> <p>Build and promote internally cohorts for apprenticeships with wide appeal e.g. business admin, data analyst</p>	<ul style="list-style-type: none"> Reduction of agency staff Retention and achievement rates <p>Increased progress to 50:50 ratio year on year.</p> <p>Increase in vacancy conversion Increase in levy spend on vacancy apprenticeships as a proportion of overall apprenticeship spending A tallied increase in the age diversity of the workplace with more recruitment.</p>	Ongoing	Ongoing. Progress moved to 59:41 existing staff to newly recruited.	LR / Team

	Any C – E posts directed to Apprenticeships Team for conversation with recruiting manager and if an apprenticeship could be incorporated			Still ongoing issue with RMS ability – plans and processes in place for new Oracle system and roll out in November. Now April 2022.	
Aim 2 - Improving the quality and quantity of NCC Apprenticeships					
Manage the Apprenticeships Framework	Continue to quality review applicants to the framework as well as tender for apprenticeship delivery, where the bid must be of the highest quality to be successful provider.	We have a choice of appropriate apprenticeship training providers for most/all apprenticeships where there is a demand at NCC Framework updated every 6 months	Ongoing Feb 2022	Framework up for renewal in Feb 2022, so currently preparing work on new SLA for providers and to review the T&CS as still fit for purpose.	LR / Team
Relationships with providers for monitoring quality	RAG ratings, monthly RAG reports sent by providers, good communication/working relationships with all providers Establish key expectations with all framework providers e.g. <ul style="list-style-type: none"> DAS records to be approved within one month (30 days) of record being added to the DAS apprentices to start working towards F/S within 3 months of start date Processing of exemptions for functional skills within first 3 months of apprenticeship 	Training provider updates such as BIL etc sent within 3 working days Providers meet and exceed our minimum expectations, and any issues are dealt with smoothly with reference back to agreed minimum standards	Ongoing	Current project underway now new staff recruited. Will be monitored on going. Creation of an internal RAG meeting between advisors will ensure higher QA and communication.	LR / Team

Alignment and sharing of apprenticeships with wider Council L&D offer	<p>Work with L&D consultants to identify areas where apprenticeships could enhance the NCC L&D offer</p> <p>Offer apprenticeship waiting lists and expressions of interest on learning hub</p>		Ongoing	Mapped the offer and updated joined up intranet pages. Next phase will be to demonstrate on Oracle.	LR / HE
Link to management offering	<p>Management Apprenticeship Cohort Intakes throughout the year – possibly aligned with the L&D Management offering</p> <p>Invite people who have completed L&D management courses to IAGs/discussions with Apprenticeship Team for upcoming opportunities.</p>	Increase number of management apprentices who have completed L&D management courses first.	Jan 21	Process in place by working across L&D – approach is proving highly useful and beneficial.	LR / BV / HE
Senior Leaders endorsements					
Create Apprenticeship Awards	To be held during National Apprenticeships Week			On hold due to Covid	
Add an Apprenticeship Award to the OSCARs	Apprentice of the year category to feature	Heightened awareness of Apprenticeships impact and agenda	Feb 21	On hold due to Covid	
Aim 3 - Creating a workforce that reflects the Norfolk community					
Work with recruitment for more targeted recruitment	<p>Research ways of reaching further audiences of Norfolk when advertising roles. E.g. Mumsnet etc.</p> <p>Work with CIPD as Champions</p> <p>Offer specific and time-limited apprentice cohorts, work with</p>	<p>Increased number and quality of applicants to apprenticeship posts, especially appropriate, well suited candidates</p> <p>Increased awareness among young people of NCC as an apprenticeship employer</p>	Jan 22 and ongoing	Planned approach of working with the recruitment team. Looking to set up an Outreach programme which cuts across the two teams.	LR and Team

	comms to brand these as an appealing offering to young people across Norfolk				
Corporate Parenting	<p>Create a Guaranteed Interview scheme for Care Leavers applying to apprenticeships at NCC and meet the essential criteria</p> <ul style="list-style-type: none"> Base the skeleton of this on the armed forced covenant? <p>Share information with PAs and ensure vacancies are posted on the County Councils website</p> <p>Take part in a working group to support the NCC offer to those in care and care leavers. The local offer.</p> <p>Attend and contribute to CS priority groups 1 and 5</p> <p>Undertake research into and participate in, the plan for a public sector/ LA approach to increase a joined-up approach to opportunities to for care leavers in Norfolk.</p>	<p>A scheme in place to guarantee an interview for care leavers where essential criteria is met.</p> <p>Increased applications from LACs</p> <p>Tracking system that allows LAC to identify this to us</p> <p>A more attractive Local offer site that supports care leavers to better understand their options for EET</p> <p>Increased opportunities for care leavers and increased understanding of public sector</p>	October 2020	<p>Undertaking research and working with HR policy team to understand how this could be put into place.</p> <p>Attending local offer and LAC meetings regularly to share updates.</p> <p>Agreed at corporate level to approve Guaranteed Interview scheme – HR working on the policy Nov 22</p>	<p>LR</p> <p>LR / Team</p> <p>LR</p> <p>LR & KD, KC</p>
				<p>Kickstart scheme is up and running. Launched in June, but delays have caused first starters put back until October. Extended by ESFA to March 2022.</p>	LR, HE, KC & KG

	Investigate the KickStarters initiative as part of Governments Plan for jobs, and as a likely source offering to care leavers through DWP. Identify appropriateness in current budget climate and plan for when/if may be feasible to engage.	Support the local community and the initiative run by NCC G&D as a Gateway.			
Work in partnership with Growth & Development, Childrens Services Participation team and other key strategic partners to grow the apprenticeships for Norfolk.	<p>Understand labour market metrics and trends including:</p> <ul style="list-style-type: none"> • Uptake of apprenticeships in Norfolk and nationally • NEETS <p>Work together to create overarching Norfolk County Council Apprenticeships Strategy</p> <p>Build an apprenticeships landing page on NCC website to direct the public to the appropriate service</p>	<p>G&D supports NCC as an employer</p> <p>Enquiries from the public go to the appropriate team first-time</p>	Ongoing	Partnership working through the board and the strategy continues	LR /Team
Strategically support and work alongside other talent and entry to work initiatives as part of our wider early talent approach.	<ul style="list-style-type: none"> • Work experience, • T-Levels and placements, • traineeships and • graduate programmes 		Ongoing	Delayed and on hold due to Covid. Nov 2021 – Highways and planning due to start their first construction TLevel students and placements in early 2022.	LR / Team
Create a mechanism for a pipeline of talent	Work with SHLT to identify how the new HR system can support this	Effective recruitment for every apprenticeship vacancy, with at least one appointable candidate and a healthy candidate pool	April 2022	On hold due to new Oracle system coming in to place. Waiting to understand features and capabilities of the system.	LR / SHLT /KC

Improved visibility of NCC as an employer of apprenticeships	<p>Social media/advertising</p> <p>Build specific, time limited cohorts for specific apprenticeships and work with comms to brand and promote these</p> <p>Work with schools/colleges for careers/post 16 events</p>	<p>Increased number and quality of applicants for apprenticeship posts</p> <p>Increased awareness among young people of NCC as an apprenticeship employer</p>	Ongoing	<p>Delayed and on hold due to Covid</p> <p>A part of public sector working group a mapping exercise of school's engagement activity and outreach/careers events happening. At NCC we are joining up with SHRPs to represent NCC</p>	LR / Team
Early Careers Initiatives	Evaluating new national and local employment and early career initiatives and participating in schemes where there is clear synergy with our workforce plan.		2022	<p>Delayed and on hold due to Covid</p> <p>Ongoing</p>	LR / KC
Establish an NCC work Experience programme	Work with CS to develop an approach to using apprenticeships to provide pathways for young people to join NCC incl. a virtual work experience pilot.	WEX & VWEX scheme offered to all Norfolk schools – positive feedback from students and school regarding programme.	Sept 22	Delayed and on hold due to Covid	
	Develop, implement and embed a diverse work experience and traineeship programme that offers opportunities to young people, children in care, care leavers, long term unemployed and those with disabilities.		Ongoing	Delayed and on hold due to Covid	
Establish Public Sector Apprenticeships	Develop public sector approaches to create additional traineeship and apprenticeship opportunities for young people through County/District/City Councils –	The creation of a public sector apprenticeship across Norfolk – promotion of this and apprentice starts	Nov 2020	<p>Led by Trevor Holden, but on hold due to Covid. Due to start meetings again in July.</p> <p>Now back on track. Full participation and engagement</p>	

	signposting the public sector as an employer.			across LAs. PSLG signed off proposal in Oct 2021	
	<p>Create and setup a HR Apprenticeships working group</p> <ul style="list-style-type: none"> Support the wider work to shape and drive public sector provision of apprenticeships in Norfolk. Contribute to the identification of common core skills needs across the public sectors in Norfolk. <p>Review existing apprenticeship standards and identify those that meet our joint requirements; join up to leverage best provision from learning providers</p>		Ongoing	Set up and working well. Cross sharing apprenticeship experiences and building cohorts together. Ongoing project.	
Aim 4 - Increase schools' use of apprenticeships					
Increased uptake of Apprenticeships by schools	<p>Engage schools into embracing and adopting apprenticeships into their workforce and share unspent levy within the education sector and their supply chains.</p> <ul style="list-style-type: none"> Work with them to advise and support their ability to engage with and benefit from the Levy 	<ul style="list-style-type: none"> Enquiries received from schools Increase number of apprentices within Norfolk schools <p>Increased levy spends across Schools utilising a range of apprenticeships</p>	<p>Feb 21</p> <p>Jan 21</p> <p>Jan 21</p>	<p>Schools have made huge progress with spending their levy over the last 12 months – up by 799% in their monthly spending capability.</p> <p>Work continues to support them, think of creative ways for them to get involved and work with partners to regularly communicate with them.</p>	LR / Team

	<ul style="list-style-type: none"> Promote the benefits the changes can offer in helping to meet skills gaps and future workforce needs. <p>As new school focused standards are developed, the Council will ensure that schools are kept up to date with their availability.</p>	Promotion of apprenticeships in NCC comms to schools.	Ongoing		
Fulfil Cornerstone Employer activity	Work with Childrens Services to identify best practice ways of creating meaningful work experience opportunities for school children.	<p>Able to offer work experience</p> <p>Have more than one Enterprise Advisor</p> <p>Attended at least three careers events</p> <p>Attendance at all meetings</p>	Ongoing	Continued attendance, engagement and contribution to Careers Hubs groups biweekly led by NA LEP, and quarterly led by the CEC	LR / MR
Aim 5 - Operational Activities , including Levy tracking, attendance at events and internal communications					
Activity for Apprenticeships week	<ul style="list-style-type: none"> Promotion of apprenticeships across the council Headteachers experience – video and case study Information pack to be sent to all Norfolk School – Educate Norfolk 	<ul style="list-style-type: none"> A successful NAW 2021 Awareness of apprenticeships increased across NCC and Norfolk Schools <p>Number of enquires from managers and staff</p>	<p>Feb 21 and ongoing</p> <p>Feb 2022</p>	<p>Very successful and rewarding NAW 2021.</p> <p>Planning for NAW 2022</p>	LR and Team
Engagement with staff, managers and departments/services	<ul style="list-style-type: none"> Publish strategy Information sessions Attend team and service meetings Associated promotion to managers and employees in council publications 	<ul style="list-style-type: none"> Apprentice numbers up from last year Awareness of apprenticeships increased across NCC and Norfolk Schools Social media promotion – Facebook/twitter/Instagram 	Ongoing	Continues throughout the year – regular updates through Friday takeaway. As at June 2021, apprentice start numbers have continued to increase, and covid notwithstanding have	LR / EM / LP / TG/ JK

	<ul style="list-style-type: none"> • Develop ongoing communication strategy • Produce case studies • Up to date Intranet pages • Improve interface with internal Comms team • Social Media Promotion • Engaging with local schools and colleges through recruitment fairs • Destination monitoring • Celebration of current apprentices across NCC and Schools (awards) 			started 153 apprentices in 2019 and 162 apprentices in 2020.	
HR Apprenticeships working group with other Local Authority HR or L&D representatives	<p>Quarterly meetings throughout the year to discuss individual updates and progress.</p> <p>Work together to develop rotational public sector apprenticeship scheme.</p> <p>An opportunity to share materials and ideas of how to utilise levy. Enabling joint cohorts for popular apprenticeship standards (cohort-based) – TL/Supervisor, Associate Project Manager, Business Admin, Data Analyst etc.</p>		Ongoing	Continues quarterly. Updates from other councils is good. All struggled with numbers through covid but coming out the other side. Looking forward to engaging in the Public Sector apprenticeships discussion again. Collaboration on Project Management apprenticeships.	LR, LP

Scrutiny Committee

Item No: 8

Report Title: Quarterly update on Children's and Adult Social Care Performance Review Panels.

Date of Meeting: 15 December 2021

Responsible Cabinet Member: Cllr Bill Borrett (Cabinet Member for Adult Social Care, Public Health & Prevention) & Cllr John Fisher (Cabinet Member for Children's Services).

Responsible Director: James Bullion, (Executive Director of Adult Social Services) & Sara Tough, (Executive Director of Children's Services).

Executive Summary

This report outlines progress to date with regards to the establishment and ongoing activity of the two Performance Review Panels (PRPs), one for Adult Social Care and one for Children's Services.

Recommendations

To:

1. Note progress and activity from the two performance review panels, providing feedback and recommendations where appropriate.
2. Note the forward work programmes attached (Appendix A & B), providing feedback to the panel leadership around potential items for further investigation.

1. Background and Purpose

- 1.1 At the Scrutiny Committee meeting held on the 21 July 2021 members considered the item 'Establishment of Children's and Adult Social Services Performance Review Panels'. The full report and associated minutes can be found [here](#).
- 1.2 Following discussion, the committee resolved to note the proposed Terms of Reference and the operating principles/membership of the two panels, as

well as agree to disband the previous Children's Services Scrutiny Sub-Panel.

- 1.3 It was also agreed that there should be an ongoing reporting schedule between the panels and the Scrutiny Committee, including adding regular quarterly updates and a six-month review of the panel's progress to the Scrutiny Committee forward work programme.
- 1.4 This report serves as the first quarterly update to the Scrutiny Committee, allowing members the opportunity to discuss progress and feed into development and work programming.

2. Performance Review Panels – Membership and Approach

- 2.1 The Performance Review Panels are responsible for monitoring and providing challenge to Norfolk County Council's Children's/Adult Social Services functions, reviewing performance to improve service delivery and ensure readiness for future independent inspections (CQC/Ofsted).
- 2.2 The panels meet in private, though are tasked with updating regularly and publicly with the Scrutiny Committee. They have the authority to commission reports and request data from the relevant service areas, and may make recommendations to the Cabinet Member and senior officers.
- 2.3 The panels are chaired by the relevant Deputy Cabinet Member, with wider membership nominated by group leaders according to the following political composition:
3 Conservative (inc. Chair), 1 Labour, 1 Conservative.
- 2.4 Membership of the panels is as below:

Adult Social Care PRP

- Cllr Shelagh Gurney (Chair)
- Cllr Mark Kiddle-Morris
- Cllr Michael Dalby
- Cllr Sharon Blundell
- Cllr Brenda Jones

Children's Services PRP

- Cllr Daniel Elmer (Chair)
- Cllr Jane James
- Cllr Fran Whymark
- Cllr Mike Smith-Clare
- Cllr Lucy Shires

3. Children's Services Performance Review Panel

- 3.1 The Deputy Cabinet Member for Children's Services and the Chairman of the Performance Review Panel has agreed for the panel to work according to a four-month cycle, with two meetings scheduled per cycle.
- 3.2 The first of these meetings will allow members to provide challenge and oversight to performance data covering the whole Children's Services portfolio, while also providing members of the panel to outline topics for further consideration. These should ideally include at least one area where improvement is required, and one area of outperformance where best practice can be learned from.
- 3.3 The second meeting in the cycle will allow members to undertake a deep dive into the topics agreed above, with officers providing narrative and data to support member challenge. All topics are subject to change, with the panel remaining flexible to ensure the ability to adapt to emerging and urgent topics for consideration.
- 3.4 The panel was due to start work at an inaugural meeting on Tuesday 28 September. This was delayed due to a short notice Ofsted focused visit. The Panel instead held its inaugural meeting on Wednesday 10 November, with a second meeting scheduled for Thursday 9 December.
- 3.5 A work programme and full schedule of meetings is attached at **Appendix A**.
- 3.6 An outline of discussions and actions from the first meeting can be found below. As notes from the December meeting will not be available in time to provide as a supplementary paper, a brief verbal update will instead be provided at the Scrutiny Committee meeting. Full details will then be provided as part of the second quarterly update, coinciding with the agreed six-month review.

Wednesday 10 November

- 3.7 The Panel were introduced to, and updated on key 'Vital Signs' performance areas, and the underpinning monitoring process. This information would form the basis of ongoing oversight and challenge from the panel and would inform the selection of topics for a 'deep dive' in future sessions.
- 3.8 The Panel received a presentation which gave an overview of Children's Services, the individual directorates, and the models that were used to improve outcomes for children.
- 3.9 It was noted by Members that it would be appropriate to have an indication of the benchmarking formula referred to in the data, as well as percentages to give a more complete overall picture.
- 3.10 Members raised that in addition to performance against NCC targets, it would be beneficial to receive a picture of the national average, statistical neighbours, and top quartile performers.
- 3.11 Members wanted to ensure that figures being produced were consistent with figures for the same data that were being produced for other

committees. Further, the panel did raise slight concern that the data told a different story to the accompanying narrative, emphasising that it was important to have accurate evidence for them to scrutinise.

- 3.12 The rate of looked after children was presented and discussed, with a large variation nationally. The current rating for NCC was red, but the quality of practice and edge of care had been strengthened so was more sustainable. There had been an impact from Covid, with an increased need of help for the families, but also seeing children face to face became more difficult. This was now returning to normal slowly and therefore the data was plateauing.
- 3.13 The current time for the adoption process to be completed was requested by the panel. It was noted that NCC were performing above national levels. Members noted it was important to follow the child's whole journey and apply pressure to bring improvements where appropriate and possible. Rather than national standards, there had been a move towards national obligation. NCC were guided more by practice standards and it could be worth sharing them at a future meeting.
- 3.14 Officers outlined the outcomes of the most recent Ofsted inspection. There were many positive messages with a few key areas for focus. Overall, the letter reassured members that NCC was on the right trajectory for improvement. Members noted that the department had come a long way and put in place a lot of improvements, however they did question the caseloads of social workers in the FAST teams and queried whether this contributed to high levels of staff turnover. Members discussed the possibility of a deep dive session looking at vacancy rates and turnover for a future session.
- 3.15 For the next meeting, it was agreed that two areas would be considered at the next meeting; Care leavers Not in Employment, Education or Training (NEET) and Exclusion. It was requested that officers provide a brief outline of the Ofsted inspection framework.

4. Adult Social Care Performance Review Panel

- 4.1 The Deputy Cabinet Member for Adult Social Care, Public Health and Prevention has agreed, alongside the panel, a forward programme of work and schedule of meetings for the Adult Social Care Performance Review Panel through until April 2022. This is attached at **Appendix B**. The panel is scheduled to meet once every 6 weeks.
- 4.2 The panel has met twice, holding its inaugural meeting on Tuesday 7 September, followed by its second meeting on Tuesday 19 October. An outline of discussions and actions from the first meeting can be found below.

Tuesday 7 September

- 4.3 The Committee noted the panel terms of reference, alongside prevailing changes to inspection regimes for Adult Social Care that was set to underpin the work of the panel. It was noted that pilot inspections were likely to start in 2022.
- 4.4 Officers took panel members through a detailed presentation which reflected the work of the Adult Social Care department at the Council and the challenges facing the department. It was noted that, while the Adult Social Care Outcomes Framework (ASCOF) figures for 2020/21 were likely to be distorted by the pandemic, the overall vision and strategic direction of NCC Adult Social Services developed last year married up well with the new inspection framework.
- 4.5 Officers outlined key areas to improve as: CQC quality of care in the market, reducing of holdings lists and overdue reviews, staff recruitment (current vacancy rate is 14%), people with disabilities in employment, reablement, follow on care after discharge from hospital and reduction in residential care volumes. Performance of the department is managed on a daily, weekly, monthly and annual basis.
- 4.6 Members discussed the lasting impact of the pandemic and the effect on performance data. It was agreed that members of the panel should look at a broader range of data, including from previous years, to smooth out the figures within the pandemic period to identify the trends and to see what areas are improving and what areas need attention. This would also help to estimate what future demand for services would be like.
- 4.7 Members heard that NCC schemes to aid employers to support individuals with disabilities within workplaces had been hit badly by the pandemic. It was hoped that this would now pick up, but it was acknowledged that more needs to be done, including greater partnership work with the voluntary sector.
- 4.8 Members discussed training opportunities for panel members. It was felt that the Panel could benefit from the experience of front-line staff and service users who could enrich discussions. The Panel also suggested 1:1 Meetings between members and frontline staff directly, providing a greater insight as to how the services functioned and how they could improve the service to users.
- 4.9 It was acknowledged that the Panel's main task was to lead the work required ahead of a formal inspection and in that regard further details should be obtained as to how an inspection would take place and what areas the Inspector will consider within their review.

Tuesday 2 November

- 4.10 Members received a detailed update on the 2020-21 end of year performance data returns. The data included the period up to March 2021

and represents much of the statutory requirements that are reportable to the Department of Health and Social Care.

- 4.11 The data showed an increase in demand for services and the level has sustained since lockdowns have eased.
- 4.12 Norfolk First Response has seen a decrease in volumes overall although reablement services following discharge from hospital have almost doubled.
- 4.13 Some demand reduced over the pandemic as people remained isolated and did not want contact with services, however, as Covid restrictions have eased there has now been a noticeable uptake in demand. This has meant that individuals are struggling with more long-term issues which normally might have been picked up and dealt with earlier prior to Covid.
- 4.14 Service satisfaction levels had increased which could be as a result of different engagement methods adopted during the pandemic which some individuals seem to prefer.
- 4.15 The difficulty in accessing Primary Care during the pandemic was a significant factor in individuals delaying receiving treatment, meaning a more prolonged stay in hospital was more likely once treatment started. Once discharged, patients were requiring more services as the convalescence period was longer.
- 4.16 The upward trend in demand for services meant that assessment of individuals was more complex, with increased workloads for staff. The 'front door' (SCCE) service through which many requests for support are received has seen particularly high demand. The increase in demand has made it more difficult to adopt an effective preventative strategy, as well as development of a more effective model of short-term support from hospital.
- 4.17 Members received an update from the service around specific response measures that had been implemented, including additional staffing for SCCE and a reset of its remit to prevent service creep, greater targeting of prevention services to specific groups and the design of a more proactive preventative offer in consultation with districts and GPS.
- 4.18 Officers also provided an update around delivery of workstreams associated with supporting independent living, with a number of issues identified that were having an impact on services. It was noted that, while there had been a tail of fin demand throughout 2020/21, since the return of face-to-face visits this demand had now increased, particularly from hospital discharge.
- 4.19 There was particular strain on first response services (swifts and night owls), which has limited support offered elsewhere. New schedules and travel plans had recently been put in place to support Norfolk First Support to become more flexible and efficient.
- 4.20 Concerns were raised around home-care providers and their ability to effectively recruit and retain staff.
- 4.21 With regards to long-term care, members heard that NCC was performing above average for both national and regional levels for those in long term care under 65. This cohort included regional levels for those with mental health difficulties and physical disabilities, although it was noted that the Discharge to Assess service (D2A) was experiencing significant difficulties.

Patient needs were becoming increasingly complex, with greater need from services. Demands for safeguarding support had recently increased significantly. Members received an update around activity associated with providing more effective and efficient support to long-term care service users, including workstreams associated with employment reablement and the delivery of new affordable rental units and supported living homes for working adults with care needs.

4.22 Officers also provided an update on engagement activity with service users, with results from survey data providing an insight into key areas for improvement.

4.23 The committee agreed to add a number of items to the work programme, including an interim report on Discharge to Assess (D2A) and outline of safeguarding statistics in January, and an update on first response services (swifts and night owls) in February. A session outlining developments with regards to listening activity and engagement with service users was further scheduled for April.

5. Work Programming

5.1 The work programmes for both panels are attached at **Appendix A** (Children's Services PRP) and **Appendix B** (Adult Social Services PRP).

5.2 According the Performance Review Panel terms of Reference, the panels are responsible for setting their own Terms of Reference. However, the Scrutiny committee may suggest additional topics for the Panels to consider as part of their forward work programmes.

5.3 All topics outlined in the work programmes are subject to change, with the panel remaining flexible to ensure the ability to adapt to emerging and urgent topics for consideration.

6. Financial Implications

6.1 None identified

7. Resource Implications

7.1 **Staff:** None identified

7.2 **Property:** None identified

7.3 **IT:** None identified

8. Other Implications

8.1 Legal Implications: None identified

8.2 Human Rights Implications: None identified

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

8.4 Data Protection Impact Assessments (DPIA): N/A

8.5 Health and Safety implications (where appropriate): N/A

8.6 Sustainability implications (where appropriate): N/A

8.7 Any Other Implications: None identified

9. Risk Implications / Assessment

9.1 N/A

10. Select Committee Comments

10.1 No specific comments, though the panel are able to refer matters to the Select Committee where appropriate, as set out in the PRP Terms of Reference.

11. Recommendations

To:

1. Note progress and activity from the two performance review panels, providing feedback and recommendations where appropriate.
2. Note the forward work programmes attached (Appendix A & B), providing feedback to the panel leadership around potential items for further investigation.

12. Background Papers

12.1 Appendix A – Childrens Services PRP – Work Programme

12.2 Appendix B – Adult Social Care PRP – Work Programme

Officer Contact

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

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Children's Services Performance Review Panel

Forward Work Programme

Date	Report	Further notes/Comments
09 December 2021	Deep dive	<ul style="list-style-type: none"> - Topics selected by the panel for a deep dive are School Exclusion rates and an overview of the Ofsted inspection framework.
25 January 2022	Vital signs	<ul style="list-style-type: none"> - Check in and challenge of performance data and selection of deep dive topics for the next meeting.
22 March 2022	Deep dive	<ul style="list-style-type: none"> - Deep dive session looking at two performance indicators chosen by the committee – one performing and one under-performing.

Adult Social Care Performance Review Panel

Forward Work Programme

Date	Report	Further notes/Comments
2 November 2021	Deep dive into 2020-21 performance data	<ul style="list-style-type: none"> - A review of 2020-21 performance data - Underlying trends from previous years - Ambitions for improvement
4 January 2022	<p>HomeFirst - Discharge to Assess (D2A), partnership working and the impact on Social Care</p> <p>Safeguarding – Trends and Drivers of Safeguarding Activity</p>	<ul style="list-style-type: none"> - Working with healthcare partners - Impact of integrated services - Out of hospital services - Pathways out of acute care - Key safeguarding challenges and pressures - Support for young adults and families - Routes for referral and localised variations
22 February 2022	<p>Performance of the care market in Norfolk and market shaping</p> <p>Ongoing monitoring of ASC KPIs and performance data</p>	<ul style="list-style-type: none"> - Quality of care providers - Improvement approach to care market - Commissioning - Shaping and influencing fee levels

19 April 2022	Value for money in the care market Benchmarking performance data Ongoing monitoring of ASC KPIs and performance data	<ul style="list-style-type: none"> - How spend matches strategic priorities - Impact of the Better Care Fund - Approach to savings and budget management
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Scrutiny Committee

Item No: 9

Report Title: Scrutiny Committee Forward Work Programme

Date of Meeting: 15 December 2021

Responsible Cabinet Member: None

Responsible Director: Director of Governance

Executive Summary

This paper sets out the current forward work programme for the Scrutiny Committee, outlining committee dates and items for consideration through to March 2022.

Recommendations

Members of the committee are asked to:

1. Note the current Scrutiny Committee forward work programme and discuss potential future items for consideration.

1. Background and Purpose

- 1.1 Members agreed a forward programme of work at the meeting of the Scrutiny Committee on the 21 July 2021.
- 1.2 The work programme attached is amended frequently to better reflect officer pressures and changes to the Cabinet forward plan of decisions.
- 1.3 All topics are subject to change, with the committee remaining flexible to ensure the ability to adapt to emerging and urgent topics for consideration.

2. Proposal

- 2.1 Members are asked to note the attached forward programme of work (**Appendix A**) and discuss potential further items for consideration.

3. Impact of the Proposal

- 3.1 Maintaining the proposed work programme will ensure that the Scrutiny Committee has a full schedule of work, and officers are well prepared to present to the committee.

4. Financial Implications

4.1 None

5. Resource Implications

5.1 Staff:

The County Council is still dealing with the COVID crisis and the focus for Officers will be in supporting this work. Some Officers may be redeployed from their current roles elsewhere to support ongoing work during the pandemic and the Committee may need to be mindful of focusing requests on essential information at this time.

5.2 Property:

None

5.3 IT:

None

6. Other Implications

6.1 Legal Implications:

None

6.2 Human Rights Implications:

None

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

None

6.4 Data Protection Impact Assessments (DPIA):

None

6.5 Health and Safety implications (where appropriate):

None

6.6 Sustainability implications (where appropriate):

None

6.7 Any Other Implications:

None

7. Risk Implications / Assessment

7.1 None

8. Select Committee Comments

8.1 None

9. Recommendations

Members of the Scrutiny Committee are asked to:

1. Note the current Scrutiny Committee forward work programme and discuss potential future items for consideration.

10. Background Papers

10.1 **Appendix A** – Scrutiny Committee Forward Programme of Work

Officer Contact

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

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Scrutiny Committee Forward Work Programme

Date	Report	Further notes/Comments	Cabinet Member	Exec Director
15 December 21	Quarterly Update on Children's & Adult Social Care Performance Review Panels	Scheduled regular update	Cllr Bill Borrett, Cabinet Member for Adult Social Care, Public Health and Prevention & Cllr John Fisher, Cabinet Member for Children's Services	James Bullion, Executive Director for Adult Social Care & Sarah Tough, Executive Director for Children's Services
	Apprenticeship Strategy & Action Plan	To be adopted by Cabinet on 6 September 2021	Cllr Graham Plant, Deputy Leader and Cabinet Member for Growing the Economy	Tom McCabe, Executive Director for Community and Environmental Services.
27 January 22	Adult Learning	Update to committee	Cllr Margaret Dewsbury, Cabinet Member for Communities and Partnerships	Tom McCabe, Executive Director for Community and Environmental Services

	Update on Provisional Local Government Finance Settlement 2022-23	Written update to committee	Andrew Jamieson, Cabinet Member for Finance	Simon George, Executive Director for Finance and Commercial Services.
	County Estate Refurbishment	Update to committee	Cllr Greg Peck, Cabinet Member for Commercial Services and Asset Management	Simon George, Executive Director for Finance and Commercial Services.
	County Farms	Written update - requested at the meeting of the Scrutiny Committee on the 22 September	Cllr Greg Peck, Cabinet Member for Commercial Services and Asset Management	Simon George, Executive Director for Finance and Commercial Services.
16 February 22	Norfolk County Council Budget 2022-23	Standard items as part of annual budget setting process	Andrew Jamieson, Cabinet Member for Finance	Simon George, Executive Director for Finance and Commercial Services.
	Norfolk County Council Revenue Budget 2022-23		Andrew Jamieson, Cabinet Member for Finance	Simon George, Executive Director for Finance and Commercial Services.

	Capital Strategy and Programme 2022-23		Andrew Jamieson, Cabinet Member for Finance	Simon George, Executive Director for Finance and Commercial Services.
	Annual Investment and Treasury Strategy 2022-23		Andrew Jamieson, Cabinet Member for Finance	Simon George, Executive Director for Finance and Commercial Services.
23 March 22	Six Month Review of Performance Review Panels	Agreed by the Scrutiny Committee at the meeting held on 21 July 2021	Cllr Bill Borrett, Cabinet Member for Adult Social Care, Public Health and Prevention & Cllr John Fisher, Cabinet Member for Children's Services	James Bullion, Executive Director for Adult Social Care & Sarah Tough, Executive Director for Children's Services
	NALEP - Update on Economic Renewal Strategy	Requested at the meeting of the Scrutiny Committee on the 22 September	Cllr Graham Plant, Deputy Leader and Cabinet Member for Growing the Economy	Tom McCabe, Executive Director for Community and Environmental Services

	Children's Mental Health Services	Update to committee	Cllr John Fisher, Cabinet Member for Children's Services	Sara Tough, Executive Director for Children's Services
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Issues to be considered for addition to work programme:

- Together for Norfolk – Corporate Strategy
- Implementation of New Technology in Adult Social Care
- Onshore Renewable Energy
- Waste Disposal
- Quality of Care & Care Market in Norfolk
- Norfolk Rural Strategy 2021-24
- Local Transport Plan
- Social Value in Procurement (pending review of the Cawston Park SAR at the Norfolk HOSC).
- People with Disabilities – Engagement and Charging Policy
- Update on Flood Prevention Activity
- Monitoring of NCC Environment Policy – Development of Digital Dashboard