

Report to Cabinet
12 June 2013
Report of Deputy chief executive (Operations)
Subject Greater Norwich City Deal

Item

6

KEY DECISION

Purpose

To record the current position of the negotiations with central government and to identify the likely key components of a deal that will require member approval at a later date.

Recommendation

That Cabinet accept the update on the work being undertaken to agree a City Deal for the Greater Norwich area and agree that further reports will be made on the governance arrangements and financial implications for the City Council.

Corporate and service priorities

The report helps to meet the corporate priority a prosperous city.

Financial implications

Preparing the business case to support the City Deal and undertaking negotiations do not have any direct financial implications – it is mainly officer and member time. However, to support and deliver a City Deal there will be financial matters that will require detailed consideration, and will be the subject of future reports to Cabinet.

Ward/s: All wards

Cabinet member: Councillor Arthur - Leader

Contact officers

Jerry Massey, Deputy Chief Executive (Operations)

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Background documents

None

Report

Purpose

1. This report updates Members on progress with the preparation of a negotiation document on the City Deals initiative for Greater Norwich. A City Deal is a negotiated agreement with central government to provide greater freedom and flexibilities to a local area over the way centrally devised policies and initiatives are delivered. This may involve influence over existing funding streams but a key message has been that there is unlikely to be any new money. A delivery plan has been submitted by the greater Norwich City Deal delivery team setting out a timeline for activity leading to a conclusion of a 'city deal' for the Greater Norwich area by the autumn.
2. Lead members of the four constituent Greater Norwich authorities and the Chairman of the LEP Board steer and monitor progress. To support this group there is a cross authority and LEP officer team led by the City Council. This approach builds on the partnership working generated through the preparation of a Joint Core strategy for the area.
3. The purpose of this report is to record the current position of the negotiations with central government and to identify the likely key components of a deal that will require member approval at a later date.

Background

4. In October 2012, Government announced a second wave of 'City Deals' by inviting 20 towns and cities in England to submit an Expression of Interest to be included in the initiative. The councils forming the Greater Norwich area were invited to participate along with the New Anglia Local Enterprise Partnership (NALEP).
5. In January 2013, an expression of interest was submitted under the title 'Transforming world class research into world class business', focussing the proposal on the provision of the technical infrastructure and development of a commercial environment by exploiting the scientific excellence evident on the Norwich Research Park to drive forward growth in the wider local economy.
6. In February 2013, Ministers announced that all 20 bids would be taken forward to the next stage in the process and the Greater Norwich bid was identified as being in the second tranche, leading to an audience with the Ad-Hoc Ministerial Group in September / October with a negotiated 'city deal' concluded in late autumn.
7. In the expression of interest document submitted in January 2013, the partners committed to a delivery plan to:
 - (1) Establish a robust and sustainable governance structure;
 - (2) Engage with private sector partners for a shared vision and to further increase leverage;
 - (3) Create a dedicated multi-disciplinary team project team, the pooled resource to support it and an implementation programme, with work streams identified and project leads agreed;

- (4) Create a comprehensive engagement and communications plan that will target the wider stakeholders; and
 - (5) Continue to work with the Greater Ipswich area to identify shared solutions and potential for integration around approaches to skills, innovation and enterprise.
8. The next stage in the process is the production of a negotiation document that sets out the local 'offer' and 'ask' of Government which will form the basis of the deal. The partners have produced a timeline and resource plan (the delivery plan) to show how this will be achieved, which has been submitted to Cabinet Office and this is being used to monitor progress.
9. Since the announcement of the City Deals initiative, Lord Heseltine has published a report 'No stone unturned in pursuit of growth' which sets out a compelling vision for how wealth will be created in the United Kingdom. The report has 89 recommendations on how this can be achieved, resulting in a major reconfiguration of responsibilities for economic development between central and local government, and between government and the private sector.
10. The government has accepted the majority of the Lord Heseltine recommendations which in turn has set the direction of travel within which the 'city deal' negotiations will be progressed. This commitment includes a new proposal for a Single Local Growth Fund (LGF) for pooling of some current central government funding for transport, housing and skills. Along with EU Funding it is proposed that the LGF will be devolved to LEPs in 2015/16. In the forthcoming comprehensive spending review announcement on the 26 June it is expected that the Chancellor will determine the size of the LGF for 2015/16.
11. In the context of the governments' acceptance of the findings of the Heseltine review it is likely that City Deals will, in many respects, act as a pathfinder for devolved budgets. In this respect the greater Norwich area should be in a leading position to work with the LEP to help ensure that the area is ready to take on the responsibility to deliver a local growth fund.

Progress

City Deals Nationally

12. City deals prepare the area for the new era of more devolved central funding. In addition, the 'city deal' initiative provides a unique opportunity for partners to secure three things:
- (1) Access to funding that may not be prioritised for spending locally;
 - (2) Greater influence in government level decisions affecting the local area;
 - (3) Local control over government led programmes.
13. There are two main elements to a city deal:
- (1) Firstly, Government have prepared a menu of potential local and central commitments that can be negotiated as part of the final deal. A copy of the menu is attached as appendix A.

- (2) Then there is a bespoke offer or unique economic development opportunity for the area.

The Greater Norwich City Deal

14. Discussions are in progress to shape the measures within the menu of options to fit the requirements of the greater Norwich area.
15. The bespoke element in the greater Norwich area will focus on the measures necessary to achieve the commercialisation of the excellence in life sciences research at the Norwich Research Park. As part of this we are making a commitment to create an additional 13,000 jobs across the health and life sciences, creative digital and engineering/green economy sectors. The jobs created will include high value employment opportunities, and the full spectrum of occupational employment from entry level to graduate level and above, thereby providing opportunities for all city residents.
16. It is envisaged that the model to support the growth hub of the NRP, would be replicated across the Greater Norwich area. To do this the deal is being developed around three themes that provide the fundamental building blocks for growth i.e. Infrastructure, Skills, and Enterprise and Innovation. The outcome of these interventions is to increase the rate of growth both qualitatively and quantity. . Based on the three themes, the Greater Norwich area is making a number of offers to, and asks of, Government. The components of this aspect of the deal are explained in more detail below:

Infrastructure

17. the focus of the city deal is to secure appropriate funding to support the delivery of homes and jobs. This includes working with Government to establish a funding mechanism that will enable the delivery of major investment in a range of strategic infrastructure projects (estimated to be in the region of £250m) that need to be undertaken over a five year period to support the growth of homes and jobs over the life of the joint core strategy. This approach will be based on a mix of new and existing funding arrangements including central government funding, funding from the NALP and private business, the use of community infrastructure levy income, borrowing from the public works loan board and other resources that could be pooled to help finance this investment programme. Discussions on various elements of this funding mechanism, including borrowing arrangements and sharing of risk are in progress and when they are concluded they will require endorsement by the constituent authorities.
18. Alongside the discussion on funding for strategic infrastructure negotiations are also in progress about how existing separate government initiatives to encourage housing development, across a range of tenures, can be reshaped and developed to produce a local housing package to help kick start the delivery of homes for rent (private and affordable) and for sale in the greater Norwich area.

Skills

19. The NALP, together with Norfolk and Suffolk County Councils have developed a set of proposals that aim to establish a locally led skills system to accelerate the creation of high value jobs and ensure that the workforce have the right skills at the

right time to secure employment. The approach broadens existing training provider networks and involves a far greater commitment from and, influence of, local employers. There will be a specific focus on the creation of apprenticeships and measures to address youth unemployment. This element of the city deal is attracting considerable interest from government.

Enterprise and innovation

20. This is being led by the NALEP. It is a key component and seeks to ensure that various government business support initiatives and access to finance (such as Angel co-investment funds to support new enterprises and support programmes to help fund investment in developing and delivering cutting edge technology) are available locally to stimulate growth, particularly in knowledge based industries.
21. Within the package of measures to support business growth, there are two specific elements that could be of particular significance to business development opportunities in the City. These are a proposal to gain access to central government funding for super-fast broadband investment via a voucher scheme for private business and measures to encourage investment in the refurbishment and reuse of existing vacant office floorspace.

Timescales

22. All the above proposals that form the city deal for Greater Norwich are the subject of negotiation with various government departments and will require the preparation of detailed business cases. Therefore, at this stage there is considerable uncertainty over those elements that will be included in any final settlement. The objective is to complete the negotiations with central government in time for the Ad-Hoc Ministerial Group meeting in September/October, to enable the 'city deal' to be concluded in late autumn.

Governance

23. As part of the process to reassure Government that there is a strong local commitment to support growth in the greater Norwich area, work is in hand to develop a structure for local governance that seeks to provide a co-ordinated approach to delivery across local authority boundaries and in partnership with the NALEP. The structure is still being developed and a working draft format, together with the likely areas of responsibility is attached as appendix 2.
24. This governance structure envisages an overarching Growth Board with representation as a minimum, from the four councils and the NALEP. There is the scope to include other partners on the Growth Board as appropriate. Linked to the work of the Growth Board are three themed delivery boards, mirroring the work streams of infrastructure, skills delivery, and enterprise and innovation. The work of the Growth Board will be captured in an annual business plan that will require approval by the constituent local authorities and NALEP. This governance structure is still 'work in progress' and will be refined as the negotiations on the exact nature of the city deal are agreed. The final format of the governance structure, including constitutional arrangements will need to be approved by the constituent authorities.

Financial Implications

25. Preparing the business case and undertaking negotiations do not have any direct financial implications – it is mainly officer and member time. However, to support and deliver a city deal there will be financial matters that will require detailed consideration including the arrangements for funding a major programme of infrastructure works as well as other measures to support housing and employment growth. At this stage these can not be quantified but it is clear that the city deal process does require new and innovative ways of using resources and assets to support growth and should these be required for greater Norwich they will be the subject of future reports to Cabinet.

Integrated impact assessment



NORWICH
City Council

The IIA should assess **the impact of the recommendation** being made by the report

Detailed guidance to help with completing the assessment can be found [here](#). Delete this row after completion

Report author to complete

Committee:	Cabinet
Committee date:	12th June 2013
Head of service:	Deputy Chief Executive
Report subject:	City Deals
Date assessed:	31st May 2013
Description:	A range of measures to support economic and housing growth across the Greater Norwich area

	Impact			
Economic (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Finance (value for money)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Other departments and services e.g. office facilities, customer contact	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
ICT services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Economic development	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Financial inclusion	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Social (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Safeguarding children and adults	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<u>S17 crime and disorder act 1998</u>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Human Rights Act 1998	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Health and well being	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Equality and diversity (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Relations between groups (cohesion)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	

Eliminating discrimination & harassment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Advancing equality of opportunity	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Environmental (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Transportation	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Natural and built environment	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Waste minimisation & resource use	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The aim of City Deals is to achieve a step change in the level of economic and residential development. This development will be undertaken in accordance with the proposals of the Joint Core Strategy that aim to minimise the environmental consequences of growth.
Pollution	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The aim of City Deals is to achieve a step change in the level of economic and residential development. This development will be undertaken in accordance with the proposals of the Joint Core Strategy that aim to minimise the environmental consequences of growth.
Sustainable procurement	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

Energy and climate change	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The aim of City Deals is to achieve a step change in the level of economic and residential development. This development will be undertaken in accordance with the proposals of the Joint Core Strategy that aim to minimise the environmental consequences of growth.
(Please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Risk management	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	A City Deal is a negotiated agreement between central and local government and the LEP to achieve a step change in the growth of the local economy. The package of measures proposed in the Greater Norwich City Deal will require careful assessment of risk, and this may have positive or negative consequences, but these will be mitigated on a case by case basis.

Recommendations from impact assessment

Positive

Overall the impact of the City Deal for the Greater Norwich area is shown to be positive. However, it is accepted that there are environmental consequences and there is a risk that will need to be mitigated as part of any growth programme.

Negative

Neutral

Issues



Cabinet Office
Cities Policy Unit

City Deal Workshop

Core Package

Institute for Government – Friday 8th March 2013



Recap – Aim of the core package

- The package aims to address common issues that are occurring in more than one place. Collective view is that rather than reinventing the wheel several times we develop a menu of proposals.
- We have co-produced a menu that cities we do a deal with can access. This provides a suite of tools, levers and flexibilities that cities can use to construct individual city deals that reflect specific needs and opportunities in the city region.
- So for wave 2 cities - your overall package will include a set of proposals to address the single economic challenge you identified in your EOI and a set of additional proposals drawn from the core package to address other key LEP priorities.
- This overall package will be the deal that you pitch to ministers, negotiate and agree with Government.



Recap – Process

- The menu **focuses on 3 areas**: infrastructure, private sector growth and labour market. We have developed this menu through a **collaborative process** with cities and departments:
 - Workshop with Departments, Core Cities and Wave 2 Cities before Christmas where we identified the scope and common challenges the menu should tackle.
 - Smaller group discussions with cities and Departments in January to delve into the detail and sketch out potential proposals
 - Workshop in January to test out a straw man core package and get ideas and suggestions on how we build on this.
- Today, we will be sharing the final package, reviewing and testing the balance of ‘asks’ and ‘offers’ and thinking about how we begin to construct individual deals.



Menu on Infrastructure (1/3)

Common problem	Summary Proposal	City Commitments	Government Commitments
Enabling development: Development is slowed down and made more unpredictable by the planning system	Single Voice/Conversation – statutory consultee engagement structure on local growth issues	<ul style="list-style-type: none">• Early engagement with consultees in developing local plan• Early dialogue to identify key strategic projects for prioritisation• Easier processes for forming joint planning committees• Exceeding planning performance standards• Clear local timescales for planning approvals• More delegated powers to planning officers.	<ul style="list-style-type: none">• Single point of contact and accounting officer for statutory consultees• Consultees provide clear timescales for the length of time it will take to process an application• Clear information about what information consultees require to process consents• Consultees commit to not only identifying issues but working with partners to provide solutions.
Risk Mitigation: reducing the risks involved in large-scale infrastructure development	Infrastructure Guarantees – framework to allow cities to access the UK Guarantee scheme to underwrite certain development risks	<ul style="list-style-type: none">• Preparation of pipeline of schemes:• Reasonable scale• Ready to start construction• Financially credible• Dependent only on a guarantee to proceed• Good value to the taxpayer.	<ul style="list-style-type: none">• Access some of the £40 billion guarantee on a project basis• Schemes could include:<ul style="list-style-type: none">• Debt guarantee• Counterparty guarantee• Construction period support• Liquidity provision.



Menu on Infrastructure (2/3)

Common problem	Summary Proposal	City Commitments	Government Commitments
Public sector assets: making the most of national and local assets	Joint Property Coordination – joint local-national structure for public sector asset coordination, with GPU and HCA.	<ul style="list-style-type: none">• Strategic Spatial Plan – shows how developments align to local priorities• Transparency – database of all public sector owned assets in an area• Fair value – providing a market return to local and national taxpayers• Local authorities make developable surplus land available via an open and transparent framework.	<ul style="list-style-type: none">• Collaborative asset coordination with government agencies• Commitment to work to release land where both sides can gain value• Technical support from the HCA to local authorities on bringing PSL together, where applicable• Departments respond within reasonable timescales.



Menu on Infrastructure (3/3)

Common Problem	Summary Proposal	City Commitments	Government Commitments
Infrastructure Funding: Lack of gap funding to get shovel ready projects away	Large Sites – Assistance for locally supported large scale developments that have the capacity to provide tangible benefits to local communities, but are unable to move forward because of the current economic circumstances.	<ul style="list-style-type: none"> • Plans for ambitious housing growth, with a realistic delivery plan • Collaborative working between different planning authorities in the wider functional economic area • Effective engagement with developers and investors • Local authority land assets are identified and surplus assets used to facilitate growth • Flexibilities in the planning system are used to promote development. 	<ul style="list-style-type: none"> • Subject to due diligence, access to a £225m capital infrastructure fund to provide targeted recoverable investment in enabling infrastructure • Resource support for local authority capacity and skills required to drive consent through a £10m capacity fund (subject to due diligence) • Direct access into Whitehall departments and key agencies to help resolve barriers to delivery. Support to simplify planning and align consent regimes.
	Borrowing capacity – improved borrowing capacity to bring forward schemes.	<ul style="list-style-type: none"> • Strategic Economic Plan in place • Project details, with quantified risks • Identified local revenue streams • Evidence base and due diligence. 	<ul style="list-style-type: none"> • Subject to due diligence and financial case, identify appropriate mechanism to improve borrowing capacity.
	Public Works Loans Board – Autumn Statement announcement to allow cities to borrow at discount of 40 basis points to normal rate.	<ul style="list-style-type: none"> • Strategic Economic Plan in place • Project details, with quantified risks • Identified local revenue streams. 	<ul style="list-style-type: none"> • Access to PWLB borrowing at 40 basis point below normal rate.



Menu on Private Sector Growth (1/2)

Common problem	Summary Proposal	City Commitments	Government Commitments
<p>Business support and innovation:</p> <p>Business growth policies not tailored to needs of local actors. Poor co-ordination between national and local delivery of business support & innovation services.</p>	<p>Growth Hubs - Aim to boost economic growth and improve coordination between the local and national tiers by focusing on three main areas:</p> <ul style="list-style-type: none"> • Increasing the uptake of national and local schemes by facilitating a 'single conversation' with local businesses that raises awareness and uptake of both local and national schemes • Maximising the reach of national schemes by funding the 'amplification' of national schemes (e.g. MAS, Growth Accelerator) where appropriate and delivering/providing agreed national schemes where existing arrangements allow • Providing tailored business, innovation support to businesses not targeted by existing national schemes, including 'long-tail' companies, start-ups and firms with innovation potential. Support would need to focus on areas where government can add most value, including leadership & management training, investment readiness advice and web exploitation. 	<ul style="list-style-type: none"> • Provide co-funding for Growth Hub activity • Rationalise local business and innovation support initiatives • Avoid duplication by amplifying national schemes where appropriate • Integrate with 2014-2020 Structural Funds programme. 	<ul style="list-style-type: none"> • Funding for Hub start-up and programme spend, but amount dependent on quality and expected impact of proposals [TBC] • Make national business support assets (e.g. digital content, helpline, data) available to cities • Support to help amplify schemes in cities • Central government to work with cities where local assets / opportunities are identified in national industrial strategy.



Menu on Private Sector Growth (2/2)

Common problem	Summary Proposal	City Commitments	Government Commitments
Trade & Investment: Poor integration between national and local inward and investment and export efforts	UKTI-City Partnerships - Better co-ordination of local and national trade & investment support with dedicated UKTI trade advisers, co-designed (but UKTI funded) export promotion strategies and with UKTI inward investment website.	<ul style="list-style-type: none">• Co-design strategies with national government where appropriate (e.g. UKTI export strategy)	<ul style="list-style-type: none">• UKTI funded digital inward investment platform, allowing potential investors to view and assess cities' assets and propositions• International Trade Advisor designated for each City Deal area• Co-designed (but UKTI funded) export promotion strategy for each City Deal area



Cabinet Office
Cities Policy Unit
Menu on Labour Market (1/8)

Common problem	Summary Proposal	City Commitments	Government Commitments
Meeting employer demand for skills – increasing responsiveness to local employers	"Sheffield Model" - potential to expand Local Authority contracts to deliver the skills employers need.	<ul style="list-style-type: none"> • Cities to secure business and LA match funding for the skills funding that is devolved • LA brokerage to determine demand for skills in local labour market • City LEPs to make use of up-to-date local Labour Market Intelligence • Business-owned governance models (coordinated by LEPs or LAs) • City LEP skills strategy & plan in place, highlighting local skills priorities • Cities to work with local FE partners to encourage effective collaboration • Regular reporting on outcomes and contribution to evaluation. 	<ul style="list-style-type: none"> • Expand LA contracts with SFA to ensure a proportion of the Adult Skills Budget can be used to procure the skills local employers need • Resource for Labour Market Intelligence – LEPS have been given £125K for their strategic role. If skills is a local priority cities should begin by maximising this.
	Outcome funding to incentivise employment outcomes from providers	<ul style="list-style-type: none"> • Design outcome incentive scheme to incentivise providers to meet employer needs • Trial different approaches to collecting data on job outcomes. 	<ul style="list-style-type: none"> • Technical support on how best to use data to incentivise job outcomes and create payment by result mechanisms • Ensure outcomes model mean that providers are incentivised to provide the skills employers need locally.



Cabinet Office
Cities Policy Unit
Menu on Labour Market (2/8)

Common problem	Summary Proposal	City Commitments	Government Commitments
Meeting employer demand for skills – increasing responsiveness to local employers <i>(continued)</i>	Innovative proposals - employer-led bids to be considered on a case by case basis through Round 2 of the Employer Ownership Pilot (deadline 28 th March) or in line with arrangements for any future strategic fund.	<ul style="list-style-type: none"> • Cities to design innovative proposals to address local skills issues • LEPs and cities to galvanise employers to put together bids to address local skills priorities for Round 2 of the pilot by 28th March and later in line with future strategic funding arrangements. 	<ul style="list-style-type: none"> • Innovative proposals to be considered on case by case basis drawing on Employer Ownership Pilot or any future strategic funds.
	Data sharing - from SFA and UKCES to help cities develop more robust local Labour Market Information and Intelligence, and to review skills outcomes, take up and delivery.	<ul style="list-style-type: none"> • City LEPs to engage with FE providers and agree skills priorities and the provision required • LEPs to set skills strategies • Provide a LEP member to attend College Boards and invite colleges to LEP boards • Engage employers on skills and leverage increased investment. 	<ul style="list-style-type: none"> • The SFA will provide cities with sets of data to help them review outcomes and understand the changing patterns of take up and delivery in priority skills areas and across the geographic area as defined by the city. • National Careers Service to work with City LEPs to ensure career service meets local individuals' and employers' needs. NCS will include information on LEP priorities.



Common problem	Summary Proposal	City Commitments	Government Commitments
Increasing uptake of apprenticeships	Apprenticeship Hubs – earmarked AGE grant quotas (to incentivise employers to offer apprenticeships) for cities. Support from National Apprenticeship Service to develop new approaches to boosting demand and attracting local SMEs (including bespoke marketing materials).	<ul style="list-style-type: none"> • Cities to boost apprenticeship numbers by exploiting local networks, in parallel to National Apprenticeship Service and considering local areas of Apprenticeships market failure • Brokerage and promotion of existing incentive payments (AGE incentives) and to consider how to combine national AGE Grant with other local funding. 	<ul style="list-style-type: none"> • Ear-marked allocations of existing AGE incentives (which are not oversubscribed) • NAS offering tailored support for each city to take forward its plans. Provide the infrastructure and 'back office' services (such as the Apprenticeship Vacancies online brokering service, marketing collateral, and support from the small business team) .
	Traineeships - working with cities in developing a national Traineeship programme for young people aged 16-24 (and a pilot called Intensive Traineeships), to support transition into jobs including apprenticeships.	<ul style="list-style-type: none"> • Engage with government to co-design Traineeships and Intensive Traineeships in localities • Engage and support local businesses: to shape traineeships; offer work placements as part of Traineeship programmes; and offer Apprenticeships or jobs to those completing a Traineeships. 	<ul style="list-style-type: none"> • Co-design and pilot Traineeships • Bolt-on additional content to Traineeships locally to fit labour market need and to for harder to reach groups; • Consider how additional funding might make the offer more attractive locally to learners and employers • Support and encourage local employers to offer work placements for Traineeships.



Common problem	Summary Proposal	City Commitments	Government Commitments
Youth Unemployment	<p>Increase Youth Contract take up (wage subsidy). Joint working between Cities, DWP and local stakeholders to design innovative solutions to help unlock opportunities associated with Youth Contract (wage subsidies).</p> <p>SUBJECT TO MINISTERIAL SIGN OFF</p>	<ul style="list-style-type: none"> • Greater local leadership and city ownership of schemes, including local scheme co-ordination and branding • Creating local solutions to drive take up, including engaging more creatively with local employers • Agreement to bespoke “city targets” to meet local aspirations 	<ul style="list-style-type: none"> • Agree ring fenced funding for wage incentives on a city by city basis • Cities are free to create local innovative solutions • Introduce “earned flexibility” scheme that unlocks further funding for new pilots and schemes (see <i>Youth Unemployment Challenge Fund</i>)
	<p>Youth Unemployment Challenge Fund. Bespoke and earned city by city pilots to create and design new innovative approaches to tackle youth unemployment as part of a closed competition. This fund is unlocked by meeting local wage incentives goals.</p> <p>SUBJECT TO MINISTERIAL SIGN OFF</p>	<ul style="list-style-type: none"> • Cities who are able to meet new performance aspirations on YC can unlock “earned schemes” to match their own spend. • Cities to work with local stakeholders and experts to design innovative solutions and match funding where appropriate. • Schemes would need to adhere to strict eligibility criteria, VFM and be based on a sound evidence base and robust modelling. 	<ul style="list-style-type: none"> • Funding pot created for local “earned schemes” • Cities freed to innovate within delivery framework (i.e. eligibility and VFM considerations)



Common problem	Summary Proposal	City Commitments	Government Commitments
Youth Unemployment (continued)	Localised careers service working with City LEPs to encourage learner demand for courses delivering skills local employers need - Up to date local Labour Market Information & learning resources for teachers and careers advisors to use this. City LEPs brokering employer engagement with schools to influence young people on opportunities. Cities and LEPs to form local coalition with employers and, ideally, Academies.	<ul style="list-style-type: none">• City LEPs to work with National Careers Service to help them provide localised careers service• City LEPs provide up-to-date local Labour Market Intelligence• Cities fund brokerage to engage businesses• Matched contribution from business (e.g. funding, offering work experience, inspiration of young people in schools)	<ul style="list-style-type: none">• UKCES and SFA work with City LEPs to help provide up to date labour market and skills information• National Careers Service to work with City LEPs to ensure career service meets local employers' and individuals' needs



Common problem	Summary Proposal	City Commitments	Government Commitments
Reducing benefit dependency	In-work conditionality pilot - co-design and engagement with DWP on in-work conditionality pilots as part of call for ideas, including Cities leading on implementation and delivery where appropriate.	<ul style="list-style-type: none"> Co-design one element of DWP in-work conditionality pilot for the low paid (if applicable) Lead on engagement with local businesses, key Sector Skills Councils & local colleges City LEPs to facilitate meetings between skills and welfare to work providers to align budgets and interventions around local unemployed peoples' needs. 	<ul style="list-style-type: none"> Include Cities in design process Create evaluation framework and learning resource to share lessons Work with cities to better integrate employment and skills for local people Support this process through recent launch of a call for ideas to test new approaches to in-work support as part of UC.
	Voluntary “getting on” programme. Building on the in-work conditionality pilots, wider interventions aimed at a broader target audience on a voluntary basis, to increase the earnings and/or hours of those individuals.	<ul style="list-style-type: none"> Cities to work with experts to design innovative solutions and match funding where appropriate. Schemes would need to adhere to strict eligibility criteria, VFM and be based on a sound evidence base and robust modelling. 	<ul style="list-style-type: none"> Local discretion over ESF to support programme Create evaluation framework and learning resource to share lessons Support this process through recent launch of a call for ideas to test new approaches to in-work support as part of UC.



Common problem	Summary Proposal	City Commitments	Government Commitments
Moving people closer to the labour market	Locally defined interventions - design new ways of bringing people closer to the labour market and meeting local labour market challenges, such as local schemes aimed at the very long term unemployed and inactive.	<ul style="list-style-type: none"> Schemes would need to adhere to strict ESF eligibility criteria, VFM and be based on a sound evidence base and robust modelling. 	<ul style="list-style-type: none"> Local discretion over ESF to support interventions
	Preparing for Universal Credit - to develop local systems and tailored support for claimants with complex needs to aid the transition to Universal Credit.	<ul style="list-style-type: none"> Develop with DWP tailored and specialist support for claimants with complex needs, ranging from literacy problems to disability. To also strengthen existing services for claimant group to ensure they can access support services bringing them closer to independence and where appropriate employment. 	<ul style="list-style-type: none"> Local DWP Managers to use the agreed Local Partnership Framework to plan for Phase 2 of the UC rollout (October 2013) in cities paying particular emphasis on developing services for those with complex needs to bring them closer to the labour market.



Common problem	Summary Proposal	City Commitments	Government Commitments
Local partnerships	Improved partnership working - encourage and support stronger partnership working to support local people who are out of work, including through local DWP Managers' new Freedoms and Flexibilities.	<ul style="list-style-type: none"> Encourage stronger partnership working to support local people who are out of work. To work with local DWP Managers to enable local innovation by unlocking policy rationale and accessing evidence base through the new Freedoms and Flexibilities Framework. 	<ul style="list-style-type: none"> DWP to set out what Freedoms & Flexibilities local DWP Managers can offer locally The strengthened Freedoms & Flexibilities process introduced by DWP for District Managers will encourage increased partnership arrangements and support local innovation in cities.
	Co-design new pilot interventions with departments for future programmes.	<ul style="list-style-type: none"> Co-design new pilot interventions with departments for future programmes. 	<ul style="list-style-type: none"> Where appropriate, future employment and skills initiatives to be piloted in city deal areas
	Cities, LEPs and employers to take steps to increase engagement with Welfare to Work and skills providers	<ul style="list-style-type: none"> Further work in partnership with DWP to better integrate support services for unemployed people Cities, LEPs and employers to take steps to increase engagement with Work Programme Providers 	<ul style="list-style-type: none"> Enable better integration of local services by exploring the potential of co-location and exchange of information Local DWP will encourage Work Programme Providers to increase engagement with Cities

Broadland
District
Council

Norwich City
Council

South Norfolk
Council

Norfolk
County
Council

New Anglia
LEP

Other
partners



LA/LEP
agreed
business plan

GREATER NORWICH GROWTH BOARD

- Providing strategic direction , monitoring and coordinating the work of the Infrastructure Delivery Board Employment and Skills Board and the Enterprise and Innovation Board.
- To work with the New Anglia LEP and other relevant bodies and the private sector to promote the work of the board and to secure funding for the benefit of the area.

Infrastructure Delivery Board (Greater Norwich)

LAs and the LEP

- Prepare the investment plan for agreement
- Directs and manages the delivery of the agreed infrastructure investment plan
- Monitor delivery and phasing of the investment programme and report on progress to the growth board.

Employment and Skills Strategy Board (Greater Norwich/ Norfolk/ LEP wide)

LAs, LEP, training providers, voluntary organisations. business representatives

- Develop a skills strategy
- Oversee the commissioning sub-group and apprenticeship strategy group to ensure strategy alignment
- Secure funding where opportunities arise to deliver the strategy
- Monitor performance against strategy and challenge providers as appropriate

Enterprise and Innovation Board (Greater Norwich, Norfolk/ LEP wide)

LAs, the LEP, business representatives, HE, FE and enterprise agencies

- Strategic coordination and development of enterprise and innovation support
- Interface between national and local providers
- Commission programmes where market failure is identified