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Chairman: Councillor D.J. Lloyd
Vice-Chairman: Councillor K. Girling

Members of the Committee:

Councillor M.G. Cope
Councillor Mrs R. Crowe
Councillor Mrs G.E. Dawn
Councillor P.C. Duncan
Councillor N. Mitchell

Councillor P. Peacock*
Councillor A.C. Roberts
Councillor F. Taylor
Councillor T. Wendels
Councillor Mrs Y. Woodhead

Substitutes

Councillor J. Lee
Councillor Mrs M. Dobson
Councillor D. Staples
Councillor D. Thompson
Councillor K. Walker

AGENDA

MEETING: Economic Development Committee

DATE: Wednesday, 13 September 2017 at 6.00pm

VENUE: Civic Suite, Castle House

**You are hereby requested to attend the above Meeting to be held at the time/place
and on the date mentioned above for the purpose of transacting the
business on the Agenda as overleaf.**

If you have any queries please contact Helen Brandham on 01636 655248.

AGENDA

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|----|---|-------|--|
| 1. | Apologies for Absence | | |
| 2. | Declarations of Interest by Members and Officers and as to the Party Whip | | |
| 3. | Declaration of Any Intentions to Record the Meeting | | |
| 4. | Minutes of the meeting held on 21 June 2017 | 3 – 7 | |

PART 1 – ITEMS FOR DECISION

- | | | | |
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| 5. | Economic Development Strategy Review | | 8 – 19 |
| 6. | Business Case Proposal – Sherwood Forest Education Partnership | | 20 - 23 |

PART 2 – ITEMS FOR INFORMATION

None

CONFIDENTIAL AND EXEMPT ITEMS

None

NEWARK & SHERWOOD DISTRICT COUNCIL

Minutes of the **ECONOMIC DEVELOPMENT COMMITTEE** held on Wednesday, 21 June 2017 in Room G21, Kelham Hall at 6.00pm

PRESENT: Councillor D.J. Lloyd (Chairman)
Councillor K. Girling (Vice-Chairman)

Councillors: M.G. Cope, Mrs R. Crowe, Mrs G.E. Dawn, P.C. Duncan J. Lee (substitute), N. Mitchell, P. Peacock (Opposition Spokesperson), A.C. Roberts, F. Taylor and Mrs Y. Woodhead.

Substitutes: Councillors: J. Lee for T. Wendels

ALSO IN ATTENDANCE: Councillor Mrs I. Brown

01. APOLOGIES FOR ABSENCE

An apology for absence was received from Councillor T. Wendels.

02. DECLARATION OF INTEREST BY MEMBERS AND OFFICERS AND AS TO THE PARTY WHIP

NOTED: that no Member or Officer declared any interest pursuant to any statutory requirement in any matter discussed or voted upon at the meeting.

03. DECLARATION OF ANY INTENTION TO RECORD THE MEETING

NOTED: that an audio recording was to be made of the meeting by the Council.

04. MINUTES OF THE MEETING HELD ON 29 MARCH 2017

AGREED (unanimously) that the Minutes of the meeting held on 29 March 2017 be approved as a correct record and signed by the Chairman.

With the approval of the Committee, the Chairman amended the running order of the Agenda as follows.

05. LOCAL DEVELOPMENT FRAMEWORK PROGRESS REPORT

The Committee considered the revised report circulated at the meeting and presented by the Business Manager – Planning Policy which sought to update Members on the progress of the various elements of the Local Development Framework (LDF), including the Community Infrastructure Levy, contained within the Local Development Scheme (LDS) timetable.

A Member of the Committee noted the decision of the LDF Task Group that the proposed Gypsy & Traveller Site at Quibell’s Lane was not deliverable and thanked them for that decision, adding that the travelling community themselves had also not wished to be sited there.

AGREED (unanimously) that:

- (a) the progress towards meeting the timetable of the adopted Local Development Scheme be noted; and
- (b) the amended Local Development Scheme be forwarded to Council on 11 July 2017 for consideration.

06. BUSINESS CASE PROPOSAL

The Committee considered the report presented by the Business Manager – Economic Growth in relation to the proposed further financial support to continue LGV/HGV training in Newark and Sherwood, following the successful pilot programme. The report noted that the programme could not be funded from existing budget allocation.

The report provided information as to the background leading to the decision to run the pilot programme and the costs thereof. The proposal was set out at paragraph 3.7 of the report with a recommendation that additional budget provision of £28,800 be made available to assist with the training of up to 24 individuals across the district.

Members noted the costs associated with the proposed programme and queried why the organisations who needed qualified operatives did not employ and train their own staff. In response, the Business Manager advised that the organisations often employed staff at a warehouse operative level and then put them through the training which was an approach which took a long time for the operative to become fully qualified.

A Member of the Committee noted the references within the report to fluctuations in demand for drivers, stating that this meant that the work was subject to seasonal changes. He also queried whether the agencies had been asked to assist with the training of individuals noting that if the work was only seasonal it was safe to assume that the newly qualified drivers would sign on with an agency to secure future employment. The Business Manager advised that the possibility of funding was being pursued with D2N2, adding that there would always be a need for agency drivers. It was also noted that organisations wanted to reduce their agency costs at peak times. In this regard Members queried whether an organisation that had vacancies for permanent drivers were contributing to the training programme, adding that the roles were likely only temporary seasonal employment.

Some Members offered a different opinion in that the programme would offer a successful participant a skill that would assist them in their search for employment and that agency work may fit their current lifestyle choice.

It was noted that there was an international shortage of fully qualified HGV drivers that was preventing the current vacancies being filled. Members queried whether any work had been done in relation to identifying any other skills gap in the employment market for the district. In response, they were informed that this work was also being undertaken.

A Member of the Committee advised that he was concerned about the duration of the employment. Organisations had been unable to recruit to fill their vacancies and were now letting the Council run a training programme for their benefit without any contribution from them, adding that even at the end of it there was no guarantee that there was permanent employment. Whilst Members agreed that the training of individuals was of benefit, it was suggested that the organisations would realise the greater benefit without any risk or financial burden to themselves.

Members agreed that they would ideally like to see the organisations make a contribution to the training programme. Some Members considered that the successful completion of the training would enable the individual to apply for vacant HGV driver positions and that these could be either permanent or part-time.

AGREED (by 11 votes for with 1 against) that:

- (a) the recommendation to provide an additional budget of £28,800 to assist with the training of up to 24 people across the district be not supported at this time; and
- (b) if contributions from either the Department of Work & Pensions and/or the organisation seeking a qualified HGV driver could be secured then the Committee would review their decision noted above not to support.

07. ECONOMIC GROWTH & TOURISM UPDATE

The Committee considered the report presented by the Business Manager – Economic Growth in relation to the current and planned activities within the Economic Growth and Tourism Team.

The report provided Members with detailed information as to proposals for: the economy; inward investment; business support; innovation and technology (silicon forest); and employment and skills. A review of work undertaken during 2016 was also included together with the aims for 2017/2018.

Members discussed in detail the information provided in relation to the participation in events by educational establishments, stating that it was the responsibility of the educators to provide the student with the skills and enthusiasm to seek employment. It was further stated that the Council must act as an interface between employers and schools. It was noted that the next Future First Expo was planned for October 2018 and it was hoped that students from Years 10 and 11 would be in attendance. A Member commented that one of the issues was that schools failed to advise students about apprenticeships, instead focussing on them returning to continue their education in the sixth form environment. The Member suggested that the students were being let down and this needed to be communicated to the school. The Member further suggested that schools that failed to engage in an effective careers educational process be reported to OFSTED.

In relation to employment and skills Members noted that each local authority identified their own gaps in the market. It was suggested that it may be beneficial to broaden that approach to scrutinise what other skills would benefit from a development scheme and that this would result in NSDC not competing with other authorities for funding etc.

A Member of the Committee suggested that the images used on the new independent tourism website www.visitnewarkandsherwood.info be reviewed as there did not appear to be any of Rufford Abbey or Sherwood Forest. Officers advised that they would review the images, adding that they had attended a Tourism Forum the previous day and that a request for tourist information to enable its promotion had resulted in a poor return.

A Member suggested that it would be worthwhile revisiting the Economic Development Strategy and the actions therein in order to ensure that efforts were concentrated in the most appropriate area. In response to the Council itself being promoted as an employer, it was reported that this had been done in schools and also at the careers expo. The Council ran both a successful graduate scheme and had a good record of taking apprentices through to full time employment.

It was noted that the economic climate in recent years had been challenging and therefore the successes that had been achieved were to be welcomed. It was suggested that there be a review to prioritise the Council's need and that this also be undertaken on a geographical basis.

AGREED (unanimously) that:

- (a) the activities undertaken within the Economic Growth Team be noted; and
- (b) the aims for 2017 be supported.

08. RECONSTITUTION OF WORKING PARTIES/TASK & FINISH GROUPS

The Committee considered the report of the Chief Executive in relation to the appointing of representatives to the Local Development Framework Task Group and the reconvening and appointing of representatives to the Growth Investment Fund & Policy Monitoring Group.

The report set out the remit and memberships of both Groups and asked Committee to nominate Members for the forthcoming municipal year.

AGREED (unanimously) that:

- (a) the Growth Investment Fund & Policy Monitoring Group be reconvened in accordance with paragraph 2.3 of the report and the Members of the Group for the forthcoming municipal year to be:

Councillors: P.C. Duncan; K. Girling; D.J. Lloyd; and P. Peacock T. Wendels; and

- (b) the Local Development Framework Task Group be reconvened in accordance with paragraph 3.3 of the report and the Committee's representatives for the forthcoming municipal year to be:

Councillors: K. Girling and D.J. Lloyd
(*Chairman and Vice-Chairman of the Committee*)

09. URGENCY ITEMS - MINUTE OF DECISION
TOUR OF BRITAIN CYCLE RACE – WEDNESDAY, 6 SEPTEMBER 2017

Members noted the information contained within the item and sought clarification on a number of issues, a summary of which are listed below:

- There would be no funding for the villages where the race was to pass through. It was likely that it would only take a matter of some 20 minutes before the cyclists and support network were through. Advice and help would be provided to the communities upon request. Rolling cleansing of the roads would be in operation and signs would be placed well in advance advising people of what was to happen and requesting them not to park on that road.
- It was expected that some 14,000 people would be in attendance at the closing stages of the race in Newark. It would promote Newark to an estimated television audience of 1,000,000 from both live television and extensive highlights.
- Wednesday, 6 September 2017 will be a busy day due to it being market day. The TOB will clearly have an impact on the town.
- A fee had been paid for the rights to host the event.
- Nottinghamshire County Council had made the largest contribution to fund the event.
- All the requirements of the race organisers must be met.
- The issue of the Robin Hood Hotel was being looked into as to how this could be made aesthetically acceptable.
- Additional funding was being sought from alternative sources including local businesses.
- The issue of parking for the cycling teams and spectators was being reviewed including the use of the old NCC Highways Depot.

AGREED (unanimously) that the Urgency Item be noted.

The meeting closed at 7.34pm

Chairman

ECONOMIC DEVELOPMENT STRATEGY REVIEW

1.0 Purpose of Report

- 1.1 To provide the opportunity for a review of the Vision, Objectives and Work Plan relating to Economic Growth and Tourism. This follows the agreement of the strategy and adoption in March 2014 along with a work plan to support the strategy. Regular updates on progress have been provided to the committee during this time. The detail will be discussed during the workshop to be held with Members on 13 September 2017, in advance of the Committee meeting later the same day. This paper therefore provides an outline of the issues to be discussed during the workshop.

2.0 Background Information

- 2.1 The Vision and Objectives of the strategy are:

The vision: Building a Shared Prosperity

- ❖ Objective 1: To develop and maintain an in-depth understanding of the Newark and Sherwood economies, business stock and sector strength. This will ensure that all activities and resources available to support our vision are appropriately focussed.
- ❖ Objective 2: To develop appropriate place marketing to visitors and investors. To achieve this we will work with partners such as Experience Nottinghamshire for Tourism and Invest in Nottingham and UKTI for Inward Investment opportunities
- ❖ Objective 3: To plan and support Growth for our district. This incorporates a number of areas which the council can directly affect or can exercise influence.

The Committee are aware of the delivery of the work plan and have received regular reports on progress. It is timely to review the work plan and agree priorities with the Committee for the forthcoming financial year.

3.0 Proposals

- 3.1 The options appraisal table below provides opportunities to consider what activities within the Economic Growth team should be prioritised over the forthcoming financial year. Options will be discussed in detail during the workshop and can then be incorporated into the recommendations during the Committee meeting. This will then provide the focus for the Economic Growth & Tourism Team for the current and forthcoming financial year. Each key area of focus within the team is explored and options identified for activities. The report does not include Tourism as the strategy and action plan for Tourism was agreed in March 2017.

Inward Investment (Promotion of Place) – Objective 2 Options Appraisal				Total
Some Options score 1 low – 10 high (suggestions only given)	Relevance to objectives of strategy	Potential impact of activity	Feasibility of delivery of activity	
Weightings	X5	X3	X3	
<p>Promotional Strategy - Undertake research in order to develop a strategy to include:</p> <ol style="list-style-type: none"> 1. What sectors to focus activity in 2. What types of business/sector should the district focus on attracting 3. Develop an in depth understanding of the supply chain for the large businesses in the district. 4. Research the Business Ambassador model adopted by Bassetlaw DC and models utilised by organisations such as Invest in Nottingham. Cost £10k plus internal time resource <p>Promotional Video for the District – a short video of the district was produced 3 years ago and provides a useful opportunity to promote the district and the business community. This video is now in need of updating and is about creating a buzz about our district. Cost £5k</p> <p>Business Ambassadors – pending the outcome of the CIL review, there is an excellent opportunity to re-engage with businesses and intermediaries. To undertake some tailored events and meetings with key intermediaries and commercial agents both locally and nationally in order to promote the benefits of relocation to Newark and Sherwood. This will involve working closely with Business Ambassadors (Business Leaders’ Group) and commercial agents to maximise opportunities. Cost £10k plus internal time resource</p> <p>Active Media Campaign – following the development of the promotional strategy, to focus social media activity on aspects identified and use professional support to ensure this is targeted and appropriate to the audience. Focussed traditional media use as well as working with partners such as train companies in order to promote the district. Initial cost of delivery of campaigns £15k</p>				

<p>Actively promote the district at events – Invest in Nottingham promote the County wide opportunities. However, they are not attending MIPIM UK this year. The numbers attending were low last year. There is an opportunity cost to not attending, in that if there is no presence, it is unlikely that Investors will consider the area. However, the cost of the smallest stand is £5k, plus staff costs and set up/delivery costs. Thus bringing the cost nearer to £8k for a two day event. The cost to attend MIPIM France event as a delegate to support our businesses would be approx. £3k. There are other property events which are more cost effective such as the East Midlands Property Event and opportunities to work with Commercial Agents on specific events or attendance at relevant events as a delegate or sponsoring relevant awards in targeted sectors in order to promote the advantages of business location in Newark and Sherwood. However, the time commitment in organising and attending is considerable and in order to make this a worthwhile activity, would require a budget of approx. £30k</p>				
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Options Appraisal Business Growth Activity – Objectives 1 & 3				Total
<p>Some Options score 1 low – 10 high (suggestions only given)</p>	Relevance to objectives of strategy	Potential impact of activity	Feasibility of delivery of activity	
Weightings	X5	X3	X3	
<p>Key Account management – with a team of 4 people in total, although we do endeavour to visit the larger businesses once or twice a year, this only take into account a small number of the larger businesses in the district. It does take time to organise, carry out and take appropriate actions from these meetings. However, in order to understand aspects such as the supply chain for the larger businesses in the district, this role should be further developed. However, there is a resource cost to undertaking this work</p> <p>Collaboration between business facing teams in order to improve outcomes for private sector customers – this will be presented as a separate report at a later date, if this is an aspect members wish to see developed. There is an opportunity to provide a single point of access for businesses and to share information between teams in order to reduce costs and improve the outcomes for businesses. An outline model is provided at Appendix One of this report. However, an updated Customer Relationship Management (CRM) system would be required to enhance the effectiveness and this would have a cost for design and implementation of approx. £10k. As part of a move to collaborative working, an e-zine has been produced for business customers of the Council which will be distributed to all businesses with email addresses with the relevant teams.</p> <p>Providing Business Support - Business Support in the form of mentoring, grants and loans is increasing, as is the capacity of the D2N2 Growth Hub to deliver support. A meeting was held in August to look at support available to businesses in our district and the availability of support is much greater than it was two years ago. The role of the Economic Growth Team can, for the moment be focussed on signposting to the Growth Hub and relevant sources, rather than on delivery of advice and more in depth knowledge of availability of business support. However, there is an ongoing role in terms of monitoring the success of the services available and sourcing delegates and venues for events tailored to the needs identified by businesses through the key account management role and business intelligence gathered by the team.</p>				

<p>Understanding and Supporting Growth - Analysis undertaken reveals a mixed picture for the success of businesses in the district in terms of survival. The research, last undertaken in 2013 by Nottingham Trent University is available as background reading and should be reviewed for 2017 at a cost of £3k (approx.). Comparisons can then be made and any change of focus identified and discussed with those providing business support in our area. Local procurement is an area where the Council has improved and this is extremely important to the local economy.</p> <p>The Think BIG Loan Fund – a workshop is to be held in October with members of the Policy Monitoring Group in order to review the appropriateness of the loan fund since the inception in December 2012.</p> <p>Feasibility Studies and areas of priority for the district – When opportunities to bid for funding/support arise, there is often a short deadline and of course, a requirement to evidence any proposals. This requires a feasibility study and there is a cost to these, depending on complexity (anything between 5k and 60k). The district was successful in gaining support from the Nottinghamshire Pre Development Fund for 3 such feasibility studies (Ollerton Hall, Buttermarket area of Newark and the Newark Gateway sites). However, there is an opportunity to prioritise issues for the district and then prioritise the feasibility studies/Master Plans in order to be prepared when opportunities arise. The studies could then span aspects such as town/village centre regeneration, infrastructure, housing opportunities etc.</p>				
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Options Appraisal Employability, Skills and Schools Objectives 1 & 3				Total
Some Options score 1 low – 10 high (suggestions only given)	Relevance to objectives of strategy	Potential impact of activity	Feasibility of delivery of activity	
Weightings	X5	X3	X3	
<p>Schools - Creating understanding and collaboration between partners – with all parties working incredibly hard to deliver results, it has been difficult to create a forum where an understanding of the support available to young people can be shared and expanded. There are a number of agencies now working with schools and this is a change from three years ago. Organisations such as the Careers Enterprise Company, Together for Newark, Sherwood Forest Education Partnership to name a few. The first priority will be to facilitate a meeting of all these parties – schools, colleges, training providers, other providers of relevant services in order to understand the offer. These meetings have taken place, but over recent times, the schools have not attended, therefore there was no benefit in holding the meetings.</p> <p>However, it is crucial that the team maintain the contacts with both primary and secondary schools with a focus on those where performance still requires improvement to reach national averages across the district. Businesses state that the priority areas are interpersonal skills and aspiration as well as English, Maths, ICT and English as a Second Language (ESOL). The work facilitated by Economic Growth in terms of organising assemblies and projects between businesses and schools is time consuming but does produce results. If the facilitation work is not undertaken and just an initial introduction made between the parties, the partnership does not happen. Given the priority to improve the skill levels of students so that local businesses can employ more people from within the area and new businesses see a potential workforce, it is recommended that this work is continued. It does however take up 25% of the role of the Project Support Officer.</p> <p>Careers Expo and Associated Activities – The next Expo will take place in November 2018 and from then on, each year in late October/Early November. Various activities will take place to ensure that all year 11 and 13 students have the opportunity to attend this event. Hopefully with extended access to Year 6 students as this is a prime time to undertake activities to stimulate career aspirations.</p>				

<p>Use of Video and Social Media to improve knowledge in all schools – there is a fair amount of careers advice available electronically. However, within the local schools, feedback suggests that video clips from businesses in the district showing what they do, the opportunities available and some dialogue from apprentices/young people working within the business would be really helpful for all schools. There is a cost to producing the video clips even if local colleges are utilised for the work. Approx. cost 5k</p> <p>Graduates and higher level roles – the local Universities offer support to employers looking to recruit graduates and a campaign to encourage local businesses to take on graduates should be encouraged to help with succession planning for our district. Businesses do struggle to recruit for higher level roles; however this is more about promotion of place and aspects such as developing a meet up culture that will assist in this area. Cost for graduate campaign £1k with internal resource. Opportunities to attend University Graduate fairs with local businesses could also be considered as promotion of both the area as a whole as well as businesses looking to recruit.</p>				
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Options Appraisal Infrastructure/Property/Retail Objectives 1 -3				Total
<p>Some Options score 1 low – 10 high (suggestions only given)</p>	Relevance to objectives of strategy	Potential impact of activity	Feasibility of delivery of activity	
Weightings	X5	X3	X3	
<p>Commercial Start Up Units – should we invest in some start up industrial units in Newark where this is a demand? Units in the west of the district are running at around full occupancy? Do we release some land for development through discussions with local agents to stimulate further growth and offer opportunities to businesses?</p> <p>Supporting commercial land available – The team could undertake a more proactive role in following up property enquiries and employ some expert consultancy to support the team in this area? Cost for consultancy on a needs basis, approx. 10k per year</p> <p>Retail and Town/Village Centres of the future - A review focussing on the future of town/village centres and the production of Master Plans in order to prioritise our activities and focus on aspects such as absentee landlords and empty shops, footfall issues, the changing role of town centres to a more cultural, housing focussed environment may assist in the focus in this area. This could then lead to assessing options to access or provide funding to help to future proof the district. There would be a cost to a review in the region of £50k</p> <p>Working with existing developers – This is ongoing activity with Land South of Newark, however there are opportunities to develop closer relationships with developers</p>				

3.2 HGV Pilot Update

An update was requested regarding the pilot undertaken in partnership with DWP and other partners was requested. Of the 13 that passed the initial medical, 7 are now in full time employment as Drivers and are employed by businesses within the district. This is not presented as an option within the options appraisal.

3.3 The aspects in the options appraisal will be outlined during the workshop with opportunities for discussion. Those highlighted for further exploration will then be developed in more depth with financial proposals where appropriate. The options are by no means exhaustive and are outlined as prompts for further discussion during the workshop. There will also be an opportunity to consider how success would be defined in any of the aspects identified.

4.0 Equalities Implications

4.1 There are no negative equalities implications within this report

5.0 Impact on Budget/Policy Framework

5.1 Any impact will result in a more detailed paper relating to any proposals for additional budget for the financial year 18/19

6.0 Comments of Director

6.1 <<TO BE INSERTED>>

7.0 RECOMMENDATION

That the Committee agrees the priorities for the high level work plan for the Economic Growth team as identified during the workshop on 13 September 2017.

Reason for Recommendation

In order to provide the opportunity for members to review options for the priority work areas for the Economic Growth team

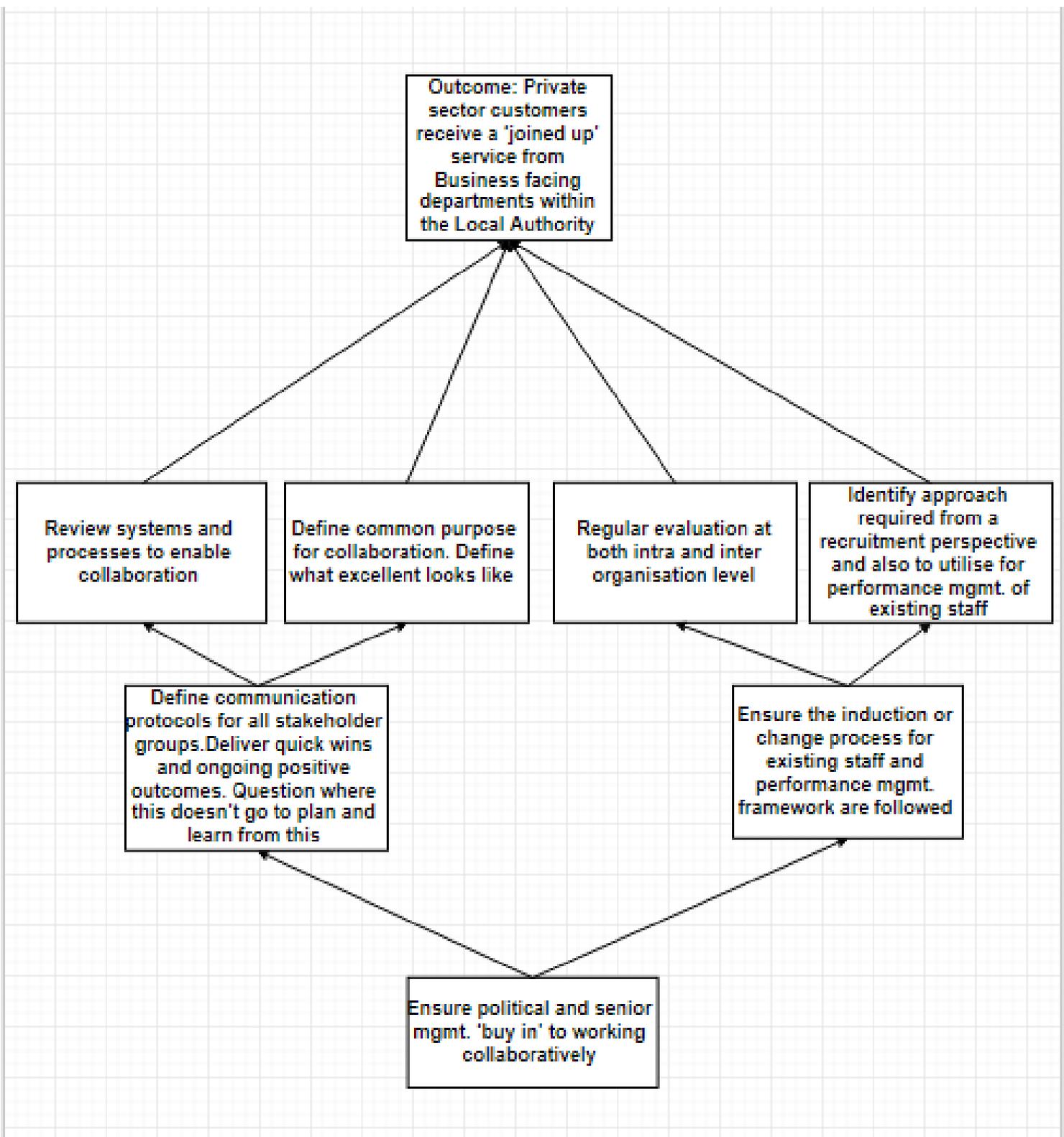
Background Papers

Nottingham Trent University – Economic Profile for Newark & Sherwood

For further information please contact Julie Reader-Sullivan on Ext 5258

Andrew Statham
Director - Communities

Fig 9 – Proposed collaboration Model for Business Facing Departments of a Local Authority
 (Adapted based on existing theoretical models and findings of empirical research undertaken as part of this study)



**Fig 10 –Proposed Collaboration Framework for business facing departments in a Local Authority
(To support the implementation of the model identified n Fig 9)**

Collaboration Stage	Activities to support the collaboration stage	Purpose	Stakeholders
Gain political and senior mgmt. buy in to collaborative working	Discussions and engagement with political leaders and business leaders. Produce business case and discuss benefits, suggest a pilot to see if any benefits are realised. Accept the issues relating to Enforcement If possible create a business facing Directorate with one Director so that there are more opportunities to share information and have an overview of opportunities	Business case Agreement to pilot and to support. This will be challenging to achieve Business customer directorate created	Senior management and senior politicians in Local Authority
Define what excellent collaboration looks like – create common purpose	One to one and team and collaboration group meetings in order to start to gain ‘buy in’ to the concept. All to be involved in defining what excellent collaboration looks like Feedback to be incorporated from businesses – ensure multi way process	To agree a base for collaboration	Business facing departments in Local Authority A small number of business representatives (10)
Review systems and processes to enable collaboration	With the collaboration group, review current systems and processes and agree what is possible in order to improve opportunities to collaborate	Set up: Customer Relationship Management(CRM) system for all business facing depts. to use Virtual email group for business enquiries Single team of initial contact for a business and then appropriate triage	Business facing departments in Local Authority
Identify approach required from a recruitment perspective and also to utilise for performance management of existing staff	With the collaboration group, define the performance requirements and approach needed. Ensure this is shared with HR and other departments so that it is used during both recruitment and performance management	Develop a framework for skills and approach in collaborative working	HR team, senior management and business facing departments in Local Authority

<p>Define communication protocols for all stakeholder groups Ensure the induction or change process for existing staff and performance management framework are followed up</p>	<p>Involve all those involved in collaborating in developing agreed communication protocols. Clearly this links to the systems and processes chosen but must include some face to face meetings, ideally quarterly as a whole group</p>	<p>Conduct regular face to face meetings – quarterly with business facing teams Protocols include values – how we treat each other, as well as how we communicate what information and Chinese Wall issues Ensure awareness of the cultural web issues and encourage open dialogue</p> <p>E-zine/newsletter for businesses explaining services, updates, news, legislation – 6 monthly</p>	<p>Business facing departments, senior managers, senior politicians; HR team and Businesses in Local Authority</p>
<p>Evaluate on a regular basis and review purpose, systems, communication framework and outcomes – performance management</p>	<p>Every six months conduct a mini review of what the impact has been of the collaborating in terms of</p> <ul style="list-style-type: none"> -Businesses assisted -Case studies -Feedback from businesses 	<p>Volume of businesses assisted Quality of feedback Case study examples produced regularly</p>	<p>Business facing departments and senior management in Local Authority</p> <p>Businesses assisted in Local Authority area</p>

BUSINESS CASE PROPOSAL – SHERWOOD FOREST EDUCATION PARTNERSHIP

1.0 Purpose of Report

1.1 This report proposes financial support to conduct two pilot projects within the Sherwood Forest Education Partnership.

2.0 Background Information

2.1 The Sherwood Forest Education Partnership is a newly formed Community Interest Company which brings together a wide range of services and organisations who are working to improve educational and employment outcomes for children, young people and adults in the Dukeries area which includes Ollerton & Boughton, Edwinstowe, Walesby and Kneesall. The group includes local churches, schools, Nottinghamshire County Council, Newark & Sherwood District Council and Ollerton & Boughton Town Council, Citizen's Advice Bureau, Bishop Grosseteste University and members of the local community.

2.2 In the **House of Commons Education Committee
Underachievement in Education by White Working Class Children
First Report of Session 2014-15**

2.2.1 Professor Alison Wolf (Sir Roy Griffiths Professor of Public Sector Management, King's College London) noted the regional dimension of this issue: We do need to recognise that a lot of the low achievement that is concentrated among white working class children is also related to where they live and, in many cases, to the fact that there are large parts of this country [...] where you have got an economy that is still bearing the scars of the end of manufacturing and industrial employment [...] a lot of the careers and jobs that were the bedrock of white working class family life for many decades and generations have vanished and have not been well replaced.

2.2.2 Sir Michael Wilshaw attributed the underachievement of poor white children to a "poverty of expectation", and in particular the low expectations of others: Poverty of expectation bears harder on educational achievement than material poverty, hard though that can be. And these expectations start at home. Children from disadvantaged backgrounds very often have high ambitions, especially when they're young. But the odds against achieving them can worsen with age. All too often there comes a point at which expectations shrink. They don't see their elder siblings or friends going to university, so they think it are not for them. Or no-one in their household is in paid work, so they don't expect to get a job. But where the family is supportive and demanding then in my experience the child is much more likely to succeed [...] the job of schools is made so much easier, or so much harder, by the expectations that families have for their children. So as a society we have to create a culture of much higher expectations for young people, both in our homes and in our schools.

2.2.3 There is a lot of evidence that working-class families have high aspirations. What they do not have is the information and the understanding as to how you might mobilise that aspiration effectively for outcomes for your children. Money makes a big difference here [...] but also understanding the rules of the game.

2.2.4 The Sherwood Forest Education Partnership uses a unifying concept which is based on the analysis of a sophisticated approach towards understanding and trying to reduce impacts of poverty on adults, children and the whole community.

The perspectives of poverty are:

- Material poverty
- Social and emotional poverty
- Linguistic poverty
- Poverty of experience
- Poverty of aspiration

The partnership is seeking to be innovative in developing new approaches in developing life and employability skills and motivating the local community to work together.

3.0 Proposals

3.1 **The Lifeskills Framework** is an innovative approach to support skill development of individuals, both adults and vulnerable children and young people, so that they acquire the skills necessary to secure employment. The framework monitors development in:

- **Social literacy** including social and emotional skills and personal behaviour.
- **Economic literacy** including budgeting and career aspiration.
- **Cultural experience** including the arts, participation in sports and community and wider social experience.
- **Linguistic skills** including participation, self-expression and command of Standard English.

The Sherwood Forest Education Partnership is seeking financial support to evaluate the use of the framework and to expand its use across organisations, including schools and academies but also with groups working with adults experiencing difficulty in acquiring employability skills.

3.2 Future Careers and Employment Awareness Tackling the Poverty of Aspiration

Sherwood Forest Education Partnership believe that an area where Sherwood Forest Education Partnership could contribute something innovative is through working with the nine Primary Schools in the Dukeries area and specifically with the Year 5 and Year 6 pupils. The rationale behind this innovative idea being that in many cases, by the time the young people reach 14 or 15, their opportunities for a successful career may have reduced. Some may already believe that there is not a career path for them; or they may submit to peer pressure and family situations or make ill-advised decisions regarding subject choices and/or about future opportunities that can be available through vocational or academic achievement at school.

The proposal is to create opportunities for Years 5 and 6 students to learn about careers and businesses in our area through a strategy which will tackle the poverty of aspiration and knowledge of routes to employment. The partnership is aiming to make primary school children much more aware of the variety of jobs people do and that they will be able to talk about what they like/dislike about certain jobs and that they know about the skills needed and how school can help promote these. The pilot project will develop strategies to make parents much better informed about choices and options open to their children.

The partnership is seeking funding to establish and pilot the primary school based projects to address this issue and will be looking to:

- Have guest speakers in schools to talk about the jobs they do and how they achieved their goals.
- Hold job fairs for Year 5 and 6 pupils and their parents.
- Provide opportunities for pupils to visit and engage with local businesses.
- Devise strategies and hold interactive sessions to engage parents in supporting their children's choices and improve their understanding of qualification pathways to further education and employment.
- Sessions for parents in supporting their children's choices will also enable parents to identify if they require support to improve their functional skills, in literacy and mathematics. They will then be referred to the appropriate local support organisation.

3.3 Anticipated Outcomes from the Pilot

The following activities would be undertaken by Year 5 and 6 pupils from the following schools in the area: Forge Trust incorporates Forest View Academy and Parkgate Academy, Ollerton; King Edwin Primary School, Edwinstowe; St Mary's Church of England Primary, Edwinstowe; Kneesall Church of England Primary School; Walesby Church of England Primary School, Walesby and St Joseph's Roman Catholic Schools, Boughton. It is anticipated therefore that there would be:

- 3 interactive talks from local businesses per school which would span a number of sectors. (21 sessions)
- 3 Enterprise skill sessions with business and local entrepreneurs and talks from successful individuals who have achieved success in their chosen careers per school. (21 sessions)
- 2 interactive sessions for parents to develop understanding qualification and skill pathway options available to their children. (14 sessions)
- 2 visits by groups of students to local businesses (14 sessions)

As a result of this activity Year 5 and 6 students are more motivated to:

- To complete academic/vocational qualifications in order to pursue a career.
- Pupils are more aware of the academic requirements, skills and attitudes required for work
- Pupils can demonstrate they can learn the skill sets required for making career choices
- Pupils can understand more about how businesses operate.

3.4 Timescale: Project to run between Sept 2017 and July 2018

3.5 Costs for the Pilot

3.5.1 SFEP Co-ordinator time in organising the tackling aspiration programme, project management, facilitating meetings and evaluating the success of the programme. Also includes the SFEP Co-ordinator time in training, distributing and evaluating the impact of the Lifeskills Framework. The project should impact on approximately 400 children.

90 hours at 50.00 per hour = £4500.00

Resources to hold interactive sessions for 7 schools

70 sessions x £30.00 = £2100

Total for Pilot programme = £6600.00

Therefore the approximate cost per child is £16.50 (400 children/total cost of £6600.00)

The project will be closely monitored by the Sherwood Forest Education Partnership steering group and NSDC with a report compiled at the end of the project to inform all participating organisations as to the outcomes achieved.

4.0 Equalities Implications

4.1 This programme will be offered to all Year 5 and 6 pupils and their parents within the district.

5.0 Impact on Budget/Policy Framework

5.1 This is an application for a budget of £6,600 in order to deliver both pilot projects for 400 pupils and their parents in the local area around Edwinstowe, Ollerton & Boughton. The funding for this can be met from within the existing Employment and Skills budget within the Economic Development budget.

6.0 Comments of Director

6.1 **Director - Resources** – The financial information has been checked for accuracy. The £6,600 total cost can be covered by existing budget in the current financial year and the next financial year. (TB)

7.0 RECOMMENDATION

That the Committee supports the proposal to provide funding of £6,600 to develop innovative approaches to the long-standing issues of poverty of aspiration and future employment for children, young people and their parents in the Dukeries area.

Reason for Recommendation

This is an innovative project that will support both young people and adults in an area of relatively high unemployment.

Background Papers

Nil

For further information please contact Julie Reader-Sullivan on Ext 5258

Andrew Statham
Director - Communities