

Norwich Deprivation Research

Phase Two: Review of People Based Regeneration Programmes in Norwich

Final Report to Norwich City Council
and the
City of Norwich Partnership

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Review of People Based Regeneration Programmes in Norwich

1. Introduction

- 1.1 Holden McAllister and Oxford Consultants for Social Inclusion (OCSI) have been commissioned to undertake research to enable the City of Norwich Partnership (CoNP) to gain a clear understanding of the current programmes of activity that are targeted to tackling deprivation in the city, to put the CoNP in a position to inform and shape the future priorities of the Norfolk Local Area Agreement (LAA) to maximise the use of 'single pot' funding and ultimately to enable the effective scrutiny of mainstream funding in addressing the needs of Norwich.
- 1.2 The project is run in three phases:
- *Phase One - Identifying the challenge – Deprivation in Norwich:* The first phase of the project provides a baseline picture of deprivation and social exclusion across Norwich, in order to identify how the city is doing in comparison with regional and national and comparator areas; which neighbourhoods and communities across the city are doing less well; and drawing out any implications for future programmes.
 - *Phase Two - Mapping and Reviewing Existing Activity:* In the second phase, carried out alongside phase one, we map existing activity of people based regeneration in order to highlight the levels of investment, activities (duplication, gaps and alignment), methods and locations of delivery and targets of externally funded programmes set against the CoNP Sustainable Community Strategy. We also review current and proposed activity to identify best practice in particular localities and/or with communities of interest in those programmes.
 - *Phase Three - Bringing it together:* In this phase, we set the findings of the mapping and review of current activity in Phase Two against the Norwich Needs analysis prepared in Phase One. This enables us both to highlight gaps in activity related to the needs of Norwich and to develop assessment criteria for identifying suitable future programmes.
- 1.3 This report presents the findings of the mapping and review of current people based regeneration activity in Norwich.
- 1.4 The officer group which met with the consultants to commission the research asked the consultancy team to map and review the following people-based regeneration programmes in Norwich:
- The Neighbourhood Renewal Fund (NRF)

- The New Deal for Communities (NDC) programme in North Earham, Larkman and Marlpit
- Investing in Communities (IIC)
- The Local Enterprise Growth Initiative (LEGI)
- The Learning and Skills Council programmes
- Job Centre Plus
- Sure Start/Children's Centres
- The Children's Fund
- The Safer and Stronger Communities Fund and the Safer Norwich Partnership
- Arts funding
- Lottery funding

1.5 In this report we map information for each of these programmes, in the order in which they are set out above, set against the CoNP Sustainable Community Strategy and the proposed draft LAA outcomes. We also review activity to identify gaps and overlaps and seek to identify best practice in particular localities and/or with communities of interest in these programmes.

1.6 Each of the programme sections sets out the background of the programme, its key objectives, alignment to the Sustainable Communities Strategy (SCS) and the LAA, the main programme activities, and the lessons drawn from the programme. Information relating to projects over £25k for each programme can be found in the Appendices.

1.7 We commence with the Neighbourhood Renewal Fund.

2. The Neighbourhood Renewal Fund

Background to NRF and the Working Neighbourhoods Fund

- 2.1 The Norwich Neighbourhood Renewal Programme was initially a two-year programme ending in March 2008. The NRF Board agreed an NRF Action Plan for the period 2005-08. This set out outcomes for each theme, strategic objectives, local targets and indicators, key activities and the baseline position.

NRF Aims and objectives

- 2.2 The following are the **strategic objectives** of the NRF programme:
- Raise educational achievement and attainment
 - Improve and promote health in Mile Cross
 - Reduce social exclusion caused by mental distress
 - Reduce number of teenage pregnancies
 - Pathways to employment
 - Reduce the harm caused by alcohol
 - Preventing youth homelessness
 - Supporting victims of domestic violence
 - Creating pride through clean-up
 - Community engagement
 - Supporting families in crisis
 - Neighbourhood management in Mile Cross
- 2.3 The key mandatory **outcomes** of the Norwich NRF programme have been:
- **Education outcome** - Raise standards in English, Maths and Science in secondary education so that by 2008, in all schools located in the districts in receipt of NRF, at least 50% of pupils achieve level 5 or above in each English, Maths and Science.
 - **Health outcome** - Reduce premature mortality rates, and reduce inequalities in premature mortality rates between wards/neighbourhoods, with a particular focus on reducing the risk factors for heart disease, stroke and related diseases.
 - **Worklessness outcome** - For those living in the wards with the worst labour market position that are also located within the districts in receipt of NRF, significantly improve their overall employment rate,

and reduce the difference between their employment rate and the overall employment rate for England.

- **Crime outcome** - Reduce overall crime in line with local Crime and Disorder Reduction Partnership targets and narrow the gap between the worst performing wards/neighbourhoods and other areas across the district.
- **Housing outcome** – As part of an overall housing strategy for the district, improve housing conditions within the most deprived neighbourhoods/wards, with a particular focus on ensuring that all social housing is made decent by 2010.
- **Liveability outcome** - Improve the quality of the local environment by reducing the gap in aspects of liveability between the worst wards/neighbourhoods and the district as a whole, with a particular focus on reducing levels of litter and detritus.

2.4 Additionally the NRF Board identified three objectives that would help to deliver all NRF local and national targets. These are:

- **Community engagement** - Firstly, to create a strategic partnership post which will seek to bring together voluntary and community organisations, particularly those active in the NRF areas, to better co-ordinate their activities and to work collaboratively with public bodies to deliver improved services to those local communities. Secondly, to provide a Community Officer who would identify and develop local networks of active community organisations and community leaders in each NRF neighbourhood.
- **Supporting families in crisis** - The multi-agency Families Unit exists to provide intensive support services to families who are tenants of Norwich City Council and who demonstrate extreme levels of family breakdown, The allocation of NRF funding was to allow the programme to expand its activities and reach.
- **Neighbourhood manager for Mile Cross** - Neighbourhood management is an approach to changing the way mainstream services are delivered. Given the strong correlation between multiple deprivation and poor service delivery, it was judged crucial to achieving NRF outcomes that mainstream services deliver better outcomes so a Neighbourhood Manager was funded for the Mile Cross and Catton area. [NELM is also funding a Neighbourhood Manager for the NDC area.]

2.5 The Neighbourhood Renewal Fund has been replaced from 1st April 2008 with the 'Working Neighbourhoods Fund' (WNF), which also incorporates the Department of Work and Pension's Deprived Areas

Fund (DAF) – to create a ‘single pot’ at the local level. DWP uses the DAF to support tailored approaches to tackling worklessness. [Jobcentre Plus manages DAF in Norwich.]

The Working Neighbourhoods Fund

- 2.6 The WNF is a new dedicated fund for local councils and communities to develop more concentrated, concerted, community-led approaches to getting people in the most deprived areas of England back to work. The criteria for being included as a local area eligible for WNF were: have 20% or more of the LSOAs in the most deprived 10% on the Index of Deprivation Employment domain; have 20% or more of LSOAs in the most deprived 10% on the overall IMD; or in the top 40 districts on an equally weighted measure of key benefit claim rate and employment rate. Under these criteria 66 areas will get WNF; however only Great Yarmouth qualifies for full WNF funding in the East of England region.
- 2.7 Norwich will receive transitional WNF funding in 2008/09 of £1,180,635 and in 2009/10 the City will receive £472,254. After administrative and management charges are deducted the total transitional funding to be allocated is £1,092,087 in 2008/09 and £436,835 in 2009/10.
- 2.8 Whilst Norwich received funding under the Deprived Areas Fund targeted on the Mancroft ward in the second half of 2007/08, this allocation ceases at the end of March 2008 and does not form part of the transitional funding which the City will receive.
- 2.9 The NRF project sponsors for each of the programme outcomes were asked by the NRF Board to undertake a ‘high level assessment’ exercise to identify projects for possible continuation based upon:
- The evidence of impact (outcome) or clearly identified positive direction of travel
 - That the programme needs more time to test the approach
 - There is clear evidence of alternative funding becoming available in 2009/10 or 2010/11
 - There are opportunities for sharing posts or an approach.
- 2.10 For a list of NRF projects that are set to continue for the next year under transitional WNF funding in 2008/09 please see Appendix One.

The WNF programme and its alignment to the SCS and LAA

- 2.11 During 2008/09 it is the intention of the NRF Board to transfer as many as possible of the activities of the transitional projects into mainstream

funding. This, coupled with the enhanced performance management regime that is being put in place, should enable the Board to narrow down the number of projects that then need to go forward under the transitional WNF arrangements in 2009/10, when the available funding reduces by 60 per cent to £436,835 in 2009/10.

- 2.12 The transitional WNF projects fit well with the key challenges identified in the Needs Analysis.
- 2.13 The WNF *mental health projects* contribute to the Sustainable Community Strategy objective of reducing the incidence of mental health problems.
- 2.14 A single Super Output Area (SOA) in Mancroft contains the fourth highest levels of mental health issues across England. We note that the WNF transition projects are targeted towards Mancroft. They thus also contribute to the Norfolk LAA Outcome 1: Thriving economy objective of reducing dependence on benefits by those with mental health needs.
- 2.15 The WNF *teenage pregnancy* projects fit with the Sustainable Community Strategy objective of reducing the number of teenage pregnancies. With a teenage conception rate of 59 per 1,000 15-17 year olds in 2003-2005, Norwich has the 24th highest teenage conception rate in the country and the highest in the East of England¹.
- 2.16 Research from Norfolk Connexions suggests that more than 12% of the total Not in Employment, Education or Training (NEET) population across Norfolk are teenage parents (despite making up only 3.7% of the 15-17 year old population²). The WNF teenage pregnancy projects can thus also contribute to the LAA outcome 2: Improving skills and fulfilling aspirations objective of continuing to reduce the number of young people who are NEET.
- 2.17 Notable amongst the WNF transition projects that can impact upon the problem of teenage pregnancies are the:
- TP09 project run by the PCT, which links up 13 pharmacies to provide emergency family planning, contraception and advice.
 - TPO4 run by the Wensum Valley health practice offering a family planning clinic at the Bates Green centre.
- 2.18 The NRF Board determined a need to target the problem of health inequalities in Mile Cross. Locally, the Sustainable Community Strategy

¹ ONS 2005

² ONS 2003-2005

identifies “poorer health associated with areas of deprivation” as one of the key challenges facing the city³.

- 2.19 The projects being undertaken by Real Health Action (MX02, 03 and 05) are developing a core of services, built around the drop-in health and advice centre working, with local residents to improve the health and well being of their community in Mile Cross. Health inequalities have been prioritised within the Norfolk LAA.
- 2.20 The WNF *community safety projects* clearly fit with the Sustainable Community Strategy objective of reducing crime and anti-social behaviour and of reducing the harm caused by alcohol. They also contribute to the LAA Safer Communities objectives.
- 2.21 Norwich has the second highest alcohol related violent crime rate (after Watford) in the East of England, with the alcohol attributable violent crime rate almost double the regional average (5.6 per 1000 households).
- 2.22 The Norfolk Constabulary Safer Drinking City project (CR02) is at the core of the WNF community safety programme, as is the Constabulary's Safer Schools Partnership (CR05).
- 2.23 The WNF *education projects* fit with the Sustainable Community Strategy objective of improving levels of educational attainment and boosting the aspirations of, and opportunities for people of all ages. They also contribute to the LAA improving skills and fulfilling aspirations objectives.
- 2.24 Several of the WNF education projects involve the employment of learning mentors or teaching assistants. Whilst these posts may be well targeted in terms of being attached to schools with particular challenges, there is perhaps a need for Children's Services to look at these interventions and see how they might be better supported in terms of mainstream funding. A picture of high pupil mobility, lack of parental involvement and support, and falling rolls are key elements of the socio-demographic context in which some of the schools operate making it difficult for them to mainstream these posts from within their own budgets. This is a paradox as those with falling rolls in disadvantaged areas are the very schools with pupils who are most likely to benefit from preventive work.
- 2.25 The WNF *worklessness projects* relate to the NRF worklessness outcome for those living in the wards with the worst labour market position that are also located within the districts in receipt of NRF, to

³ City of Norwich Partnership (200X). Sustainable Community Strategy.

significantly improve their overall employment rate, and reduce the difference between their employment rate and the overall employment rate for England. Whilst worklessness is not identified per se as a Sustainable Community Strategy objective, this outcome can be related to the SCS objective of raising aspirations, skills and achievement. It also relates to the LAA Thriving Economy Outcome.

- 2.26 Mental illness is the primary cause of worklessness through sickness in Norwich. In the Mancroft and Thorpe Hamlet areas of the city, as many as three quarters of Incapacity Benefits claimants claim for mental health reasons. The W01 employment project run by Meridian East and W02 Healthy Futures projects are both important and well targeted in this respect.
- 2.27 There is only one WNF project now funded under the housing outcome. Project H01 provides a dedicated housing advisor to prevent family breakdown through a mediation service.
- 2.28 The three cross cutting projects supporting community engagement, families in crisis and the Mile Cross neighbourhood manager, started under the NRF, are to continue for another year.

3. New Deal for Communities: North Earlham, Larkman and Marlpit

Background to the New Deal for Communities programme

- 3.1 The New Deal for Communities programme was launched in 1998 with the aim of reducing the gap between deprived neighbourhoods and the rest of the country through community-led partnerships in 39 neighbourhoods. The New Deal for Communities programme challenges agencies and residents to work in partnership to deliver improvements in five key areas: housing, the environment, worklessness, education, health and tackling crime.
- 3.2 The North Earlham, Larkman and Marlpit, (NELM) Development Trust was formed in 2000 as the delivery vehicle for the Norwich NDC programme. Norwich City Council is the accountable body for the NDC Partnership.
- 3.3 As one of the pathfinder partnerships, the NELM Development Trust recognises that it has a responsibility to be:
- “A test bed for ideas – real action research – and explore the lessons learnt which might apply across similarly disadvantaged parts of the city or even as a mainstream model across the city as a whole.” [NELM Strategic Plan]*
- 3.4 There are 8,832 residents in the NELM area, who are the primary beneficiaries of the NDC programme, but its activities also benefit people from other areas.

NELMs Aims and Objectives

- 3.5 NELM’s strategic vision for 2010 and beyond is to promote:
- **Neighbourhood management:** to work closely with mainstream agencies to improve local services, particularly, initially, the *Clean, Green and Safe* agenda and through policing and a safer neighbourhood team.
 - **Asset management** (largely buildings): effectively through a charitable Development Trust, so that they are providing effective local facilities.
 - **Social enterprise development** including childcare, community transport, and grounds maintenance and cleaning.
 - **Small grant provision** for local projects.

- 3.6 Its core aims are to:
- Enable the community-led, long-lasting regeneration of the NELM neighbourhoods.
 - Help to build partnerships between agencies and the community to benefit the lives of local residents.
 - Develop the skills and knowledge of local people and create and support buildings and services, which will contribute to the long-term success of the whole community.
 - Make sure that the community-focussed services and initiatives are realistic, valuable and achievable as set down in the long-term plans of the Trust.
- 3.7 It should be noted that NELM is currently preparing a new three-year delivery plan, which may supersede some of the information in this report.
- 3.8 NELM currently has 21 performance indicators and its performance to date can be seen for each of these indicators in appendix two.
- 3.9 The NELM indicators are grouped to show how they correspond to the indicators in the Norfolk LAA and the objectives of the Sustainable Community Strategy (see appendix three).
- 3.10 NELMs key activities are best viewed alongside each of these indicators as shown in the table in appendix four.
- 3.11 In order to show how each of the key activities is targeted, we have summarised information for each of the key NELM projects valued over £25,000 (see appendix five).
- 3.12 The NELMs spend profile is grouped in the following headings:

Theme	2006/07	2007/08	2008/09	2009/10	Total
Cross cutting	£47,435	£47,435			£94,870
Business and skills	£125,000	£115,000	£55,000	£35,000	£330,000
Children's services	£249,904	£439,953	£133,038	£7,105	£830,000
Health	£257,342	£261,438	£217,250	£96,500	£832,530

Lifelong Learning	£338,776	£280,547	£208,230	£80,672	£908,225
Neighbourhood Management	£131,250	£112,500	£107,250	£88,625	£475,375
Sports, Arts and Leisure	£157,268	£122,232	£107,250	£88,625	£475,375
Management and other support costs	£525,735	£360,330	£177,880	£59,530	£1,123,475
Bowthorpe School site	£1,025,600	£1,188,190	£3,143,077	£1,140,803	£6,497,670

Key lessons from the NELM experience

- 3.13 The NDC national evaluation⁴ has found that there is good evidence of change in the 39 NDC areas between 2001/02 and 2005/06. The national evaluation is based on 36 key indicators covering crime, education, health worklessness, housing and the physical environment, and the community:
- Analysis of the 36 key indicators suggests 32 have improved and for seven of these improvement has amounted to 10 percentage points or more;
 - The greatest positive changes have tended to occur in **place based** outcomes notably fear of crime and attitudes towards the local area and the NDC;
 - Only four indicators moved negatively with the number of residents in receipt of means tested benefits being the least tractable problem.
- 3.14 The national evaluators analysis of the 20 'greatest change' national indicators shows more signs of positive change in relation to place (attitudes to the area, crime, fear of crime) rather than **people based** regeneration (health, education, worklessness) based outcomes. The evaluators suggest that this may be due to a number of factors including the fact that NDCs have found it easier to introduce place based interventions and also that area based change data is more likely to identify place, rather than people, based outcomes.

⁴ New Deal for Communities: A synthesis of new programme wide evidence: 2006-07, NDC National Evaluation Phase 2, CLG Research Report 39.

- 3.15 The NDC national evaluation has emphasised the importance of recognising the interdependency of neighbourhood renewal activity with change in one outcome area being associated with change in others.
- 3.16 The NELM NDC has already achieved some success in mainstreaming successful initiatives. For example:
- The wardens' scheme that was piloted in the NDC area has now become part of the City Council's mainstream activities.
 - The West Norwich Credit Union, which started in West Earlham, now covers the whole of West Norwich.
 - The Contact NR5 fast track drug and alcohol treatment service at the Wensum Valley Medical Practice is now jointly funded by the PCT and the DAAT. There is also WNF transition funding (TPO4) going to the Wensum Valley Medical Practice to run a family planning clinic at the Bates Green Centre. [It should be noted that there is anecdotal evidence of people seeking a NELM address in order to get into fast track treatment.]
 - Breakfast school clubs were originally funded by the NDC at two schools and these schools (Larkman and Valley Primary) have now mainstreamed the funding for these clubs.
 - Nurture groups at West Earlham and Henderson Primary Schools will be introduced in the school's budgets from September 2008.
 - The Little Sparks playgroup is now self-sustaining without NDC funding.
- 3.17 We have identified what we may term two 'community hub' organisations, emerging from NDC experience, which have developed the capacity to work across a wider range of renewal areas in Norwich. They are:
- **The NR5 Project** that has successfully developed and delivered a range of interventions in the NDC area and beyond. Interventions include *post 16 support work* providing a range of services tailored to individual and group needs for vocational pathways, mentoring and support, and job training; *an inclusion programme* providing an alternative curriculum, educational inclusion and support for harder to reach young people at Key Stage 4, and Year 9 mentoring especially for those who are excluded or at risk of exclusion; and the *Future Radio* project for Year 10 students through to adulthood with job related training. [The NR5 Project also received substantial liC capital funding of £608k in 2006/07 to refurbish the Larkman Neighbourhood Centre as a purpose built facility for the NR5 projects.]

- **The Garage (Academy Trust)**, which offers a range of *creative activities* for young people and their families in the NELM area. It also has the capacity to play a key role in the CoNP's approach to *cultural planning*, which is likely to be piloted in the NELM area and Mile Cross.

3.18 In addition to the above we have identified the following key interventions in the NELM area that might be regarded as local best practice to be built upon in future programmes:

- The **Neighbourhood Management team** in the HELM area (North Earlham, Larkman, Marlpit area including West Earlham and Lower Hellesdon). The neighbourhood management team is working with services primarily concerned with supporting the delivery of improvements in relation to the '*Cleaner, Greener and Safer*' agenda. We have noted in our own interim evaluation report⁵ that good progress has been made in engaging with these core services, resulting in some significant 'Quick Wins'. The current Neighbourhood Management Delivery Plan has set a number of local priorities and targets, but is also designed to assist in achieving the NRF Floor Targets for violent crime and street robbery and the environmental target for increasing satisfaction with quality of life.
- The **Rain or Shine Childcare Agency**, which has begun to provide child care and crèche provision across a wider area than the NELM area and enables community members to undertake accredited childcare training. As a social enterprise it looks as though it will be able to be self-sustaining beyond 2010 without public subsidy.
- The **Henderson Business Centre**, which opened in July 2006, provides managed offices and workspace. At the time of our interviews in January 2008 it had 80 per cent occupancy for its offices and 40 per cent for its workshops. The NDC has submitted a proposal to EEDA for Phase 2 of managed workspace on the old Bowthorpe school site.
- The **Estates Management Team** that maintains the 20 acre Bowthorpe site, which is owned by the NELM Development Trust, is potentially a sustainable model for devolved local maintenance and could be in a good position to win contracts when the City Council begins to tender its grounds and parks maintenance functions in 2010.
- The **Family Matters** project at Bowthorpe is an important local satellite of the existing Sure Start children's resource centre offering a

⁵ Evaluation of the Neighbourhood Management Programme, Interim Evaluation Report, Holden McAllister. November 2007

drop-in and signposting service, together with a one to one parent support programme, parenting courses and activities for parents and children to better develop relationships. Family Matters receives the core of its funding (£102k in 2007/08) from Norfolk Children's Fund. The element of its service that is run by the YMCA is also funded (£22k in 2007/08) by the Children's Fund.

- The **Community Learning Mentors** based at the Marlpit Communications Centre who are funded by the liC. [The liC funding for community learning mentors amounted to £201k in 2007/08 and covers the Wensum, Crome /Thorpe Hamlet and Catton Grove wards but will take on other clients from other deprived wards through its out reach work.]

3.19 The NELM strategy of asset management is at the core of its sustainability strategy for when the Central Government NDC funding ends in 2010. Under this strategy it has built substantial community owned assets (predominantly on the old Bowthorpe school site) including the Henderson Business Centre and the new Norwich Fire Station, which is leased to the Fire and Rescue service over 21 years and yields an annual income of £140k for the Trust. Both of these remain in the ownership of the NELM Development Trust.

3.20 The transfer of the ownership, development and management of community assets is a model that the CoNP may wish to consider as a part of its future approach to community-led regeneration.

4. Investing in Communities

Background to liC

- 4.1 liC is a ten-year regional programme, run through the East of England Development Agency (EEDA). liC aims to enable economic inclusion, and solutions that address the problems and barriers which prevent people from achieving their full potential and contributing to the region's development and growth.
- 4.2 Shaping Norfolk's Future, the sub-regional economic partnership, is addressing the wider agenda of the county's economy as a whole. liC supports Shaping Norfolk's Future Strategic Goal Three: To reduce deprivation and social exclusion by increasing access to, and the quality of, employment and training through regeneration.

liCs Aims and Objectives

- 4.3 Following a series of sub-regional 'summits' in late 2006, the programme has focused regionally on three key themes of enterprise, employment and skills, with cross-cutting themes of 'access to services' and 'communities'.
- 4.4 Norfolk County Strategic Partnership (NCSP) Board has overall responsibility for the liC programme and Norfolk County Council is the lead partner and accountable body. The NCSP Board has delegated responsibility for programme delivery to the NCSP Management Group.
- 4.5 An liC Partnership Board is tasked with developing and administering the programme, approving projects and providing progress reports to the NCSP Management Group. The Norfolk Learning Partnership oversees the co-ordination of the learning and skills activity.
- 4.6 liC has agreed an area based approach to investment led by the local LSP so that in future suggested interventions in Norwich will require LSP endorsement. This gives much greater local control over the priorities for investment.
- 4.7 The key themes and actions are identified in the liC Business Plan⁶. The Norfolk programme is consistent with the regional guidance with strategic themes based on Skills, Employment and Enterprise. The cross-cutting themes of Making Connections, Aspirations & Achievements and Rural/Urban Interplay mirror those of Norfolk Ambition.

⁶ liC Business Plan

- 4.8 The Norfolk Partnership has an objective to maximise the impact of liC investment by aligning with other funding initiatives through LSPs. It aspires to "lever" into the programme a significant level of match funding using this approach. It has set a minimum target of 30% revenue leverage and 50% capital leverage for the programme as a whole.
- 4.9 The £14 million Norfolk liC programme focuses on those SOAs and output areas in the county that are in the most deprived 10 per cent in the country in terms of multiple deprivation or specific domains and addressing the instance of economic and education deprivation in rural Norfolk. Its key targeted areas in Norwich are Mile Cross, Thorpe Hamlet, Wensum, Catton Grove, Mancroft, Lakenham, Crome and Bowthorpe. However for 2007/08 its new investment will focus on Mile Cross and Catton Grove for employment, education and skills work.
- 4.10 There has been a 33% cut in liC's budget in 2008/09. There is also a shift from an EEDA-led to an LAA-led programme, in which liC targets are incorporated in the LAA. As a result the programme will be reviewed in 2008/09 to ensure strategic fit with the priorities of the LAA.

SCS and LAA alignment

- 4.11 liC fits with the Sustainable Community Strategy Theme 1: City of Economic Growth and Enterprise and Theme 6: City of Learning and Personal Development. It also supports the LAA Outcome 1: Thriving economy by providing more opportunities for people in employment, or currently out of employment, to improve their vocational skills; and Outcome 2: Improving skills and fulfilling aspirations by improving basic skills and encouraging lifelong learning; continuing to raise educational attainment; continuing to reduce the number of young people who are NEET.
- 4.12 In terms of the 10 key challenges that emerge from the Norwich Needs analysis, liC can primarily help in addressing two of these needs:
- Linking those with low skills to the labour market; and
 - Tackling wider worklessness.
- 4.13 The concept of "pathways into employment" is likely to continue to underpin the programme with each intervention designed to lead ultimately to an employment opportunity. The Norfolk Partnership will integrate the package of support (outlined in the interventions detailed below) and create, through intensive assistance, pathways into further learning, and into employment or self-employment. This will be achieved

by offering clients assistance to overcome their individual barriers to learning or employment. The menu on offer will include:

- Creating pathways into alternative forms of learning through "contextualised" vocational and skills for life courses provided in non-institutional settings;
- Individual support to overcome specific barriers to employment through, for example, lack of childcare or inability to access a job;
- Extended support to businesses to assist with business start up and retention rates in the defined communities.

4.14 The liC programme is broken down into a number of strategic interventions under each of its strategic themes and target areas and groups in Norwich (see appendix six).

The liC Programme in Norwich

4.15 As we have noted above the liC's key target areas are Mile Cross, Thorpe Hamlet, Wensum, Catton Grove, Mancroft, Lakenham, Crome and Bowthorpe. However for 2007/08 its new investment will focus on Mile Cross and Catton Grove for employment, education and skills work.

4.16 The 2007 IMD tends to confirm the liC target areas as it shows the most deprived areas across the city are located in the wards of Thorpe Hamlet and Mancroft, as well as parts of Catton Grove, Wensum and Mile Cross.

4.17 Mile Cross has the highest number of children NEET of any ward in Norwich (around 15% of the total NEET across the city)⁷.

4.18 The table in appendix seven presents information about each of the liC funded projects that are over £25k in value operating in Norwich. See appendix eight for details of countywide projects.

Lessons to date from the liC programme

4.19 The liC manger spoke to us about the work of the NR5 Project, which is particularly good at engaging with excluded young people.

4.20 In January 2007 ERS completed an independent programme level evaluation of the Norfolk liC, which provided an overview of the BizFizz, Sure Futures and Community Learning Mentors projects, which are funded by liC in Norwich. We consider each of these projects in turn:

⁷ Cited in Connexions Norfolk: The NEET Group –Central (Norwich) Area - A Quantitative Analysis of 16-18 year olds Not in Education, Employment and Training (Taken from January 2006 The NEET Group – Norfolk report)

- 4.21 **BizFizz:** Norwich City Council developed the original BizFizz project with the New Economics Foundation (NEF) and the Civic Trust. It is an alternative business start-up model working in local communities to enable local entrepreneurs to develop either social enterprises or private business. The ERS evaluators noted that BizFizz provides a bespoke service and states, “*The Business Coach is felt to be providing a real service to the community. A particular achievement has been the people it has involved and with whom it has built up a network. Community events run by BizFizz are well populated, and exhibit the project as an organic project with useful networking opportunities.*”
- 4.22 BizFizz also forms a key component of the LEGI strategy and receives LEGI funding, so it is worth pausing here to consider some of the issues around targeting BizFizz. The wider literature suggests that there are limitations as well as advantages to the BizFizz approach of working to support local entrepreneurs within deprived communities to develop either social enterprises or to start up private business. Here we can look to the extensive work commissioned by the former government department of the Office of the Deputy Prime Minister from the University of Middlesex Centre for Enterprise and Economic Development Research (CEEDR) that undertook a review of the literature on business led regeneration⁸.
- 4.23 CEEDR suggest that from a strictly economic development standpoint, regenerating an area depends upon the generation of external income by businesses located there and the extent to which there are local multiplier effects resulting from jobs created and the development of local supply chains. This tends to favour an approach to policy that prioritises attracting ‘inward investment’ and targeting new and existing businesses, which can demonstrate that they have innovative products and services, are operating in niche markets, and have growth potential. This approach would however tend to exclude social enterprises whose primary goal is not profit but social. An approach that is focused on promoting or supporting self-employment (i.e. sole traders and/or one and two person businesses) is not appropriate, since it is likely to produce low value added local market activity, with high displacement, resulting in negligible additional income into the local economy.
- 4.24 However, if the policy goal is primarily a social one, supporting social enterprises, sole traders and one/two person small businesses is more appropriate.

⁸ ODPM (2003) *Business-led regeneration of deprived areas – a review of the evidence base.*

- 4.25 The main obstacles to the move to self-employment are the 3Cs: Cash, Confidence and Credibility. The first major obstacle, 'cash', is dual. It is linked with the fear of the financial penalties incurred by leaving benefits. In some areas, all benefits including housing benefits are stopped when employment is found. Yet, starting self-employment and earning a living are not simultaneous. There is also the fact that businesses located in deprived areas often find it more difficult to access finance due to a "bad" postcode.
- 4.26 A successful self-employment scheme targeting the unemployed needs to address these 3 obstacles by: offering tailored support, providing a cushion between benefit dependency and sustainable self-employment, and guaranteeing on-going support. BizFizz seems to meet these criteria.
- 4.27 **Sure Futures** seeks to raise the aspirations of young people aged between 11 and 16 years old in two of the most deprived wards in Norwich (Mile Cross and Catton Grove). The project is also working in Bowthorpe and Wensum wards. It is providing creative arts and ICT learning activities that can lead to an accreditation or progression onto further education. Its 10 key partners include two of the 'community hub' organisations which we have already described as emerging out of the NDC experience: The NR5 Project and The Garage. One of the key challenges for the project is whether it is able to get people moving up the learning ladder and into employment. The ERS evaluation was positive in terms of the project achieving its outputs, but the project had not yet reached the stage where the looked for outcomes had been realised.
- 4.28 Community Learning Mentors are individuals who work in targeted areas to raise the aspirations and skill levels of deprived communities. The project is primarily focussed in the Catton Grove, Wensum and Thorpe Hamlet wards but will take on clients from other liC target areas. Early difficulties experienced by the project have included recruiting learning mentors and the limited availability of facilities/venues. However we understand that these difficulties have now largely been overcome. One of the benefits of the scheme has been that it has succeeded in attracting learning providers into areas that they would not necessarily have delivered in prior to the project. It has also been able to identify and work to overcome particular barriers to access to learning such as childcare.
- 4.29 One of the forward planning issues for the Community Learning Mentors is to have a broader reach than skills and to make a more direct contribution to meeting the worklessness challenge, for example by engaging with lone parents. One of the positive benefits so far has been in the partnership learning mentors have forged with the Thorpe Hamlet

Children's Centre, as this enables them to work with lone parents. Lone parents make up a very large proportion of out-of-work households across the city, and face significant barriers in taking up employment or training opportunities.

- 4.30 The liC projects in the City are mainly skills based and we understand the liC manager is looking to move to a commissioning model, which will also take account of the need to address the broader issues of worklessness. We would support this development, as it will enable liC services to better align to the 10 challenges to emerge from the Norwich Needs Analysis. We have noted from the liC business plan that it has already shown its adaptability by addressing the needs identified in the earlier rural needs analysis undertaken by OCSI.
- 4.31 The liC has made sizeable capital funding available to the Norwich Enterprise Centre, which will act as the hub for Norwich's LEGI programme and will provide a "shop window" for enterprise in the City Centre. As we have noted earlier it has also provided capital funding for the NR5 Project's base at the Larkman Neighbourhood Centre.

5. Local Enterprise Growth Initiative

Introduction to the LEGI programme

- 5.1 Norwich City Council's bid for inclusion in the Local Enterprise Growth Initiative outlined the City's ambitious commitment to grow 36,000 jobs and 33,000 homes by 2021 (Greater Norwich Policy Area, East of England Plan Report). It argued that Norwich City needs LEGI to:
- end the economic exclusion of its resident population so they benefit from the growth;
 - create entrepreneurs to drive enterprise growth, rooted in local communities; and
 - rebalance its economy, making for sustainable growth, less vulnerable to global investment decisions and building more intermediate level jobs.

LEGI Aims and objectives

- 5.2 The bid sets out the following aims for the LEGI programme in Norwich:
- **Develop an enterprising population** able to fully access the opportunities provided by the Norwich economy by creating pathways into self-employment and better quality employment.
 - **Remove the barriers that are stifling enterprise** for new business start-up and the growth of local small enterprises.
 - **Rebalance the local economy** by increasing investment in and growing local markets to create new small and medium sized business opportunities and more intermediate level jobs.
- 5.3 The objectives and targets of the LEGI programme are:
- 6,000 people including 2,000 young people and 2,000 women (primarily lone parents) will have significantly enhanced life chances by engaging in LEGI work streams. Drawn from the LEGI target areas, these people will become local role models and change agents transforming the culture of the low achievement and low levels of entrepreneurship in their local communities.
 - Business start up rates will increase to equal the national average – a net increase of 11 additional businesses per 10,000 residents.
 - Locally owned small enterprises (less than 10 employees) will flourish. The proportion will increase from 76% to 84% of the business stock to match the national average.

- Norwich will attract new inward investment – bringing an additional 50 jobs per year and benefiting the local supply chain.
- 5.4 The LEGI target groups are young people, women of primary working age (25-49) and the over 50s. Its target areas are Thorpe Hamlet, Mancroft, Mile Cross, Wensum, Lakenham and Bowthorpe. It also has the broader target of increasing total entrepreneurial activity in deprived areas.
- 5.5 Economic inactivity rates are higher among females across Norwich with 42% of females (aged 16-74) economically inactive compared with 29% of males⁹. In five LSOAs across Norwich more than 50% of children live in out of work households.

LAA and SCS alignment

- 5.6 The LEGI programme is aligned to Theme 1: City of Economic Growth and Enterprise of the Sustainable Community Strategy and Theme 6: City of Learning and Personal Development. It also aligns with the LAA Outcome 1: Thriving economy by providing more opportunities for people in employment, or currently out of employment, to improve their vocational skills; and Outcome 2: Improving skills and fulfilling aspirations by improving basic skills and encouraging lifelong learning.
- 5.7 In terms of the 10 key challenges emerging from the Norwich Needs Analysis, LEGI can help in addressing three of these needs:
- Improving outcomes for children in low income and out of work households;
 - Linking those with low skills to the labour market;
 - Tackling wider worklessness.

The LEGI programme in Norwich

- 5.8 The City Council is the accountable body for the LEGI programme. There are eight initial work streams under the programme, which runs from January 2007 to 2017:
- **Norwich Enterprise Centre**, which aims to provide joined up and improved access to enterprise services through a 'hub' and 'one stop shop' that connects mainstream provision with LEGI and other services for businesses. The City Centre premises, which are now completed, provide a base for LEGI staff and business advisors. Other work streams will also signpost people to the Enterprise

⁹ Census 2001

Centre. The initial capital programme to create the Enterprise Centre was funded by LEGI (£781k) and liC (£171k) and there was LEGI capital/ revenue support of £308k in 2007/08, as well planned support of £567k in 2008/09 and £577k in 2009/10.

- **Mentoring for aspiring entrepreneurs** using BizFizz business coaches and expanding from Bowthorpe to Wensum ward, and setting up three additional BizFizz programmes in Mile Cross, Thorpe Hamlet and Lakenham. Each of the four BizFizz coaches are supported by a management group drawn from each local community and a panel of local community leaders, professionals and local business people. The LEGI revenue contribution is £287k in 2007/08, £296k in 2008/09 and £346k in 2009/10. As we have noted above BizFizz also received liC funding of £65k in 2007/08.
- **Targeting the change agents** by seeking to build an enterprise culture in local communities through Enterprise Awareness and Business Start Up programmes. The two target groups are young people and women targeted through the Young Entrepreneurs and the Enterprising Women programmes. LEGI provided £876k in 2007/08 and will provide £865k in 2008/09 and £838k in 2009/10.
- **Seizing opportunities** seeks to capitalise on Norwich's successful economic growth to ensure "payback" for the "indigenous population". The main activities include targeting young people, women and people aged over 50 to offer a "world of work" programme aimed at accessing work in the finance, cultural and creative industries. LEGI provided £296k in 2007/08 and will provide £305k in 2008/09 and £315k in 2009/10.
- **Step Up** will tackle the barriers that cause Norwich's small and medium enterprises (SMEs) to grow. It aims to do this by providing mentored loan support provided by an existing Community Development Finance Institution (CDFI). Loan support of £100k is ring fenced per year in the first three years of LEGI funding and the gross amount of funding in each year is £120k in 2007/08 and 2008/09, growing to £121k in 2009/10.
- **Home Grown Jobs for Norwich** emphasises building enterprise skills in disadvantaged communities through existing community and voluntary organisations to enable them to benefit from public sector procurement opportunities. LEGI budgeted £54k in 2007/08 but this was largely unspent. It has a budget of £55k in 2008/09 and £57k in funding in 2009/10, but has not yet determined which projects to commission with this funding.
- **Buy Local** aims to capitalise on the spending power of Norwich's 66 largest employers including procurement opportunities in the public

sector, working with them to grow markets for SMEs including social enterprises by increasing local purchasing and procurement. LEGI provided £125k in 2007/08 and will provide £68k in 2008/09 and £44k in funding in 2009/10.

- **Investing in Norwich** focuses on revitalising secondary shopping/employment areas and will, for example, work with the Trade Association in West Earlham and help to establish a similar organisation in Mile Cross. It will publish a new Norwich Prospectus to attract inward investment from the private sector. LEGI set £307k aside to support this activity in 2007/08 and will provide funding of £333k in 2008/09 and £284k in 2009/10.
- We have provided in appendix nine a summary of each of the LEGI projects over £25k in value.

Lessons learnt and issues arising from the LEGI programme

- 5.9 The *Norwich Enterprise Centre* work stream is intended to be a major flagship for the LEGI programme, but its overall success as a 'hub' will be dependent on its ability to join up business support across a range of bodies and agencies. Careful monitoring will be needed to measure the extent to which this happens, as well as the extent to which other LEGI projects signpost individuals to the Centre. The long-term sustainability of the Enterprise Centre is still at issue.
- 5.10 *Mentoring for aspiring entrepreneurs* work stream. We have discussed in the preceding section some of the issues that surround BizFizz.
- 5.11 *Targeting the Change Agents* work stream:
- *Schools enterprise*. The LEGI work on *schools enterprise* is a significant investment and has concentrated its efforts on working with schools in difficulties including Earlham High School. A consortium approach has been used which includes a network of organizations including the NR5 Project, Young Enterprise, The Norfolk Network, The Exchange and the Chamber of Commerce. By enabling staff time to be released to build enterprise education into the school curriculum and linking to the 14-19s Area Board it is building schools' capacity for enterprise. The approach is to seek to embed enterprise across the curriculum and is currently focused on Years 6 and 7 and 10 to 12. The medium term intention is to mainstream this work through the new 14-19 diplomas.
 - *The Women's Employment Enterprise and Training Unit (WEETU)* a Norfolk based voluntary organisation and not for profit company, is providing the Enterprising Women programme aimed at women

across the LEGI areas. The programme, which has been specifically designed by WEETU for LEGI, includes training in personal development/confidence building, business counselling and support, loan finance (including the locally successful Full Circle peer lending circle), barrier removal grants and a networking/buddying scheme with local women entrepreneurs.

- *The Princes Trust* is running the Development Awards programme, which aims to support 120 young people over two years. The Trust is also managing the business support programme for young people aged 14-30 years.

- 5.12 By both building up the capacity of the network of organisations involved in the schools enterprise initiative, and by working with delivery agents such as WEETU and the Princes Trust, which has a substantial track record, the programme is demonstrating a well balanced approach to its Targeting the Change Agents work stream.
- 5.13 We note that City College has established a Deloitte Employability Programme, which is designed to promote employability within the school curriculum. Links should be made between the schools enterprise initiative and this programme.
- 5.14 *Seizing opportunities* work stream uses business volunteers as mentors to build relationships between local communities and local employers in key growth sectors. It is also providing training and work experience to support women in returning to work. This latter initiative could be important in the context of the DWPs drive to encourage lone parents to return to work; if it proves to be successful, then perhaps this element of the scheme should be expanded.
- 5.15 We understand that there is work in progress to establish an Employment Panel which brings together the LEGI providers under the Seizing Opportunities work stream. However we comment in the last section of this report on the need for the CoNP to take full ownership of the worklessness agenda.
- 5.16 *Step Up* work stream provides valuable access to loan finance to start-up or grow and existing business, as well as mentored support for those who have been made redundant and wish to set-up their own business. The CDFI initiative is now run by Communities East and is tied into the Business Centre. Banks and Business East are also marketing the finance initiative. There may be an overlap with other EEDA regional CDFI support.

- 5.17 It is worth pausing here to consider the merits of supporting start-ups as opposed to investing in growth in existing business.
- 5.18 The Institute for Public Policy Research North has explored this issue in some depth in a paper on Entrepreneurship and Innovation in the North¹⁰. Recent academic work by Meuller et al (2004) on firm foundation in Germany has identified three phases as a firm establishes itself, with differing impacts on aggregate employment. The first phase is the immediate impact of business formation, which usually has a positive impact on aggregate employment (the *direct* effect). The second phase can see competitors go out of business with its negative impact upon aggregate employment (the *displacement* effect). In the third phase the surviving firms are stimulated into improving their own performance and creating further employment (the *induced* effect).
- 5.19 The same group of researches have looked at the experience of Great Britain and have come to the broad conclusion that increased VAT registrations tend to have a positive impact on aggregate employment. In other words, the combined impact of the *direct* effect and the *induced* effect outweigh the impacts of the *displacement* effect. IPPR have however argued that this work ignores the impact of geographic distinctions and have presented data which shows that in regions with low levels of entrepreneurial activity (i.e. the North of England) the impact of firm foundations tend to have a negative impact on aggregate employment outweighing the positive impact. Using this evidence IPPR concludes that, while increasing the levels of VAT registered businesses is a valid strategy for regional bodies to pursue to raise productivity, *“there is at least a reasonable likelihood that it will give an negative impact on aggregate employment”*.
- 5.20 IPPR goes on to argue *“public policy needs, therefore, to be more discerning in the sort of enterprises it encourages and subsidises – for example, though subsidising firms that are more likely to innovate. The focus should be on quality, not quantity of new firms”*.
- 5.21 Whilst supporting start-ups in deprived areas as opposed to investing in growth in existing business may not lead to net employment growth, it can nevertheless have other potential socio-economic outcomes such as increasing skill levels, helping those involved to engage with the labour market, and building community confidence.
- 5.22 *Buy Local* work stream aims to capitalise on the spending power of Norwich’s largest employers including procurement opportunities in the

¹⁰ Institute for Public Policy Research, Entrepreneurship and Innovation in the North. IPPR North 2008.

public sector. The latter will be given a boost by the Chancellor's Budget speech announcement of a target of 30% of public procurement coming from SMEs. The City Care contract procurement is opened up in 2010 and may provide additional procurement opportunities.

- 5.23 We note that there is a lot of lead-in work that will need to take place to support the development of social enterprises before they are fully able to take advantage of procurement opportunities and this level of detailed support may be a gap in current provision.
- 5.24 *Investing in Norwich* work stream is made up of a neighbourhood grants programme to improve secondary shopping areas.
- 5.25 The manager of the liC programme told us that he felt that liC, LEGI and WNF needed to be better linked and their shared objectives better understood.

6. Job Centre Plus

Introduction to JC Plus

- 6.1 We interviewed the External Relationships manager at JC Plus who provided us with much of the following information.
- 6.2 As an executive agency of the Department for Work and Pensions the key JC Plus programmes reflect the Government's priority in 1997, which was to tackle long-term unemployment, especially among young people (aged 18-24), and support has subsequently been extended to older age groups.

JC Plus New Deal Objectives

- 6.3 The 'New Deals' have been at the heart of the Government's approach:
- The *New Deal for Young People* (NDYP) was introduced in April 1998 to end long-term youth unemployment and provide support for all jobseekers aged 18-24 who had been unemployed for 6 months or more;
 - The *New Deal for Jobseekers* aged 25 and over (ND25+) was developed and enhanced from April 2001, to provide assistance on a similar basis to jobseekers who had been unemployed for 18 months or more;
 - Jobseekers aged 50 and over have been able to access New Deal on a voluntary basis when out of work for six months or longer. Jobseekers aged 50 and over also have access to ND25+ from 18 months, and from July 2007 the Intensive Activity Period element of the ND25+ became mandatory.
- 6.4 The Government's current 'welfare to work' strategy is to ensure that those who can work are given the support needed through a national framework which delivers intervention at an individual level. This includes *New Deal for Lone Parents* and for people on Incapacity Benefit (IB), the Government are currently rolling out the new *Pathways to Work* programme and next year it will be replacing IB with the new *Employment and Support Allowance*.
- 6.5 The July 2007 Green Paper, *In work, better off: next steps to full employment* set out proposals for further strengthening the framework of rights and responsibilities for benefit claimants. It also set out proposals for a more personalised welfare system, including the introduction of a flexible new deal, providing more tailored and intensive support for jobseekers.

- 6.6 *Opportunity, Employment and Progression: making skills work* sets out the key principles for the integration of employment and skills services. As part of this, Jobcentre Plus will work with the adult advancement and careers service to support individuals in identifying and addressing skills needs. Job seekers will be helped to develop the skills needed to find, retain and progress in work. Jobcentre Plus will help customers navigate wider welfare to work services and broker solutions with other Government agencies, local authorities, employers and the private and voluntary sectors.
- 6.7 Jobcentre Plus is central to helping people get back to work, because of its key role in enabling access to benefits, jobs and training, working with many different partners in the public, private and voluntary sectors.
- 6.8 DWP uses the Deprived Areas Fund (DAF) to support locally tailored approaches to tackling worklessness. As we have noted earlier in this report this programme has now merged within the WNF and Norwich no longer has this programme money, which was used in a small pilot area in Mancroft but ends in March 2008.

JC Plus Programmes in Norwich and Norfolk

- 6.9 The primary local drivers for JC Plus are to reduce the numbers on Incapacity Benefit (IB), support lone parents into work and support the longer term unemployed in gaining employment. Key challenges relate firstly to the fact that the IB claimant rate across Norwich has risen sharply between 1999 and 2007 with a rise of over 3% over the period. IB claimant rates have risen particularly sharply across the most deprived areas in the city, with the proportion of people claiming IB in the most deprived 20% increasing by 11% between 1999 and 2007 (more than three times the increase across the city as a whole).
- 6.10 The second challenge is that across Norwich there are more than two and a half times as many people who are workless through sickness and claiming IB (6,900) - compared with those who are unemployed and claiming JSA (2,600 claimants)¹¹.
- 6.11 Just under one-quarter (23%) of all JSA claimants in Norwich have been on benefits for more than a year, this compared with 14% in the East and 16% in England as a whole¹².

¹¹ DWP August 1999 to May 2007 with denominators taken from ONS sub-national population estimates 2001 to 2005.

¹² Ibid.

- 6.12 The third challenge is mental illness as the primary cause of worklessness through sickness in Norwich. 3,800 people in Norwich were claiming IB in May 2007 as a result of mental health disorders¹³ (54% of all IB claimants across the city). In the Mancroft and Thorpe Hamlet areas of the city, as many as three quarters of IB claimants claim for mental health reasons. By contrast, 40% of IB claimants across the region and 41% of IB claimants across England as a whole claim as a result of mental health reasons.
- 6.13 The External Relationships manager at JC Plus told us that the key strategic objective for JC Plus is to engage with employers to influence and support them to take on priority groups. It does this in part through the Local Employment Partnership and partly through the direct approaches it has made to large local employers.
- 6.14 Other key strategic partners identified by JC Plus are the Norfolk Learning Partnership, both in terms of brokerage and signposting; Children's Centres for outreach work especially with lone partners; and the LSC for skills development support. 'Train to Gain' is especially important to achieving JC Plus targets. [We discuss Train to Gain under the next LSC section of this report.]
- 6.15 Most of the JC Plus programme parameters are set and even commissioned centrally or regionally and this limits their local flexibility as partners within the CoNP and the LAA. However there is local flexibility in the occupational areas which are targeted; for JC Plus locally these include construction, distribution, health and social care, retail, leisure and tourism and administration.
- There are sub-regional JC Plus contracts related to New Deal until March 2009 when they will be replaced with arrangements under the new Flexible New Deal programme. This will strengthen the requirements for those claiming Jobseeker's Allowance (JSA) and introduce a new, flexible New Deal for all job seekers. This would replace the current, separate New Deals for young people and unemployed adults. The effect of this would be to provide increasing levels of support and require corresponding effort on the customer's part as the duration of the claim for JSA increased.
- 6.16 Given the move to the flexible New Deal for all job seekers in 2009, we do not propose to rehearse here the current New Deal arrangements. It is however important to note that current contracts are based on providers achieving a 45% job outcome target and those providers are

¹³ OCSI analysis of data from Dept. Work & Pensions (Nov 2006). *Incapacity Benefit Statistics*

often failing to meet that target. The new commissioning targets will be related to sustaining employment and will be far harder to meet.

- 6.17 We understand that from June 2008 JC Plus will be letting two new Norfolk contracts with ESF funding:
- The *Flexible Routeway* into employment with pre-employment training aimed at those who are on benefit but with earlier interventions than those for New Deal.
 - *Intermediate Labour Markets* scheme with employer placements to move into employment. This is a small, 50-place Norfolk-wide scheme aimed at those with significant barriers to work.
 - In Norfolk, the Shaw Trust delivers the DWP Pathways to Work. The programme provides a more coherent way of supporting people on IB based around increasing financial incentives to return to work, a better support and referral framework via JC Plus, rehabilitation programmes to help people manage their conditions, and more support for people who have to move from IB to JSA¹⁴.
- 6.18 Employer attitudes to employing those with a history of mental illness remains a key problem. Meridian East and Remploy are also running work preparation schemes for those on IB.

Key lessons from the JC Plus perspective

- 6.19 The External Relationships manager at JC Plus has identified a number of ways in which supporting those on IB and JSA needs to be tackled at a local level:
- *Joining up the employment preparation agenda* between JC Plus, the LSC, Norfolk Learning Partnership, liC and LEGI under the CoNP;
 - *Tackling more people at an earlier stage* on a voluntary basis before New Deal kicks in;
 - *Supporting and influencing employers in their attitudes* to providing work placements and subsequent employment for those with a history of mental illness;
 - *Developing the capacity of the voluntary sector* to meet the new harder targets and move people on to the next stage of sustained employment;

¹⁴ www.dwp.gov.uk/publications/dwp/2005/5_yr_strat/pdf/report.pdf also see www.policyhub.gov.uk/home/employment_strategy2005.asp

- *Addressing the concerns and providing improved support for SMEs when employing those who have been unemployed for more than a short period of time.*

LAA and SCS alignment

- 6.20 This agenda for change also fits neatly with the LAA Outcome 1: Thriving economy by reducing the number of people in the county who are out of work and dependent on benefits. It also fits with the Sustainable Communities objective of raising aspirations, skills and achievement.
- 6.21 As a link into the next section on the LSC, it is also worth mentioning the key role that the City College plays in this agenda for change, as it links to the employer led Financial Skills Academy based at the college, the Deloitte Employability Centre which we mentioned earlier, targeted work with NEETs, and the college's 'People First' programme of sponsored college placements linked to job placements.

7. The Learning and Skills Council

Introduction to the LSC

- 7.1 The Learning and Skills Council is the national organisation with responsibility for the planning, funding and quality assurance of post-16 education outside of the university sector in England. The LSC is organised into nine regional teams, each of which produces a regional commissioning plan that identifies the priorities for the Learning and Skills sector in its region for the forthcoming year.
- 7.2 The Government announced on 17 March 2008 that Learning and Skills Councils are to be abolished by 2010. Local authorities will be responsible for offering all young people up to the age of 18 a full menu of choices – both the new apprenticeships and diplomas alongside GCSEs, A levels and the Foundation Learning Tier. Local authorities will be able to commission provision to meet demand from young people and employers.
- 7.3 A new Skills Funding Agency will be responsible for ensuring that government funding responds to employers' and adults' skills needs, and will also be responsible for acting as the route to funding for FE colleges and other providers. It will eventually take over management of the new National Apprenticeship Service.

LSC Objectives

- 7.4 Within the Eastern Region the LSC have identified a number of sectors that are of priority to the LSC and its strategic partners. These are:
- Construction & the Built Environment
 - Engineering & Manufacturing
 - Health & Social Care
 - Leisure, Tourism & Hospitality
 - Land-based Industries
 - Logistics
 - Retail
- 7.5 The Public Service sector also features within its priorities, as there is a need for this sector to engage at a greater level in the skills and employability agenda. The LSC's Commissioning Plan for 2008-2009 lists 'shared challenges' facing the priority sectors including:

- reported skills gaps and skills shortages across these sectors
- restricted availability of sufficient, quality programmes which lead to specialist sector qualifications
- lack of high quality specialist providers working directly with regionally based employers
- limited access to sector specific Leadership & Management provision
- regional demographics –with a decline in young people coming on to the labour market and growth in the proportion of the current workforce nearing retirement age
- ethnic make-up of the current workforce which, in many areas, does not reflect the ethnicity of the local population
- take up of apprenticeships within the majority of these sectors which is lower than other regional comparison sectors
- lack of visible career pathways and the poor image of many of these sectors.

7.6 The Leitch Review of Skills, *Prosperity for all in the global economy: world-class skills*, published in December 2006, set out new ambitions for developing world-class skills. The review recommends that the UK commit to becoming a world leader in skills by 2020, benchmarked against the upper quartile of the OECD. This means doubling attainment at most levels. Stretching objectives for 2020 include:

- 95 per cent of adults to achieve the basic skills of functional literacy and numeracy, an increase from levels of 85 per cent literacy and 79 per cent numeracy in 2005;
- exceeding 90 per cent of adults qualified to at least Level 2, an increase from 69 per cent in 2005. A commitment to go further and achieve 95 per cent as soon as possible;
- shifting the balance of intermediate skills from Level 2 to Level 3. Improving the esteem, quantity and quality of intermediate skills. This means 1.9 million additional Level 3 attainments over the period and boosting the number of Apprentices to 500,000 a year;
- exceeding 40 per cent of adults qualified to Level 4 and above, up from 29 per cent in 2005.

The LSC Programme

- 7.7 To achieve the report's vision, the LSC has implemented a demand- led approach to commissioning, coupled with a strong emphasis on quality. The budget and commissioning priorities for the East of England LSC for 2008-09 as set out in the plan are:

Young people – focusing funding for young people on increasing participation and attainment, and particularly on:

- engaging more young people currently NEET and those in work without training
- increasing the number of apprenticeships, expanding Young Apprenticeships,
- introducing Pre-Apprenticeships, and developing the 'Programme-led' Apprenticeship programme
- increasing spending within the region on Learners with Learning Difficulties and/or Disabilities (LLDD), offsetting this increase against a reduction in out of region residential education
- for provision below Level 2, focusing spending on National Credit Framework (NCF) and Qualifications and Credit Framework (QCF) accredited provision
- within Entry to Employment (E2E) reducing the spending on unaccredited provision.

For adults:

- focus more spending on first full Level 2 and Level 3 qualifications
- increase the spend on apprenticeships in both the 19-24 and 25 plus age groups
- significantly increase spending on up-skilling the workforce through the Train to Gain service
- focus more of Skills for Life spending on numeracy
- use the development of the Foundation Learning Tier to rationalise the funding of programmes below Level 2 which support progression into further learning and employment.

The LSCs Plan for 2008/09

- 7.8 The three key challenges set out in the plan are *raising demand among young people, raising demand among adults and raising demand among employers*. These are set out in appendices ten, eleven and twelve.

Local Training Providers and Networks

- 7.9 In our interview the Director of the LSC summarized the LSCs top three priorities as being: to stop people becoming disengaged up to 19 years, to up skill the employed workforce to Level 2/3, and to address the worklessness agenda. He would like to see a Skills Plan for Norfolk being developed in partnership with county partnerships and the CoNP.
- 7.10 The link between low-skill occupations and interpersonal skills is important. Many commentators highlight the importance of ‘softer’ interpersonal, intrapersonal, and social skills to employability¹⁵. Employers repeatedly highlight these as key: for example, skills such as customer service (41%), oral communication (39%), written communication (36%), team working (34%) and problem solving (34%) all featured in the 2005 National Employer Skills Survey, as those most often lacking amongst job applicants to small firms¹⁶.
- 7.11 ‘Train to Gain’ is a programme that seeks to meet the employer demand for skills. In East of England 120 providers either via individual provider contracts or consortia contracts deliver it. It will continue to be the LSC’s flagship programme during 2008/09. Train to Gain delivers training within employer’s premises and is designed to help people gain a Level 2 qualification.
- 7.12 One of the key challenges for the LSC is to ‘excite and engage’ employers to become involved with Train to Gain, as well as the Skills for Life adult learning agenda. The Chamber of Commerce is a key LSC partner in getting employers on board. The LSC would like to see Train to Gain more closely linked to the LEGI programme.

¹⁵ For example, see Mulgan (2005). Learning to serve. Available from www.youngfoundation.org.uk/node/276; Newton & others (2005). What employers look for when recruiting the unemployed and inactive: skills, characteristics and qualifications - DWP Research Report 295. Available from www.dwp.gov.uk/asd/asd5/rports2005-2006/rrep295.pdf

¹⁶ Quoted in Worcester Research (2007) A Review of Regional Skills and Employment Issues to Inform the Development of the South East ESF Framework – SEEDA.

City College

- 7.13 Colleges are predominantly commissioned by the LSC to deliver Skills for Life training.
- 7.14 A new approach to meeting the skills training needs of Norfolk's employers has been adopted by its six FE colleges. City College Norwich, the College of West Anglia, Great Yarmouth College, Paston College, East Norfolk Sixth Form College and Easton College have formed a new company, Colleges for Business Norfolk, which has been designed to help businesses to access the training resources and expertise of all six colleges through a single point of contact. Part of the new service will also help businesses to keep training costs down by maximising funding opportunities through specific initiatives such as Train to Gain.
- 7.15 The National Skills Academy network is a unique structure of employer-led excellence for skills training. They provide a means for direct involvement by employers in the design and delivery of learning. The eastern region is covered, in varying degrees, by each of the Round 1 National Skills Academies. This includes the Financial Services Academy at the City College Norwich.
- 7.16 The LSC has accredited City College Norwich for delivering high quality training to employers in the region. The college is one of the first training providers in the Eastern region to reach the new standards set by the LSC. City College has a vital role in the employability and skills agendas in Norwich, especially in the LSC's drive to increase young people's participation in learning up to 19.
- 7.17 The City College has developed strategies for supporting schools in Norwich in engaging with participation rates through its '*Increased Flexibility*' and '*Young Apprenticeships*' programmes for 14 and 15 year olds. Pupils on the Young Apprenticeships programme continue to study the core National Curriculum subjects but also pursue qualifications in a vocational area. This work will eventually be taken in as part of the new national roll out of vocationally orientated Diplomas.
- 7.18 In relation to 16-19s the College has sought to encourage young people from deprived areas and communities to come to the college through its marketing and outreach work, and also offers enhanced learning support funded by the LSC for those with learning difficulties. Last year 230 NEETs attended the college and this was achieved through a partnership

between the college and Connexions service targeting the top 10 wards in which the NEET population is most prevalent.

- 7.19 The College also offers '*Programme-led Apprenticeships*' which are funded by the LSC. A Programme-led Apprenticeship starts with vocational and general education towards an NVQ but also involves an extended placement with an employer. At City College this involves two terms in college followed by a 6-month internship with an employer. Employer placement is arranged prior to students joining the course. These students also participate in the Deloitte Employability programme. Whilst a handful of the around 60 students at the college on this form of apprenticeship are doing their internships for the county council's IT support provider, we understand that as yet none are in the public sector in the City.
- 7.20 *People First* is a college service for employers that links students at City College with vocational experience through employment, work placements, internships and mentoring. It also offers a job brokerage service to employers.

Adult Learning

- 7.21 One of the challenges in terms of *community based adult learning* is to secure progression from Personal and Community Development Learning (PCDL) to achieving Level 2 qualifications. There is obviously a cross over with LEGI (e.g. the WEETU and Princes Trust programmes) and liC (e.g. Community Learning Mentors and the NR5 Project) programmes in this regard. We have already commented on the need to secure progression in both of these earlier sections of the report. There is also a cross over with JC Plus programmes and Train to Gain.
- 7.22 The Norfolk Adult Education Service currently delivers the LSC PCDL funded learning and publishes the Adult Learning prospectus in which Skills for Life courses are free to all learners. The range of learning opportunities extends from non-vocational taster courses to learning basic craft skills, ICT skills for business, advanced language skills, and from access to learning diplomas to NVQ2 skills courses.
- 7.23 The concept of a Learning City was built into the first draft of the Economic Strategy for Norwich in 1996. The most recent Refresh of Norwich's Economic Strategy (2005/06) has amongst its aims to: increase and improve the skills of Norwich citizens, and to tackle barriers to learning and employment.

- 7.24 The City also has the Learning City Online portal, which is a £2.7 million project that is financed through the Government's New Opportunity Funding. It brings computer facilities to 16 designated learning centres in local communities.
- 7.25 Currently the Norwich Learning City charity is the 'learning partnership' for Norwich. The partnership has previously had SRB funds and a high degree of commitment from partners. It has now been agreed that this forum will be used by the Adult Education Service to identify the needs of current non-learners to get them back into learning. The Adult Education Service has a flexible amount of PCDL funding to respond to identify needs on an ongoing basis and it is this pot of money that can be influenced by the forum. It is intended that the learning needs identified by a range of outreach workers be brought to the forum to influence how this money is spent. Norwich Learning City charity can also bid for additional funding to address the identified needs.
- 7.26 The Norwich Learning City forum can also assist in coordinating the community engagement function across a range of outreach projects e.g. the community learning mentors, WEETU and other LEGI initiatives, WNF and liC initiatives. To discharge this function effectively, there will be a need for modest core funding to coordinate the Norwich Learning City forum.

8. Sure Start Children's Centres

Introduction to Sure Start

- 8.1 For the purposes of this research we have interviewed the Children's Services lead officer for Sure Start Children's Centres and the programme manager of the Thorpe Hamlet and Heartsease Sure Start Children's Centres.

Sure Start Children's Centres Aims and objectives

- 8.2 The Sure Start Children's Centres programme is based on the concept that providing integrated family support, early education, care and health provision together with support for gaining access to employment are key factors in determining positive outcomes for children and parents.
- 8.3 Sure Start Children's Centres are places where children under 5 years old and their families can receive seamless integrated services and information, and where they can access help from multi-disciplinary teams. The Children's Centres are at the core of the Government's strategy to deliver better outcomes for children and families and also form part of its 10 year childcare strategy to enable all families with children to have access to an affordable, flexible, high quality childcare place for their child.

LAA and SCS alignment

- 8.4 Children's Centres support the LAA Outcome 2: Improving skills and fulfilling aspirations by improving basic skills and encouraging lifelong learning, and Outcome 7: Supporting independence by focusing on early intervention and prevention, particularly for vulnerable people. They also relate to the CoNP's Sustainable Communities Strategy Theme 5: City of Health and Well-being.
- 8.5 There are six of the National Indicators which relate to children's centres:
- NI 109 No. of children's centres
 - NI 53 Prevalence of breast feeding at 6-8 weeks from birth
 - NI 55 Obesity among primary age children in Reception Year
 - NI 92 Narrowing the gap between the lowest achieving 20% in the Early Years Foundation Stage Profile and the rest
 - NI 116 Proportion of children in poverty

- 8.6 From a Norfolk perspective there are also local indicators that relate to mental health and safeguarding children that are of relevance.

Children's Centres in Norwich

- 8.7 The Children Centre model builds on the earlier development of Sure Start funded centres, which include the Sure Start Centres in Thorpe Hamlet and Heartsease (a Trailblazer project), the Mile Cross & Catton Grove and Fiddlewood Children's Centre (5th wave Sure Start funded), Bowthorpe & West Earlham (6th wave).
- 8.8 These early Sure Start Children's Centres are managed by:
- NCH: Thorpe Hamlet and Heartsease, and the Mile Cross & Catton Grove and Fiddlewood Children's Centre
 - Norfolk PCT: Bowthorpe and West Earlham.
- 8.9 Children's Services, which is now the commissioning body for Children's Centres in Norfolk, are now leading the development of the new Children's Centre located at the Vauxhall Centre in Mancroft ward. In addition two further centres have been commissioned:
- An East Children's Centre in Lakenham attached to, and led by the Cavell Infants School
 - A North Children's Centre attached to the Angel Road Infants School.
- 8.10 There is also the Earlham Early Years Centre, which has been built on the model of an Early Excellence Centre.
- 8.11 The Thorpe Hamlet and Heartsease Children's Centre run by NCH runs a parent-led, adult learning programme. Initially this was ESF Objective 3 funded from 2002 with additional funding coming from the Government Regional Office until 2006. In June 2006 the LSC began to fund a 'taster' course (£87.5k in 2007/08). At the point of our interview, future funding for this adult learning project had still to be secured.

Lessons learnt from Children's Centres

- 8.12 We also noted earlier, the partnership that learning mentors have forged with the Thorpe Hamlet Children's Centre, as this enables them to work with lone parents. Lone parents make up a very large proportion of out-of-work households across the city, and face significant barriers in taking up employment or training opportunities. We understand that the learning mentors have focussed in on the Crome ward and specifically the Pilling Park Estate, as well as Heathgate in Thorpe Hamlet. We also note that a JC Plus worker also sees people at the Thorpe Hamlet Centre.

- 8.13 We understand that the DWP has recently announced that all Children's Centres will have a JC Plus worker attached in a liaison role to meet parents and ensure they are aware, where appropriate, of how to get access to Working Families Tax Credit.
- 8.14 The Children's Services lead officer for Sure Start Children's Centres is encouraging Children's Centres to join together to bid for and share adult learning resources and expertise. We consider that this approach should be encouraged. Children's Centres are, for example, a natural point to begin to engage with lone parents and assist them in progressing to further learning.
- 8.15 The provision of affordable childcare for women returning to work is a significant challenge for Children's Services. Some money is coming from central government but sustainable funding is a key obstacle in attaching affordable childcare to Children's Centres.
- 8.16 The PCT attaches staff including health visitors to the Children's Centres, although we are told that the PCT will have difficulties in mainstreaming these posts in the existing Children's Centres, and that the newer Centres are only likely to have staff time attached rather than fully funded posts. For the obesity and breast-feeding targets, as well as for early development reasons, the PCT input into the Children's Centre model needs to be sustained.
- 8.17 The Children's Centres also help in engaging with the parental substance misuse agenda, as well as supporting children whose parents may experience difficulties stemming from their drug or alcohol misuse. There are concerns about those who may not yet use the centres partly because of their substance misuse problem.
- 8.18 We understand that the commissioners are currently considering whether to fund childcare provision attached to the Women's Refuge or to encourage stronger links with the Children's Centres.
- 8.19 The creation of integrated, multi-disciplinary teams that are co-located is central to the operation of the Children's Centre model, but so too is integrated Centre leadership. We understand that all Children's Centre managers are required to undertake the national professional qualification in Integrated Leadership and think that such a leadership-training programme is equally pertinent to other multi-disciplinary teams in Norwich.

9. Norfolk Children's Fund

Introduction to the Children's Fund

- 9.1 The Children's Fund, Sure Start and Connexions are initiatives, which form part of the Government's strategy to prevent children and young people from becoming socially excluded. The three initiatives target different age groups ranging from 0-19. Sure Start targets preventive services to families in deprived areas with children under 5 years old. The Children's Fund targets preventive services at 5-13 year-olds. Connexions provide information and support services for 13-19 year-olds.

Children's Fund Aims and Objectives

- 9.2 The national Children's Fund programme aims to: *"tackle disadvantages and inequalities, which derive from child poverty and social exclusion amongst 5-13 year olds in England and Wales"*.
- 9.3 The Norfolk Children's Fund, which was in the first wave of Central Government funding, has been operational since 2001. The seven nationally required sub-objectives, which are integral to the Norfolk programme are:
- To promote attendance in schools by the majority of 5-13 year olds in the area.
 - To achieve overall educational performance among children and young people aged 5-13.
 - To ensure that fewer young people between 5-13 commit crime and fewer 5-13 year olds are victims of crime.
 - To reduce health inequalities among those children and young people.
 - To ensure that children, young people, their families and local people feel that preventative services being developed through partnerships are accessible.
 - To develop services which are experienced as effective and used by individual and clusters of children, young people and families commonly excluded from gaining the benefits of public services that are intended to support children and young people at risk of social exclusion from achieving their potential.
 - To involve families in building the community's capacity to sustain the programme and thereby create pathways out of poverty.

- 9.4 Norfolk County Council is the accountable body and there are three key themes in the Norfolk Children's Fund strategy: a school focus, rural access and family support.

The Children's Fund programme

- 9.5 The programme targets the top 25 most deprived wards in the county including the NR5 area, Bowthorpe, Mile Cross, Earlham, Lakenham and Catton Grove. It also targets schools in the lower quartile for performance. Approximately 4,500 children per annum access CF projects across Norfolk.
- 9.6 The Norfolk programme is £1.6 million per annum out of which £1.3 million is allocated to projects across the county. There is a Children's Fund Board (until June 2008) and five Local Area Partnerships with Norwich being part of the Central Local Partnership Area.

LAA/SCS alignment

- 9.7 The Children's Fund aligns to the CoNP Sustainable Communities Theme 5: City of Health and Well-being and Theme 6: City of Learning and Personal Development.
- 9.8 The Norfolk Children's Fund Partnership voted to formally align with the LAA in 2007/08 and a partnership agreement was put in place. As a result of this alignment the reach of the programme was extended to support some LAA Children's theme work, such as providing financial support to enable the first children's health/school obesity study. Children's Fund as a national brand ends this year. The programme will be fully migrated into Children's Trust arrangements under the LAA with the current three year funding round forming part of the Area Based Grant.

Children's Fund projects in Norwich

- 9.9 We have obtained from the Children's Fund Programme Manager the table of projects in Norwich (see appendix thirteen).
- 9.10 We understand that all the projects will continue to be funded at the same level in 2008/09 but that new commissioning arrangements are being set in train for 2009/10. In 2009/10 the Norfolk Children and Young People's Partnership Trust, will take over strategic responsibility for decisions regarding any continued funding and commissioning from the Children's Fund portfolio.

- 9.11 The Family Matters project at Bowthorpe also receives funding from NELM, but its core funding comes from the Children's Fund.
- 9.12 The Youth Inclusion Support Panels project in Norwich is delivered at a cost of around £80k. The YISP model, promoted as best practice by the national Youth Justice Board, undertakes an assessment before developing a multi-agency, individual integrated support plan in respect of the targeted young people with key worker support.
- 9.13 Home Office modelling suggests that well managed YISPs can lead to an annual reduction in the number of young offenders by some 12%. For the YISP model to be effective it needs to be intrinsic to the strategic processes of the locality - with agreements from senior officials to commit resources to the interventions.

Lessons learnt from the Children's Fund

- 9.14 The national evaluation of the Children's Fund found that:
- Children and families valued Children's Fund services which provided: fast responses and early intervention to prevent problems escalating; child-centred approaches that worked at the pace of the child and supported their needs; holistic family-orientated approaches that responded to the changing needs of the family and provided emotional and practical support for parents.
 - Children's Fund services were shown to have strengthened the capacity of families to provide safe environments and, in some cases, improved economic well-being.
 - Where children had behavioural difficulties there were improvements in behaviour in and out of school.
 - There were observed gains in children's self-confidence that had an impact on other areas of their lives.
 - Children's Fund services gave children access to services that their parents might not otherwise afford.
- 9.15 A local evaluation of Norfolk Children's Fund concludes in 2008.
- 9.16 There is much that can be learnt from the rigorous approach that has been taken to managing the CF programme in Norfolk:
- Firstly, from the outset the CF programme was aligned to the high level priorities set out in the Children's & Young People's Plan, as well as those of partner agencies. The Children's & Young People's Plan aligns to the five national Every Child Matters outcomes of being healthy, staying safe, enjoying and achieving, making a positive

contribution, and achieving economic well-being. Part of the Children's & Young People's Plan is focused upon prevention and early intervention.

- Secondly, it based its targeting on local evidence of needs and research data as well as commissioning further research to better understand underlying problems.
- Thirdly, it adopted a participation model including peer advocacy to ensure that the views of children and families were not only heard but also fed in to determine local priorities.
- Fourthly, it adopted a rigorous approach to target setting. First tier targets were set around the seven objectives of the Children's Fund, which were also linked to the County Council performance indicators.
- Fifthly, it adopted a specification-led commissioning model and has demonstrated that it is willing to recommission services when monitoring data shows that projects may be failing to deliver.
- Sixthly, it has set clear service quality standards.
- Seventhly, it has adopted a rigorous approach to monitoring and evaluation.

10. Safer and Stronger Communities

Introduction

- 10.1 The Crime and Disorder Act of 1998 required the establishment of statutory Crime and Disorder Reduction Partnerships (CDRPs) in each local authority area. In accordance with this legislation seven CDRPs were established across Norfolk. The Safer Norwich Partnership is the CDRP for Norwich.
- 10.2 The statutory 'responsible authorities', which make up the core of the Safer Norwich Partnership, currently meet as a single joint Responsible Authorities Group (RAP) covering the three the districts of Broadland, Norwich and South Norfolk. The responsible authorities represented on the RAP include the City and District Councils, County Council, Norfolk Constabulary, Police Authority, Fire Service and the PCT.
- 10.3 The Norwich Community Safety Strategy 2005-2008 prioritised burglary, vehicle crime, anti-social behaviour and violent crime. Its key target for that period was to reduce British Crime Survey (BCS) comparator crime¹⁷ by 21%. The table below shows its performance.

Target	Baseline	Latest progress (end of 3 rd quarter)
Reduce British Crime Survey (BCS) comparator crime by 21%	13310	Down 23%
<i>This is made up of the following individual types of crime:</i>		
Criminal Damage	4966	Down 16%
Theft from a Vehicle	1925	Down 31%
Wounding	1717	Down 17%
Assault without injury	1144	Down 20%
Domestic Burglary	1013	Down 39%
Theft of Cycles	984	Down 21%
Theft of a Vehicle	688	Down 49%
Theft from the Person	405	Down 9%
Robbery Personal	243	Down 38%
Vehicle Interference	225	Down 56%

- 10.4 The perception of anti-social behaviour is improving in Norwich. The Local Government User Satisfaction Survey (LGUSS) measures perception of anti-social behaviour amongst people in each local authority area. In Norwich the figure improved from 38% in 2003/04 to 23% in 2006/07.

¹⁷ Criminal Damage, TFMV, Wounding (serious or other), Burglary Dwelling, Common assault (including on a PC), TOMV, Cycle theft, Vehicle interference, Theft from the person & Robbery (personal).

- 10.5 When compared to its Home Office grouping of 'most similar' CDRPs, Norwich is performing reasonably well being 6th out of 15 with 32.1 crimes per 1000 residents (October 2007). However, Norwich has a higher overall crime rate than the national and regional averages, and higher than the average for other Neighbourhood Renewal Fund areas. Although overall crime levels are falling and acquisitive crime levels are relatively low across the city, there are relatively high levels of violent crime across the city.
- 10.6 Violent crime remains problematic in the City Centre; however, recent reductions (23% in the 12 month period to October 2007) have been achieved in the night-time economy areas, which have been the focus of both policing and RAP partnership attention.
- 10.7 Alcohol has been identified as a factor in 41% of violent crime incidents in Norwich. Recent research by the DAAT suggests that violent crime is concentrated in four wards in Norwich: Thorpe Hamlet, Mancroft (the City Centre), Wensum (Earlham, Marlpit and Larkman), and Town Close (Lakenham and Tuckswood).
- 10.8 The Home Office paper *Cutting Crime: A New Partnership 2008-2011* (The Crime Strategy) provides a strategic framework for crime and community safety for the next three years.

Aims and Objectives

- 10.9 The Safer Norwich Partnership priorities for the next three years, which will be reviewed annually, have been drawn from current crime and anti social behaviour trends, intelligence and the community.
- To improve the level of public confidence;
 - To reduce the incidence of anti-social behaviour;
 - To reduce the level of criminal damage;
 - To reduce the levels of violent crime (this includes domestic violence);
 - To reduce the adverse effects of alcohol and drug misuse on communities;
 - To reduce the adverse effects of prolific and priority offenders on communities.

LAA/SCS alignment

- 10.10 The LAA has set a key priority Outcome 6: Safer communities by raising the confidence of communities in the safety of their local area; reducing

the incidence of anti-social behaviour; protecting vulnerable people, particularly young people, older people, and people vulnerable to domestic abuse; improving support to offenders to prevent them from re-offending, particularly prolific and priority offenders; reducing the harm caused by the misuse of drugs and alcohol.

- 10.11 There is thus a very strong match between the Safer Norwich Partnership priorities and those in the LAA.

Safer Communities Funding: Challenges & Lessons

- 10.12 Under the previous LAA arrangements there was a Safer and Stronger Communities block fund that, under the new LAA arrangements, now forms part of the 'single pot' area-based grant of the County Council. The 'safer' element for 2008/09 is we understand just under £1.1 million.
- 10.13 The Home Office requires the Safer Norwich Partnership to identify and target through multi-agency working, those offenders who are the most prolific, the most persistently anti-social and those who pose the greatest threat to safety and confidence in their local communities. The strategy has three strands:
- *Prevent and deter* – to stop people entering the pool of prolific offenders
 - *Catch and convict* – actively tackling those already prolific and bringing them to court swiftly through a Criminal Justice Service 'Premium Service'
 - *Rehabilitate and resettle* – working to help prolific offenders stop offending by a range of supportive interventions.
- 10.14 There is a 'top slice' of the safer element at county level to fund the Prolific and Other Priority Offender (PPO) schemes across the county, which are based on the boundaries of the three police Basic Command Units (BCUs) and are integrated with the Drug Intervention Programme teams. The PPO scheme for Norwich covers the Police Central BCU area; which also includes South Norfolk and part of Broadland.
- 10.15 In effect, £120k of the 'top slice', funds the Police Central BCU area element of the PPO scheme in 2008/09. There is also mainstream Probation Service and Police funding for an officer from each service at BCU level as part of the PPO team and the top slice includes the funding of the county level PPO coordination posts.

- 10.16 A further £64k of the top slice funds the North Norwich Youth Inclusion Support Panels scheme to which we have referred in the preceding section of this report.
- 10.17 The Domestic Violence Advocacy projects, which are also constituted at BCU level, are also funded out of the top slice. We understand that £121k is set aside for this purpose in 2008/09.
- 10.18 Under the new arrangements the county Strategic Board for the Safer Theme has agreed to allocate the funds that are not top sliced to each of the CDRPs as a transitional arrangement in 2008/09 pending a wider review of priorities for 2009/10. This funding will be used to secure the posts of the current Anti-social Behaviour Analyst (£31k in 2008/09) in the City Council's Community Safety Team, the Hate Crime Advocacy worker (£30k), and the Acceptable Behaviour Contract worker (£31k).
- 10.19 The establishment of the Partnership Tasking and Co-ordination Group in Norwich has enabled the Safer Norwich Partnership to focus work on hot-spot areas in the city. Any remaining funds, we understand that there is a small capital element, will be put into the Tasking and Coordination Group's fund to support interventions in hot spots.
- 10.20 The table below shows how the Safer Norwich Partnership will fund its priority actions.

Priority	Actions	Funding	Lead
To improve the level of public confidence;	Support for Safer Neighbourhoods Teams	£5,000	Norfolk Constabulary
	Hate Crime Advocacy	£30,000	Norfolk Constabulary
	CCTV	£15,000	Norwich City Council
	Distraction Burglary	£5,000	Norfolk Constabulary/ Trading Standards
To reduce the incidence of anti-social behaviour;	Anti-social behaviour Analyst	£31,000	Norfolk Constabulary
	Acceptable Behaviour Contract Caseworker	£31,000	Norwich City Council
	Youth Inclusion Support Panel	County-wide funding	Youth Offending Team
To reduce the level of criminal damage;	Partnership Tasking and Co-ordination Group	£28,867	Norwich City Council
	Criminal Damage Interventions	£20,000	Norwich City Council
To reduce the levels of violent crime (this includes domestic violence);	Domestic Violence interventions	County-wide funding	County Domestic Violence Co-ordinator
To reduce the adverse effects of alcohol and drug	Alcohol Board for Norwich-Safer Drinking City	£5,000	Norfolk Drug and Alcohol Action Team

misuse on communities;	Drug Interventions Programme	County-wide funding	Norfolk Drug and Alcohol Action Team
To reduce the adverse effects of prolific and priority offenders on communities.	Prolific and Priority Offenders Scheme (PPO)	County-wide funding	PPO Co-ordinator

10.21 The Safer Norwich Partnership has identified areas of crosscutting issues where it can work with other partnerships or agencies on areas of common interest (see appendix fourteen).

10.22 We note that there is strong support within the CoNP for the priority of tackling alcohol related violence and its effects in the City Centre. An Alcohol Board has been set up by the RAP, but clarification is needed as to whether the Alcohol Board is to be the lead on the cross cutting theme of alcohol on behalf of the CoNP for Norwich.

10.23 The Norwich Safer Drinking City Programme is a Safer Norwich Partnership initiative paid for under NRF that aims to reduce alcohol related harms in Norwich. The recent report¹⁸ on the Norwich Safer Drinking City Programme found that:

- Norwich scores worse than not only the rest of the county but most of the rest of the region on indicators of alcohol related harm for health and crime, but there is a paucity of specific data regarding alcohol misuse in Norwich;
- Norwich attracts significant numbers of individuals to its night-time economy. It estimated that up to 29,000 drinkers are in the city each weekend evening.
- An estimated 20% of the population of Norwich aged between 16 and 64 years of age misuse alcohol.
- Young people are particularly vulnerable in a variety of ways to the effects of alcohol misuse: heightened risks include violent crime, sexual assault, sexually transmitted diseases, pregnancy, drink driving and mental health issues. Peak ages for hazardous drinking are between 20 -24 and this is the age band that police in Norwich recorded the greatest number of alcohol related crimes.

10.24 A key part of the work of the Norwich Safer Drinking City Programme has been the production of a toolkit, which sets out the measures that can be adopted to tackle this problem (see phase three report, section 3). The next stage is to map proposed actions against toolkit objectives.

¹⁸ Norwich Safer Drinking City Programme, Review Report. November 2007

- 10.25 The British Crime Survey indicated that 32% of incidents of intimate partner violence were committed when the perpetrator was under the influence of alcohol. Research shows that partners with substance misuse problems including alcohol inflict more physical and emotional abuse on their partners. They are also less likely to comply with criminal justice sanctions. Alcohol can also be used as a coping mechanism for victims of domestic violence; however, studies that report drinking rates of both *perpetrator* and *victim* 'during the event' indicate that rates of drinking for victims are much lower than those for the offender.
- 10.26 We note that much of the response to domestic violence is coordinated at a county level through the county Domestic Violence Coordinator. Multi-Agency Risk Assessment Conferences (MARACs) have been set up in Norwich for high-risk, domestic violence victims. There is a need to ensure that as part of this multi-agency approach high-risk victims are screened for alcohol and, where appropriate, are supported by a programme of either brief interventions or treatment. There is a specialist court dealing with domestic violence in the city.
- 10.27 Tackling ASB has a strong connection with the Neighbourhood Management 'safer, cleaner greener' agenda which forms part of both the NELM programme discussed earlier, as well as the NRF funded neighbourhood management initiative in Mile Cross and Catton.
- 10.28 The introduction of Safer Neighbourhoods Teams and Safer Neighbourhood Action Panels (SNAPs) have enabled more interaction with members of the public and made agencies accountable to the community in which they work. Members of the public are now able to set priorities in their areas and receive feedback about what has been done to tackle them.
- 10.29 Safer Neighbourhoods Teams (SNT) have been established for every neighbourhood in the Central BCU area. The teams are made up of Police Officers, Police Community Support Officers, Special Constables and other police support, and also includes partner agency staff such as Neighbourhood Wardens and Neighbourhood Housing Officers.
- 10.30 The Safer Neighbourhood Action Panels (SNAP) meet on a quarterly basis to decide upon three priority issues which SNTs will focus on during the following quarter. Safer Neighbourhood Teams work to:
- listen to communities to identify their concerns
 - give local people an opportunity to influence the decision on local priorities

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- work in partnership to tackle the issues that have been identified at the SNAPs
- increase public reassurance
- help to achieve long term solutions using a problem solving approach.

11. Arts Funding

Introduction

- 11.1 We were asked to collate information about Arts funding from two sources: the County Council's Arts Service and the City Council's Communications and Culture team. Both councils are committed to taking a creative approach to developing cultural opportunities that inspire and enrich individuals, neighbourhoods and communities. Both local authorities see the arts as a powerful tool in social and economic regeneration.
- 11.2 The City's Communications and Culture Team is responsible for the following areas of work:
- Arts and Culture
 - Communications
 - Events
 - Sports Development – including the Norman Centre, Riverside Swimming Centre and Go 4 Less
 - Tourism
 - European Projects
 - The Civic Office
 - Grants to not for profit organisations
 - Museums (joint service with the County Council).
- 11.3 The team work nationally with the Department of Culture, Media and Sport. Norwich is part of a select group of cities: 'The Cultural Cities Network', who help to influence national policy by working directly with DCMS often at ministerial level, and regionally with Sport England, the Arts Council England East, EEDA and East of England Tourism. Locally, stakeholders include cultural and voluntary organisations, the media and the police.
- 11.4 The Urban Cultural Fund provided approximately £0.5million to support a range of arts initiatives over the last three years. The City Council also provides grants to a variety of cultural arts organisations across the city.
- 11.5 The service aligns its work to the themes of the regional cultural strategy, which are:
- embedding culture in growth and regeneration

- developing creativity
 - growing cultural tourism
 - capturing the benefits of the 2012 Olympic and Paralympics Games
- 11.6 Culture is embedded into the City of Norwich SCS through one of the 6 themes, City of Culture and Creativity. This theme has 4 strategic objectives:
- to inspire people
 - to create an environment where things can happen
 - to improve the quality of life
 - to promote Norwich as a City of Culture.
- 11.7 The Service delivers these objectives by:
- putting culture at the centre of the place shaping agenda
 - working in partnership to make a positive contribution to the health and well being agenda for the people of Norwich
 - using culture as an economic driver
 - working partnership to promote Norwich internationally, nationally and locally as a place to live, work, visit and enjoy.
- 11.8 Norwich City Council Cultural Services has played a key role in supporting the introduction of cultural planning into the work of the CoNP. The CoNP is committed to adopting a radical approach to addressing inequalities. Cultural planning is an extremely powerful way of putting communities at the centre of regeneration and development and the City of Norwich Partnership's second forum in January 2008 focussed on using creativity to tackle deprivation. Cultural planning aims to put communities affected at the very centre and starting point of the process. It puts the emphasis on untapped resources rather than obstacles. A cultural planning pilot programme is being actively developed and is likely to focus on the NELM and/or Mile Cross area of the City.
- 11.9 The CoNP is keen to support its creative industries as part of its plan for economic and job growth. The East of England Production Innovation Centre (EPIC), formerly the Anglia TV studios, has been developed with £800k of EEDA funding in 2007 to act as a hub for creative industries.
- 11.10 Part of the County Council's Arts remit is to support equal access to arts provision across the county and this includes supporting city arts organisations, as well as providing small grants to community based city

arts projects through its Arts Project Fund. The Arts Service delivers an information and advice service for the county and organises and administers the Norfolk Arts Forum network and professional development programme.

- 11.11 The County also plays a key role in facilitating cross sector partnerships including, for example the Norfolk Arts and Health Partnership, a multi-agency advisory group set up to drive the strategic development of the arts and health sector in the county, with a particular emphasis on the role of the arts in addressing mental health priorities.

Local Authority Arts grants

- 11.12 The table below shows the arts grants made to city based arts organisations by Norfolk County Council in 2007/08.

Organisation	Award 2007/08 £s
Cinema City	6,940
Community Music East	3,780
Maddermarket Theatre	2,040
New Writing Partnership	25,600
Norfolk and Norwich Festival	58,710
Norfolk Dance	8,700
Norwich and Norfolk Community Arts	2,080
Norwich Arts Centre	22,190
Norwich Playhouse	10,180
Norwich Puppet Theatre	15,696
Thalia Theatre Company	2,000
Theatre Royal	72,480
Warehouse Artists Studios	3,780
Total	£234,806

12. Lottery Funding

12.1 We have been provided with the following table of Lottery Funded schemes in Norwich:

Project Title	Project Description	Constituency	Funding
OPEN Road	The OPEN Road project uses motor vehicles and workshop facilities to engage with hard to reach young people in Norfolk.	Norwich South	£134,757
Out of School Hours Learning / School Sport Co-ordinators	This grant scheme offers an attractive range of activities, especially skiing, snowboarding, trampoline and dance, to target groups of pupils who are disengaged from mainstream physical education and games due to various factors.	Norwich South	£94,933
Youth Music	The project will build on a 6-month development project that formed a 'singing squad' to encourage young people to develop their musical skills and learn a range of repertoire.	Norwich North	£48,788
Asperger's syndrome support	This project helps those with Asperger's syndrome cope with their disability. The organisation currently runs social groups and has a part-time education and training adviser.	Norwich South	£380,858
Advice Plus	The project will provide an advice service on housing and money to homeless and vulnerably housed people with the aims to meet the need of people who, because of their complex needs find it difficult to access mainstream advice services.	Norwich South	£387,721
Youth FM	Youth FM is a radio project to re-engage through radio disaffected young people, including young offenders and people excluded from school. It will provide training in broadcast skills and enable the young people to take part in radio programmes. The three year project will contribute to the part time salaries of staff, training, travel and the costs of radio equipment.	Norwich South	£148,155
Agents for Change	Agents for Change will give young people the opportunity to have a voice in shaping and improving treatment services both locally and nationally for sufferers of eating disorders.	Norwich South	£186,012
Children's Play	The project will improve access to play for children who are socially disadvantaged, disabled or are facing mental health/anxiety issues.	Norwich South	£306,742
County Asperger's Syndrome Youth Project	The County Asperger's Syndrome Youth Project (CASYP) will offer an agreed number of youth groups located around the county. Membership of the groups will be young people aged 12 to 25 years who have Asperger's Syndrome or High Functioning Autism.	Norwich South	£96,977
BASIS	This project will build the capacity of local voluntary and community groups across the wide spectrum of VCS activity in Norfolk. The project will enable VCS organisations to access	Norwich South	£480,445

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Project Title	Project Description	Constituency	Funding
	appropriate support including programmes of local events, networking opportunities, seminars and workshops.		

13. Appendices

Appendix one: NRF Projects continuing 2008/09

Project Number	Project Title	Main Activity	Area Covered	Project Allocation
MH01	Discovery Quest	Walking therapy programme for adults with mental health illness which focuses on improving and enhancing quality of life.	Mancroft Thorpe Hamlet Mile Cross Bowthorpe Wensum	£24,590
MH02	Talking Therapies	Maintain an improved level of access into talking therapies for young people ages 11-25.	Located in Mancroft ward but self-referrals and signposting from across Greater Norwich	£38,700
MH05	Free Counselling	Make counselling available to people who would not otherwise be able to afford it and to those for whom the benefits of counselling is not a familiar concept.	Mile Cross	£20,150
MH09	Psychological Therapies	Enhance social inclusion of working age adults with mild-moderate mental health problems within the previous NRF target wards of Norwich through the use of psychological interventions within the community and through the use of existing community resources.	Mancroft Bowthorpe Mile Cross Wensum Thorpe Hamlet	£43,000
MH16	Mental Health Crisis Intervention at Earlham High School	Crisis intervention service in partnership with Earlham High School. The Crisis Intervention Worker will network with existing health and welfare agencies in the NELM area and with those operating in Norwich.	Young people attending Earlham High School from: North Earlham West Earlham Larkman Marlpit	£16,000
TP01	Reducing Teenage Pregnancy	Part time worker post to provide information, and advice sessions on awareness of risk taking behaviour and making sexual health choices. Work also on building self esteem, fostering good relationships and the reality of childcare.	Mancroft and demand led outreach to all areas	£39,520

Project Number	Project Title	Main Activity	Area Covered	Project Allocation
TP02	Feel Good Factor	Nationally recognised programme targeting young women in schools.	University Lakenham Sewell Crome	£8,500
TP04	Family Planning & Sexual Health Service	Target young people up to 25 years of age and improve accessibility for young people to gain advice and receive treatments concerning sexual health and contraception needs with the aim of reducing teenage pregnancies. Develop services/partnership working.	West Earlham North Earlham Larkman Marlpit Mile Cross	£40,000
TP06	OPEN Youth Venue Health Centre	OPEN Youth Trust aims to create a 'Health Centre' within the OPEN Youth Venue which offers a comprehensive health service and outreach service specifically designed for young people aged 13-25.	All	£25,000
TP09	Pharmacy Link – Up	Link up of 13 pharmacies across Norwich NRF areas to offer emergency family planning contraception and advice.	All	£11,700
MX02	Arts for Health	Community based arts workshop for those with low self esteem and achievement, as a way of easing prescription drug use.	Mile Cross	£9,450
MX03	In Your Face	Working with children with challenging behaviour/ADHD and their families to improve behaviour, concentration, academic performance and overall health through improvements to diet and nutritional status.	Mile Cross	£10,000
MX04	Walking for Health	Expansion of existing project targeting hard to reach in Mile cross-area to combat poor health via physical exercise.	Mile Cross	£3,400
CR02	Tackle Alcohol Related Offending	Engage with individuals arrested for alcohol related offence and intervene with their alcohol misuse through a rehabilitation workshop. Identify individuals within the community who are misusing alcohol and intervene through rehabilitation workshop. Track and monitor reoffending rates of those who have attended the workshop.	Mile Cross Wensum Bowthorpe University	£20,000
CR04	Safer Drinking City Partnership	Reduce alcohol related harms amongst people living, working and socialising in the NRF areas. Achieved through the application of a toolkit developed in 2007/08. The Norwich Alcohol Board will guide the application of the toolkit in 2008/09 and beyond and implement a series of interventions aimed at reducing alcohol harm.	All but targeting those with highest need first	£10,000

Project Number	Project Title	Main Activity	Area Covered	Project Allocation
CR05	Safer Schools partnership	Place police officers in schools to reduce risk levels for young people	Mile Cross Catton Grove Sewell Bowthorpe University Wensum	£73,000
CR10	Cop Shop	Capital project for the purchase of specially converted sea-going container to act as a mobile police base for hot spot areas.	Mile Cross Bowthorpe University Wensum Crome Mancroft	£2,000
ED01	Transition Project	Support for most vulnerable year 6 pupils from three feeder schools in preparation for their transition to Blyth Jex High School through one to one support and group work.	Mile Cross	£23,250
ED02	Pastoral Care for Vulnerable Child in NELM	YMCA Pastoral Care Workers will complement Valley and Larkman Primary's pastoral systems by working with truants to improve attendance, support for children at risk of exclusion and supporting children and their families to ensure the child remains in education.	Wensum	£22,275
ED03	Learning Mentor	To provide a learning mentor to raise attainment / improve attendance reduce bullying and exclusions / and to help develop better family schools links	Bluebell Primary	£13,690
ED04	Learning Mentor	To provide a learning mentor to focus on pupils whose well-being and mental health is at risk, as well as offering effective support to families so that children remain at school.	Valley Primary	£15,000
ED05	Learning Mentor	To provide a learning mentor to focus on pupils at risk of under achieving academically and who have personal, social and family issues.	Wensum	£15,000
ED07	Support Base	To set up a support base to enable children to become more adjusted to school life before joining mainstream classes to prevent disruption and withdrawal from the normal classroom situation.	West Earham Middle	£36,000
ED09	Teacher / Pastoral Worker	To provide additional support worker to respond to well being and mental health issues	Heartsease Middle	£27,300
ED11	Teacher / Pastoral Worker	To provide additional support worker to respond to well being and mental health issues.	Catton Grove Middle	£18,750
ED12	Teacher / Pastoral Worker	To fund extension to structured holiday club activities for 8 – 15 yrs to increase both participation and opportunity, and decrease ASB	Catton Grove	£4,500

Project Number	Project Title	Main Activity	Area Covered	Project Allocation
ED13	Learning Mentor Team	To continue to employ and support the work of 2 learning mentors at the Blyth Jex High School and George White Junior School to focus on achievement of pupils at risk	Mile Cross Catton Grove	£17,625
ED15	Raising Attendance and Attainment	Improve rates of attendance for students at KS3 by providing rewards. To improve attainment of students at KS3 by providing booster/revision sessions. Provide pastoral support to students at KS3 and a point of contact for their parents by funding an Assistant Head of House post and provide a range of family activity opportunities.	Earlham High	£18,750
ED18	Learning Mentor	To assist in addressing the social, emotional and learning needs of Key Stage 2 pupils and to support parents with their child's needs.	St Michaels Junior	£15,000
ED22	Learning Mentor	To provide mentors to address emotional, social and behavioural needs through targeted intervention, especially for pupils and families.	Mile Cross Primary	£15,000
W01	Employment project	To work with clients with mental health problems who require support to (re)enter the employment market or retain their existing job. Interventions on a one-to-one. To provide work experience and work placement opportunities, and paid or voluntary work outcomes and increased motivation, confidence and levels of expectation amongst participants.	All	£51,000
W02	Healthy Futures	To help economically inactive people move into training or work by: providing careers advice, ongoing support and mentoring (one to one and in a group setting), and appropriate referral; Liaising with employers in Bowthorpe and Mile Cross to help local people get local jobs.	Mancroft Bowthorpe Mile Cross	£90,000
W04	Personnel Development Programme	The project will operate as a pathway to employment by providing an experienced support worker to work with service users at our Norwich based hostel (Mancroft Ward).	All	£38,700
H01	Tackling Youth Homelessness	To continue to reduce the number of young people leaving home and presenting homeless to their local council	All	£52,000
CC01	Families in Crisis	Focus on most chaotic families to prevent breakdowns in family units	All	£65,000
CC03	V & CS Engagement Project	Working collaboratively with the City Council Community Development Team to enhance other strands and targets for example by creating participation opportunities to enable local people to be engaged around specific aims and areas thus increasing the effectiveness of work in those target communities. The project would also provide funding to facilitate the engagement of local voluntary and community organisations by contributing towards the cost of their engagement e.g. attendance at partnership meetings.	All	£56,500
CC04	NM Manager	To co-ordinate all NRF work in Mile Cross	Mile Cross	£67,000

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Project Number	Project Title	Main Activity	Area Covered	Project Allocation
CC15	Cultural Planning			£20,000

Appendix two: NELM performance indicators and current performance

Theme Area	Performance Area	Performance Indicator 2006	Performance Indicator 2007	Performance Indicator 2008	Change since the start of the programme	Change since 2005
Business and Skills	Rates of worklessness	Reduce NELM Norwich gap by 10%	Reduce NELM-Norwich gap by 35%	Reduce NELM-Norwich gap to 50%	58-57%	60-57%
	Employment rate	Reduce NELM Norwich gap by 25%	Reduce NELM-Norwich gap by 50%	Increase to Norwich rate	15-16%	15-16%
	Population living in household receiving out of work means tested benefits		Reduce NELM-Norwich gap by 10%	Reduce to Norwich rate	30-30%	29-31%
Health	Rate of smoking	Reduce gap between NELM and nationally by 25%	Reduce gap between NELM and nationally by 50%	Reduce smoking to national average	46-44%	47-44%
	Rates of no physical activity for at least 20 minutes at a time	Reduce gap between NELM and nationally by 25%	Reduce gap between NELM and nationally by 50%	Increase activity to national average	7-7%	6-7%
	Health not good over last year		Reduce gap between NELM and nationally by 50%	Reduce to national average	76-79%	76-79%
Lifelong Learning	Proportion of pupils achieving Level 4 or above in English in their Key Stage 2 assessments	85% of 11 year olds to achieve level 4 or above in English and Maths	This level of performance sustained	This level of performance sustained	51-58%	45.8%-58%
	Adults without qualifications	Reduce gap by 25%	Reduce gap by 50%	Reduce to national average	39-26%	31-26%
	Proportion of pupils achieving 5 or more GCSEs at grades A* - C	30% of those aged 16 to achieve the equivalent of 5 GCSEs at grades A* to C	This level of performance sustained	This level of performance sustained	19.6 - 33.3%	20.8-33.3%
Neighbourhood Management	Feel unsafe after dark	Reduce gap between NELM and nationally by 25%	Reduce gap between NELM and nationally by 50%	Reduce fear of crime to city average	46-45%	44-45%

Theme Area	Performance Area	Performance Indicator 2006	Performance Indicator 2007	Performance Indicator 2008	Change since the start of the programme	Change since 2005
	Experience of crime in the past 12 months	Reduce gap between NELM and nationally by 25%	Reduce gap between NELM and nationally by 50%	Reduce to city average	28-39%	28-39%
	Total police recorded crime	Reduce gap between NELM and nationally by 25%	Reduce gap between NELM and nationally by 50%	Reduce to city average	65.2 - 91.9	101-91.9 per 1000 population
	Satisfied with state of repair of home	Reduce gap between NELM and nationally by 25%	Reduce gap between NELM and nationally by 50%	Reduce to city average	71-69%	70-69%
	Want to move	Reduce gap between NELM and nationally by 25%	Reduce gap between NELM and nationally by 50%	Reduce to city average	36-41%	38-41%
	Average house price	Reduce gap between NELM and nationally by 25%	Reduce gap between NELM and nationally by 50%	Increase to city average	18534 - 30719 gap between NELM and Norwich	29687 - 30719 gap between NELM and Norwich
	Satisfied with the area as a place to live	Reduce gap between NELM and nationally by 25%	Reduce gap between NELM and nationally by 50%	Increase to city average	60-70%	62-70%
	Litter and vandalism a problem	Reduce gap between NELM and nationally by 25%	Reduce gap between NELM and nationally by 50%	Reduce to city average	35-28%	34-28%
Cross cutting	Feel part of the community	Reduce gap between NELM and nationally by 25%	Reduce gap between NELM and nationally by 50%	Increase to national average	24-32%	27-32%
	Neighbours look out for each other	Reduce gap between NELM and nationally by 25%	Reduce gap between NELM and nationally by 50%	Increase to national average	63-66%	68-66%
	Involved in a local organisation on a voluntary basis	Reduce gap between NELM and nationally by 25%	Reduce gap between NELM and nationally by 50%	Increase to national average	10-17%	9-17%
	Think the NDC has improved the area	Similar perceptions as other NDCs	Maintain position of NELM against other NDCs	Maintain position of NELM against other NDCs	40-56%	49-56%

Appendix three: NELM performance indicators and links to SCS/LAA

Theme Area	Performance Area	Link to Sustainable Community Strategy	Link to Local Area Agreement
Business and Skills	Rates of worklessness	Theme 1: City of Economic Growth and Enterprise - to raise aspirations, skills and achievements	Outcome 1: Thriving economy
	Employment rate	Theme 1: City of Economic Growth and Enterprise - to raise aspirations, skills and achievements	Outcome 1: Thriving economy
	Population living in household receiving out of work means tested benefits	Theme 1: City of Economic Growth and Enterprise - to raise aspirations, skills and achievements	Outcome 1: Thriving economy
Health	Rate of smoking	Theme 5: City of Health and Wellbeing - to reduce health inequalities	
	Rates of no physical activity for at least 20 minutes at a time	Theme 5: City of Health and Wellbeing - to reduce health inequalities	
	Health not good over last year	Theme 5: City of Health and Wellbeing - to reduce health inequalities	
Lifelong Learning	Proportion of pupils achieving Level 4 or above in English in their Key Stage 2 assessments	Theme 6: City of Learning and Personal Development - to improve levels of educational attainment - to boost aspirations of and opportunities for people of all ages	Outcome 2: Improving skills and fulfilling aspirations
	Adults without qualifications	Theme 6: City of Learning and Personal Development - to improve levels of educational attainment - to boost aspirations of and opportunities for people of all ages	Outcome 1: Thriving economy Outcome 2: Improving skills and fulfilling aspirations

Theme Area	Performance Area	Link to Sustainable Community Strategy	Link to Local Area Agreement
	Proportion of pupils achieving 5 or more GCSEs at grades A* - C	Theme 6: City of Learning and Personal Development - to improve levels of educational attainment - to boost aspirations of and opportunities for people of all ages	Outcome 2: Improving skills and fulfilling aspirations
Neighbourhood Management	Feel unsafe after dark	Theme 4: City of Safe and Strong Communities - to reduce crime and anti-social behaviour	Outcome 6: Safer Communities
	Experience of crime in the past 12 months	Theme 4: City of Safe and Strong Communities - to reduce crime and anti-social behaviour	Outcome 6: Safer Communities
	Total police recorded crime	Theme 4: City of Safe and Strong Communities - to reduce crime and anti-social behaviour	Outcome 6: Safer Communities
	Satisfied with state of repair of home	Theme 5: City of Health and Wellbeing - to reduce poverty and disadvantage	Outcome 3: Improving housing
	Want to move	Theme 5: City of Health and Wellbeing - to reduce poverty and disadvantage	Outcome 3: Improving housing
	Average house price	Theme 5: City of Health and Wellbeing - to reduce poverty and disadvantage	Outcome 3: Improving housing
	Satisfied with the area as a place to live	Theme 3: City of Culture and Creativity - to improve quality of life Theme 5: City of Health and Wellbeing - to reduce poverty and disadvantage	Outcome 5: Stronger Communities

Theme Area	Performance Area	Link to Sustainable Community Strategy	Link to Local Area Agreement
	Litter and vandalism a problem	Theme 4: City of Safe and Strong Communities - to reduce crime and anti-social behaviour	Outcome 6: Safer Communities
Cross cutting	Feel part of the community	Theme 4: City of Safe and Strong Communities - to improve neighbourhood engagement	Outcome 5: Stronger Communities
	Neighbours look out for each other	Theme 4: City of Safe and Strong Communities - to improve neighbourhood engagement	Outcome 5: Stronger Communities
	Involved in a local organisation on a voluntary basis	Theme 1: City of Economic Growth and Enterprise - to help enterprise flourish Theme 4: City of Safe and Strong Communities - to improve neighbourhood engagement	Outcome 5: Stronger Communities
	Think the NDC has improved the area		

Appendix four: NELM key activities against outcomes and targets

Desired Outcome	Target	Activity
Reduce worklessness in the NELM area	Reduce worklessness to the same level as Norwich by 2010	<ul style="list-style-type: none"> ▪ Future Radio - training and signposting to improve employment opportunities ▪ Job Centre Plus to deliver advice from MCC.
Reduce the proportion of households receiving out of work means tested benefits	Reduce worklessness to the same level as Norwich by 2010	<ul style="list-style-type: none"> ▪ West Norwich transport - affordable flexible transport. ▪ Health First and CAB providing welfare rights advice
Increase the number of enterprises in the NDC area	Increase by 30% the number of businesses in the NELM area	<ul style="list-style-type: none"> ▪ Henderson Business Centre - high quality business facilities ▪ NELM bursary scheme to support location to HBC. New business start up advice and training
Increase the employment rate in the NELM area	Increase by 30% the number of businesses in the NELM area	<ul style="list-style-type: none"> ▪ Feasibility study for new social enterprises ▪ Feasibility study into maintenance enterprise. ▪ Setting up of Estates Management Team and Rain or Shine Agency
Give people the opportunity to go out and work	Reduce worklessness to the same level as Norwich by 2010	<ul style="list-style-type: none"> ▪ Out of school clubs delivering wraparound care ▪ Feasibility study for a childcare agency ▪ Development of childcare agency ▪ Development of Estates Management Team
Improve school attainment at Key Stage 2	85% pupils at NELM middle schools to attain level 4 in English by 2010	<ul style="list-style-type: none"> ▪ Nurture groups at Ranworth and West Earlham first schools ▪ Pastoral care workers at Larkman and Millview Middle Schools
Reduce the number of NELM children on the Child Protection Register	Reduce to city level by 2010	<ul style="list-style-type: none"> ▪ Parenting and family support activities. Out of school childcare provision working with families an social services

Desired Outcome	Target	Activity
Improve the wellbeing of NELM residents	Reduce smoking to national levels and increase rate of physical activity to national levels	<ul style="list-style-type: none"> ▪ Marlpit Communications Centre Café ▪ Bowthorpe School Community Park ▪ New Gurney Centre ▪ Hatrick Project. ▪ Smoking cessation project. ▪ Various activities to increase exercise
Improve the general level of health of NELM residents	Raise the level of health (to national level)	<ul style="list-style-type: none"> ▪ Smoking cessation project. ▪ Contact NR5 supporting people affected by substance misuse. ▪ Range of sporting and leisure activities for young people and adults
Reduce levels of stress	Reduce the number of residents on anti-depressants	<ul style="list-style-type: none"> ▪ Health First ▪ Holiday Homes ▪ West Norwich Credit Union CAB
Increase the number of substance misusers in treatment	Increase to city average	<ul style="list-style-type: none"> ▪ Contact NR5 treatment service and their crisis intervention
Reduce the number of conceptions among girls under 18	Reduce to city average	<ul style="list-style-type: none"> ▪ Health First. Youth providers. ▪ Mobile sexual health clinic. ▪ Crisis intervention outreach at Earlham High School
Reduce the gap between NELM and the national percentage of working age population with no qualifications	Reduce the gap between NELM and the national figure by 50% by 2010	<ul style="list-style-type: none"> ▪ Adult Skills for Life Programme ▪ Larkman IT Centre ▪ Earlham High School - additional post vocational options. ▪ Community Development Team working with City College and Adult Ed to bring training delivery to the area. ▪ Community Learning Mentors based in Marlpit Communications Centre
Increase post 16 staying on at school and reduce the percentage of NELM young people not in education, employment or training	By 2010 have the same proportion of young people staying on in post-16 education as in the rest of Norwich	<ul style="list-style-type: none"> ▪ NR5 Project post-16 support and mentoring

Desired Outcome	Target	Activity
<p>Improve attainment at Key Stage 2 and Key Stage 3 Increase attendance</p>	<p>35% of pupils at NELM middle schools to reach level 4 in English at Key Stage 2 by 2010</p>	<ul style="list-style-type: none"> ▪ Ranworth and West Earlham Nurture groups ▪ Breakfast and after school clubs ▪ YMCA Pastoral Care Worker. Family Matters. Community Music East
<p>Improve attainment at Key Stage 4</p>	<p>60% of pupils at Earlham High School to gain 5 GCSEs at A to C by 2010</p>	<ul style="list-style-type: none"> ▪ NR5 Project - Inclusion activity ▪ Community Radio
<p>Improve young peoples self-esteem and wellbeing to reduce anti-social behaviour and to increase participation in community life</p>	<p>Leave a legacy of activity groups and clubs in NELM 35% of NELM residents engaged in community activities Increase in the number of community volunteers</p>	<ul style="list-style-type: none"> ▪ Hatrick Project ▪ Summer activities for young people ▪ 13-19 programme of accessible and safe activities for young people. ▪ Swimming Club. ▪ Dance groups. ▪ Magic Garden. ▪ ADHD group. ▪ Transparent.
<p>Increase self-esteem and wellbeing among young adults and to increase active participation in community life</p>	<p>Leave a legacy of activity groups and clubs in NELM 35% of NELM residents engaged in community activities Increase in the number of community volunteers</p>	<ul style="list-style-type: none"> ▪ Adult programme to improve wellbeing, confidence and aspirations through a range of activities. ▪ Lunch clubs at Cadge Road CC and Britannia Court Sheltered housing. ▪ 39 active community groups

Appendix five: NELM Projects with funding over £25k

Project Title	Main Activity	Target Group	Annual Performance Output Measures (2007/08)	Total NDC Funding Approved
Bowthorpe School Site (Henderson Centre)	Provide low cost starter units for community enterprises and larger units plus training facility for larger companies, including managed workspace	Adults of working age	Number of businesses exiting the centre - 11 Number of individuals trained or referred for training - 25 No. businesses recruited - 20 Number of new jobs created - 18 Number of local people going into employment - 42 Number of new businesses started up - 4 Number of new businesses surviving 52 weeks - 16 Number of new businesses receiving advice/support - 37	£2,570,965
Bursary Scheme	A bursary scheme open to NELM residents starting up businesses in the Henderson Centre	NELM adults of working age	Number of bursaries awarded - 5	£30,000
Childcare Agency	Childcare support to settings across greater Norwich and crèche support alongside training providers.	Providing childcare from nursery up to age of 12	Number of childcare providers accessing the agency service - 5 Number of training courses supported by crèche facilities (sessions) - 60 Number of people employed in voluntary work - 3 Number of adults obtaining qualifications through NDC projects, accredited - 3 Number of adults obtaining qualifications through NDC projects, non accredited - 4	£43,500
Commissioning Support Costs	The costs associated with the introduction and implementation of the commissioning approach			£387,154
Community Development Team	Assist local residents in building an active and influential community in order to bring about positive changes.	Fully inclusive provision	Number of community events organised or facilitated (e.g. job fares, fetes) - 4 Number of groups awarded additional funding - 7 Number of people giving up smoking as a result of activity or signposting - 4 Number of people taking up activity (at least 20 minutes) - 30	£252,723

Project Title	Main Activity	Target Group	Annual Performance Output Measures (2007/08)	Total NDC Funding Approved
			Number of local people going into employment (FTE) - 5 Number of people employed in voluntary work - 20 Number of people accessing improved careers advice - 60 Number of adults obtaining qualifications through NDC projects, non-accredited - 12 Number of young people benefiting from youth inclusion / diversionary projects - 40 Number of people benefiting from healthy lifestyle projects - 60 Number of people using new and improved community facilities - 80 Number of community / voluntary groups supported - 12	
Community Mobility - West Norwich Community Transport	Provide a community mobility service to residents of the NELM area and develop the West Norwich Community transport as a social enterprise in order to achieve a sustainable organisation.	Fully inclusive provision focusing on residents with mobility problems	Number of health related dial a rides - 5356 Number of welfare / sport / social / religion / leisure passenger trips - 13, 108 Number of education related passenger trips - 7284 Total dial a rides - 18,000 Total "batched" passenger trips (e.g. shopping) - 5000 Total group hire passenger trips - 2600 Total out of hours passenger trips - 1400 Number of local people going into employment (FTE) - 1 Number of people employed in voluntary work - 3 Number of jobs safeguarded - 7 Number of adults obtaining qualifications through NDC projects, accredited - 4 Number of community / voluntary groups supported - 14	£90,000
Community Music East	Provide a variety of accessible, positive, fun and safe activities at pre-school and for 5-12 year old children.	Children from 4 to 12 years	Number of holiday activity (community) - 24 Number of school music club (1 hour) - 30 Number of school music club (2 hour) - 30 Number of early years - nursery rhymes (1 hour) - 30 Number of early years - preschool music - 30 Number of attendances - 1152 Number of sessions provided - 144 Number of pupils benefiting from projects designed to improve attainment - 96 Number of young people benefiting from youth inclusion /	£49,040

Project Title	Main Activity	Target Group	Annual Performance Output Measures (2007/08)	Total NDC Funding Approved
			diversionary projects - 48	
Contact NR5	Provide a safe and supportive service to individuals, families and friends seeking help in addressing drug and alcohol concerns in the NELM area.	Fully inclusive provision	Number of jobs safeguarded Number of people benefiting from healthy lifestyle projects Number of community/voluntary groups supported	£225,766
Earlham High School - Broader vocational options and Attendance Worker	Provide a vocational programme of support with an emphasis on practical work, skill development and portfolio completion.	Year 11 pupils	Number of after school club sessions - 28 Number of additional vocational courses - 2 Number of people employed in voluntary work - 4	£62,793
Estates management team	Provide a number of services to NELM, Norwich City Council, local residents and other organisations. These will include park rangers, grounds maintenance, cleaning/building maintenance, security services and facilities management - particularly within Bowthorpe School Site/Community Park.	Providing safe environment for all aspects of community	Number of local people going into employment (FTE) - 3 Number of person weeks of job related training provided - 2 Number of new businesses started up - 1 Number of new businesses surviving 52 weeks - 1 Number of adults obtaining qualifications through NDC projects, non-accredited - 3 Number of people using new and improved community facilities - 500	£35,188
FA Hattrick Programme	Promote participation in football by the excluded, targeted communities and groups and demonstrate the value of appropriately delivered football to achieving neighbourhood renewal.	School age young people	Number of people employed in voluntary work Number of adults obtaining qualifications through NDC projects, accredited Number of people benefiting from healthy lifestyle projects Number of community/voluntary groups supported Number of new trainees on accredited courses (EB) Number of accredited qualifications awarded to NELM residents Number of days of holiday activity provided Number of attendances (average) at holiday activities	£60,000
Family Matters	Provide various resources for supporting parents and families as well as a local	Residents with child caring responsibilities	Number of parents attending transition workshop (nursery to first school) - 10 Number of parents/carers supported through one-to-ones -	£173,000

Project Title	Main Activity	Target Group	Annual Performance Output Measures (2007/08)	Total NDC Funding Approved
	satellite of the existing resource centre.		60 Number of drop-ins - 80 Number of parents forum/advisory group meetings - 3 Number of parents attending parent forum / advisory group - 30 Number of drop-in sessions to be resourced from the satellite centre but to operate in venues across the NELM area as requested - 40 Number of enquiries to telephone support service - 50 Number of activities/training run for parents and professionals (1 per term for parents, 1 per term for professionals) - 6 Number of networking opportunities - 3 Number of workshops for parents/carers and children - 7 Number of children benefiting from workshops - 40 Number of 12 week parenting courses/groups - 3 Number of parents/carers on parenting course/group - 36 Number of pupils benefiting from projects designed to improve attainment - 39 Number of adults obtaining qualifications through NDC projects, non-accredited - 52 Number of people using new and improved community facilities - 137 Number of community / voluntary groups supported - 40	
Future Radio	Contribute to the core funding of the community radio project.	Year 10 students through to adulthood	Number of local people going into employment (FTE) - 1.5 Number of people employed in voluntary work - 50 Number of people receiving job training - 50 Number of person weeks of job related training provided - 40 Number of people accessing improved careers advice - 20 Number of adults obtaining qualifications through NDC projects, accredited - 4 Number of adults obtaining qualifications through NDC projects, non-accredited - 50 Number of victims of crime supported - 10 Number of people using new and improved community	£95,000

Project Title	Main Activity	Target Group	Annual Performance Output Measures (2007/08)	Total NDC Funding Approved
			facilities - 75	
Health First	Deliver welfare rights advice and guidance, supporting a wide range of clients with diverse needs from venues across the NELM area.	Young people and adults	Number of client contacts receiving welfare rights advice - 1725 Number of additional benefits taken up by clients - 600 Number of individuals receiving debt support and counselling - 480 Number of individuals with improved debt management - 450 Number of referrals to West Norwich Credit Union - 150	£140,940
Larkman Technology Centre	Offer free computer access and training to local residents, as well as literacy and ESOL training.	Adults of working age	Number of new childcare places - 6 Number of adults obtaining qualifications through NDC projects, accredited - 30 Number of adults obtaining qualifications through NDC projects, non-accredited - 30 Number of accredited training courses provided - 10 Number of non-accredited training courses provided (ELS) - 10 Number of outreach sessions to other venues in NELM - 12	£480,000
Marlpit Communications Centre	Direct provision of services (for example Job Centre Plus) and signposting to services as well as the provision of the Community Learning and Information Point.	Fully inclusive provision	Number of people employed in voluntary work - 1 Number of people receiving job training - 1 Number of people accessing improved careers advice - 328 Number of new businesses started up - 1 Number of new businesses receiving advice/support - 50 Number of adults obtaining qualifications through NDC projects, accredited - 28 Number of adults obtaining qualifications through NDC projects, non-accredited - 7 Number of young people benefitting from youth inclusion/diversionary projects - no target, numbers reported each qtr Number of people benefitting from healthy lifestyle projects - no target, numbers reported each qtr Number of people using new and improved community facilities - no target, numbers reported each qtr	£801,038

Project Title	Main Activity	Target Group	Annual Performance Output Measures (2007/08)	Total NDC Funding Approved
			Number of community / voluntary groups supported - 8	
Neighbourhood Management	Deliver a local neighbourhood management initiative for the wider NELM area (HELM) in partnership with the two councils and the police integrating the cleaner, safer greener agenda.	Fully inclusive provision	Number of adults obtaining qualifications through NDC projects, accredited - 1 Number of project feasibility studies funded - 4 Number of new jobs created - 2 Number of cleaner, greener, safer initiatives - 7 Volunteers involved - 80 Number of areas improved - 5	£230,000
Out of School Clubs	Provide a service of wrap around care within local schools to support children and families by providing affordable, accessible and good quality care, based at the Annexe, Valley Primary School and Larkman Primary School.	Children from 4 to 12	Number of childcare places (not cumulative) - 48 Number of parents / carers accessing WFTC - 180 Number of attendances on average per session - 18 Number of children attached to a social worker - 1 Number of people employed in voluntary work - 3 Number of pupils benefiting from projects designed to improve attainment - 675 Number of adults obtaining qualifications through NDC projects, accredited - 3 Number of adults obtaining qualifications through NDC projects, non-accredited - 4 Number of people benefiting from healthy lifestyle projects - 675	£222,000
Norfolk Youth and Community Services	Provide four youth clubs a week at different settings across the NELM area, as well as support to the Matthew Project Opportunities are also offered to young people to participate in achieving a BTEC award in Peer Education.	Young people from age 11	Number of sessions of youth work activities provided - 148 Number of attendances (average) at youth work activities - 95 Number of young people achieving BTEC - 4 Number of adults obtaining qualifications through NDC projects, accredited - 2 Number of young people benefiting from youth inclusion / diversionary projects - 82 Number of people benefiting from healthy lifestyle projects - 10	£90,000
NR5 - 561 Project - Post 16 support work	Post 16 support work providing a range of services, tailored to individual and group need of vocational pathways, mentoring and	16 - 24 year olds	Number of local people going into employment (FTE) - 15 Number of people employed in voluntary work - 50 Number of people receiving job training - 100 Number of person weeks of job related training provided - 75	£100,000

Project Title	Main Activity	Target Group	Annual Performance Output Measures (2007/08)	Total NDC Funding Approved
	support.		Number of people accessing improved careers advice - 200 Number of adults obtaining qualifications through NDC projects, accredited - 20 Number of adults obtaining qualifications through NDC projects, non-accredited - 100 Number of community / voluntary groups supported - 10	
NR5 - 561 Project - Inclusion Programme	Provide an alternative curriculum, educational inclusion and support for harder to reach young people at KS4 and year 9 mentoring, especially those who are excluded or at risk of exclusion.	Students at Key Stage 4	Number of local people going into employment (FTE) - 10 Number of people employed in voluntary work - 12 Number of people receiving job training - 18 Number of people accessing improved careers advice - 125 Number of pupils benefiting from projects designed to improve attainment - 18 Number of teachers / teaching assistance attracted or retained in schools serving NDC children - 1 Number of young people benefiting from youth inclusion / diversionary projects - 150	£190,000
Nurture Group	Address the needs of a small group of children whose challenging behaviour disrupts their own and other children's learning.	Children from 4 to 8 years old	Up to a maximum of 10 referrals at any one time throughout each school year of the project - 10 attempt to keep permanent exclusion rate at 1% or lower - 0.1 number of relevant training sessions/networking opportunities attended - 2	£80,000
Small Initiatives Fund	To develop community based initiatives by making NDC funding available to smaller projects outside the longer commissioning approach.			£180,000
The Garage (Academy Trust) - Cre8ivity	Provide a range of artistic and creative experiences including drama, dance film, electronic media and visual arts.	Young people from age 12	Number of sessions of youth work activities provided - 55 Number of attendances (average) at youth work activities - 60 Number of days of holiday activity provided - 34 Number of young people achieving Arts Award accreditation at any level - 55 Number of people employed in voluntary work - 11	£48,116

Project Title	Main Activity	Target Group	Annual Performance Output Measures (2007/08)	Total NDC Funding Approved
			Number of young people benefiting from youth inclusion / diversionary projects - 180	
The Garage (Academy Trust) - Express Yourself	Provide a range of creative activities for adults, family and older people including tea dances, Carnival Cavalcade, film work and reminiscence work	Aged 18 and above	Number of sessions of adult activity provided - 42 Number of attendances on average at sessions - 60 Number of tea dances - 5 Number of people employed in voluntary work - 15 Number of people benefiting from healthy lifestyle projects - 100	£28,205
The Matthew Project	Deliver one session a week on their 'bus' providing a place for young people to hang out and socialise as well as learning about issues such as smoking, drug awareness and sexual health.	Young people from age 12	Number of sessions provided using the bus - 40 Number of sessions provided using Voicebox - 18 Number of attendances on the bus - 800 Number of attendances at Voicebox - 180 Number of young people benefiting from youth inclusion / diversionary projects - 47 Number of people benefiting from healthy lifestyle projects - 20	£43,874
Wensum Valley Medical Practice - Crisis Intervention Worker	Provide a generic Outreach Support Worker to undertake time limited, crisis with the aim of improving health, welfare and autonomy of individuals and their partners and families whose lives are in crisis because of mental health problems and/or poor physical health and/or adverse social circumstances.	Supporting families	Number of clients in service (6 sessions) / referrals into service - 200 Number of referrals on - 100 Number of clients with improved well-being - 160 Number of people benefiting from new or improved health facilities - no target, numbers reported each qtr	£97,152
YMCA Pastoral Care Workers	Deliver residential, team building activities and behavioural workshops in Larkman and Millview Middle Schools and supporting the core costs of delivering the full programme which includes supporting children to deal with exclusion, bullying and	Children aged from 4 to 11	Number of children involved in residential activity - 50 Number of children and young people impacted through delivery of wide ranging projects - 848 Number of local partnerships developed to work in the community to support children and families - 36 Number of children with increased self esteem as a result of the development of a self esteem programme - 140 Number pupils supported during transition through schools by the development of a partnership with the worker at	£66,610

Project Title	Main Activity	Target Group	Annual Performance Output Measures (2007/08)	Total NDC Funding Approved
	other children's issues in both group and individual sessions.		EHS - 80 Number of opportunities to share best practice with the full service extended school - 7 Number of outside school activity sessions - 140	

Appendix six: IiC strategic themes and intervention against target wards and groups

Strategic Theme	Strategic Intervention	Target wards	Target group
<p>Raise the skills, aspirations and achievements of young people and adults from disadvantaged communities</p>	<p>Support families to overcome barriers to learning and achievement</p>	<p>Mile Cross Catton Grove Wensum Crome</p>	<p>Families with NEET group or pre-NEET aged children including looked after children</p>
	<p>Increase supply side (staff and facilities) to deliver contextualised vocational and skills for life training in key sectors</p>		
	<p>Commission alternative forms of embedded learning opportunities for individuals to begin and continue through pathways to further education and employment</p>		
<p>Raise the employment prospects of adults and young people from disadvantaged communities</p>	<p>Support people to overcome barriers into employment and in retaining a job</p>	<p>Mancroft Mile Cross Town Close Catton Grove</p>	<p>Unemployed and in particular groups that are currently under-represented in the labour market</p>
<p>Encourage an enterprising culture in disadvantaged communities</p>	<p>Provision of tailored business start-up and business growth support and advice targeted at deprived communities</p>	<p>Wards with SOAs in the most deprived 10%</p>	<p>Business start-ups and entrepreneurs in deprived communities Voluntary organisations and social enterprises</p>
	<p>Promoting access to small-scale finance for those entering self-employment</p>		
	<p>Improved business skills for social enterprises and voluntary organisations</p>		

Appendix seven: liC projects over 25k in value

Project Title	Main Activities	Target areas	Performance Output Measures	Funding		
				2006/07	2007/08	2008/09
NR5	Contribution for relocating and re- building the existing NR5 Project facilities to enable it to meet needs of users and partners	NELM (70%) Mile Cross, Town Close Bowthorpe Lakenham, Catton Grove Thorpe Hamlet Heigham Mousehold University		£608,000 (capital)	completed	completed
Open Youth Trust	Refurbish listed building to provide a safe environment for young people aged 13-25	NR1 – NR9 postcode areas		£40,000 (capital)	£450,000 (capital)	
LEGI Enterprise Centre	Support an improved standard of refurbishment, fittings and equipment for the centre	Thorpe Hamlet Mancroft Mile Cross Wensum Lakenham Bowthorpe			£171,000	
Community Learning Mentors	Mentors act as role models to community members delivering an integrated package of measures to engage people with learning	Wensum Crome Thorpe Hamlet Catton Grove	40 people assisted to get a job 180 people assisted with skills development 20 people gaining basic skills		£200,843	

Project Title	Main Activities	Target areas	Performance Output Measures	Funding		
				2006/07	2007/08	2008/09
Sure Futures	Raise the aspirations of young people aged 11 to 16 through creative arts activities	Mile Cross Catton Grove Bowthorpe Wensum	16 businesses assisted to improve performance 950 people assisted in skills development 96 capacity building initiatives carried out 80 community safety initiatives 60 youth crime prevention initiatives	£117,610	£120,838	£124,163
BizFizz	Provides community-based Business Coach who gives local people free, one-to-one, tailored business support to help local entrepreneurs to create and sustain viable enterprises	Bowthorpe Wensum University (West Norwich)	Create at least 10 business start-ups/self employment Support at least 30 existing businesses		£65,277	

Appendix eight: Countywide liC projects

Project Title	Main Activities	Target areas	Performance Output Measures	Funding		
				2006/07	2007/08	2008/09
Homeless and Vulnerable Education and Support	Supports homeless and vulnerable people by providing learning opportunities, support and guidance.	Countywide	1,250 people assisted to get a job 430 people assisted in skills development 30 adults supported in gaining full level 2 qualifications	£45,000	£149,000	£160,000
Ensuring seamless support	Support and development of emerging social enterprise organisations in the third sector such that support can be offered seamlessly, holistically and cost-effectively	Countywide	Provide coaching support to a minimum of 30 clients Initial interventions for 540 client organisations Formation of 5 new start-up social enterprises		£169,994	
Ready for Work	Support for young people likely to leave school at age 16 and look for work	Countywide but targeted at schools with high deprivation rate/post 16 participation	180 people assisted in skills development	£35,000	£55,000	£60,000
Raising Aspirations Coordination	Continue work to embed the principles of aspirations across all sectors and act as a focus for aspirations work	Countywide		£30,000	£37,000	

Appendix nine: LEGI projects over £25k

Workstream	Project Title	Main Activities	Target Area	Target group	Contract value	Contract Duration
Norwich Enterprise Centre	Norwich Enterprise Centre	Flagship enterprise shop providing a 'one stop shop' with a business support hotline and web resources.	Citywide		£2,233,771 (inc £1,281,000 capital)	3 years
Mentoring for aspiring entrepreneurs	BizFizz National Support			Non-specific	£120,000	2 years
Mentoring for aspiring entrepreneurs	BizFizz Thorpe Hamlet	Provides community-based Business Coach who gives local people free, one-to-one, tailored business support to help local entrepreneurs to create and sustain viable enterprises	Thorpe Hamlet	Non-specific	£126,180	2 years
Mentoring for aspiring entrepreneurs	BizFizz Lakenham	Provides community-based Business Coach who gives local people free, one-to-one, tailored business support to help local entrepreneurs to create and sustain viable enterprises	Lakenham	Non-specific	£126,180	2 years
Mentoring for aspiring entrepreneurs	BizFizz Mile Cross	Provides community-based Business Coach who gives local people free, one-to-one, tailored business support to help local entrepreneurs to create and sustain viable enterprises	Mile Cross	Non-specific	£126,180	2 years
Targeting the 'Change Agents'	Schools Enterprise	Develop and deliver a programme of events to stimulate thinking about self-employment and business development including live business projects	City wide with focus on LEGI target wards	Young people in education	£500,000	1 year

Workstream	Project Title	Main Activities	Target Area	Target group	Contract value	Contract Duration
Targeting the 'Change Agents'	Business Support Programme	Extend the Princes Trust scheme which offers mentoring, business skills training, business advice and a soft loan scheme to young people who wish to develop skills or start their own business.	City wide with focus on LEGI target wards	Ages 13-30, focus on unemployed, educational underachievers, ex-offenders, those in or leaving care	£193,844	2 years
Targeting the 'Change Agents'	Development Awards	Additional funding to extend the Princes Trust Development Awards Scheme. Scheme aims to help young people overcome financial barriers to work or study.	City wide with focus on LEGI target wards	Ages 13-30, focus on unemployed, educational underachievers, ex-offenders, those in or leaving care	£100,000	2 years
Targeting the 'Change Agents'	Women's Enterprise Education and Training Unit (WEETU)	Training for women in personal development, confidence building, business counselling and support, loan finance and a networking scheme for local women entrepreneurs	City wide with focus on LEGI target wards	Aimed at women but not exclusively restricted to them	£932,606	2 years
Seizing the Opportunities	Transporting Lives	Using business volunteers as mentors to build relationships between local communities and employers in key growth sectors.	City wide with focus on LEGI target wards	Women	£30,000	1 year
Seizing the Opportunities	Pathways	Using business volunteers as mentors to build relationships between local communities and employers in key growth sectors.	City wide with focus on LEGI target wards	Young people	£49,946	1 year
Seizing the Opportunities	Work booster skills for women returners	Training and work experience to allow women to return to work	City wide with focus on LEGI target wards	Isolated groups of women	£30,750	1 year
Step Up	CDFI Loans Fund	Provide finance to start-up or grow an existing local business.	City wide with focus on LEGI target wards	New and existing businesses who cannot access full funding from mainstream sources	£210,000	2 years

Workstream	Project Title	Main Activities	Target Area	Target group	Contract value	Contract Duration
Step Up	Norwich4Business	Provides financial and some professional services for those who have or are being made redundant who wish to set-up a new business.	City wide with focus on LEGI target wards	Those who have been working in Norwich but made redundant in the last 12 months or are on notice or threat of redundancy	£30,000	2 years
Buy Local	Buy Local	Support work to capitalise on the spending power of large employers and grow markets for local businesses.	City wide with focus on LEGI target wards		£125,000	2 years

Appendix ten: LSC Raising demand for young people

For raising demand among young people, we will	For raising demand among young people
<p>Increase the total number of 16-18 places available and make sure that: a) all potential learners are aware of the full range of opportunities and b) the financial support available reaches target groups throughout the region</p>	<ul style="list-style-type: none"> • total number of places available increases from 144,000 in 2006/07 to 161,000 (12%) in 2008/09 • take up of Education Maintenance Allowance (EMA) increases from 49,000 (34%) in November 2007 to at least 60,000 (37%) in November 2008 – getting the lower value EMA (with its new guarantee of high levels of support for Higher Education (HE)) take up significantly increased • the September Guarantee is in place in each Local Area for all 16 and 17 year olds with 146,872 offers made • the 14-19 prospectus for each area is appropriately developed to ensure appropriate advice and guidance is available to all 14-19 year olds • take-up of apprenticeships increases by 11% with a 20% growth in BME participants
<p>Develop a new range of programmes to reduce the numbers of young people who are NEET and Not in Education or Training (NET).</p>	<ul style="list-style-type: none"> • 89% (85% in 2005) of 16 year olds and 82% (75% in 2005) of 17 year olds participate in education or training • the proportion of young people who are NEET is reduced to 5% by December 2009 • 55% of young people on E2E programmes progress to either employment or at least Level 2 learning in 2008/09 • over the next three years the volume of E2E provision that is unaccredited is reduced by 30% pa so that by 2010/11 all E2E is has been replaced by a progression pathway (and is therefore QCF accredited). • the numbers of young people starting an Apprenticeship increases by 12% - from c.7,400 (in 2006/07) to c.8,200 (2008/09)
<p>Build the capacity of regional provision for LLDD and develop strategies for more effective transition in response to the regional needs analysis</p>	<ul style="list-style-type: none"> • £1.3 million is invested in increasing the range and staff capability for LLDD • the number of 16-25 year old LLDD accessing learning within the East of England is increased by 30% to 220 learners in 2008/09 • there is a normal distribution of LLDD across all types of learning

<p>Use data and qualitative research projects, engaging with specific community groups, to establish need and disseminate best practice in order to raise demand and success amongst the Black and Minority Ethnic (BME) population and disadvantaged groups</p>	<ul style="list-style-type: none"> • the Skills Marketing campaign targets BME employers in order to raise their interest in apprenticeships and potential learners with at least 200 new leads followed up • the representation of young people from BME groups in work-based learning increases –in line with a trajectory to 2011/12 where the BME participation in work-based learning is proportioned to local/regional demographics • the gap in success rates relating to the gender and ethnicity is reduced
<p>Support the 14-19 Partnerships across the region in developing effective 14-19 plans, implementing the 14-19 reforms and introducing the Diplomas</p>	<ul style="list-style-type: none"> • each of the ten Local Authority areas has an overarching 14-19 strategy in place, delivered through a robust formalised partnership and local consortia, ready for the transition in 2010/11 • the Employer Matching Service for Apprenticeships (currently piloted in Cambridgeshire) is effectively implemented across the region (targets to be agreed as part of contracting arrangements) • Diploma Partnerships are effectively supported in the introduction of new Diplomas and in bidding/preparation for next stage of Diploma roll-out

Appendix eleven: LSC Plan 2008/09 –raising demand among adults

For raising demand among adults we will:	For raising demand among adults
Assist providers to rebalance their provision and make better use of a “mix” of different funding streams (via e.g. European Social Fund (ESF), fee income and alignment within Local Area Agreements) to meet the full range of demand which cannot all be met through core funding	<ul style="list-style-type: none"> • increase the numbers and percentage of adult learners achieving first and full Level 2, with all colleges recruiting at least 20% of their adult learners on to full Level 2 and at least 20% onto full Level 3 programmes • Increase the numbers of adults obtaining Level 3 by c. 5,700
Use ESF to increase provider capacity to satisfy the demand for numeracy, literacy and ESOL (up-skilling existing tutors, training new tutors and widening the delivery base) and increase accreditation in Skills for Life programmes	<ul style="list-style-type: none"> • the capacity of the provider base for Skills for Life including ESOL expands by 20% through a mix of expansion and Open and Competitive Tendering • 50,000 adults improve their literacy and/or numeracy by one level • Demand for ESOL is met [through a variety of funding arrangements].
Develop a regional strategy to make sure that financial support (including the Adult Learning Grant) is widely promoted and accurately targeted to maximize participation and achievement	<ul style="list-style-type: none"> • uptake of Information, Advice and Guidance (IAG) from all groups indicates a high degree of satisfaction; and performance of IAG partnerships meets or exceeds plan • learner support take up reflects the demographics with a significant increase in take up from people over the age of 40 and from disadvantaged groups
Investigate the needs of minority, disadvantaged and non-participating groups of learners and develop programmes which support entry to continuation and success in learning	<ul style="list-style-type: none"> • recommendations from 2007/08 research project implemented to time during 2008/09 • the overall number of adult learners is representative of the BME of the local community • overall success rates for all groups are raised with the rates for some black groups showing significant improvements and on a 3 year trajectory to match the rates of the best performing groups
Ensure that the new Personal and Community Development Learning (PCDL) partnerships are working effectively to plan quality programmes that meet the needs of their communities	<ul style="list-style-type: none"> • numbers of learners on PCDL programmes maintained at 2006/07 level c. 68,000 learners • satisfaction ratings on programmes show 5% improvement on 2006/07

Appendix twelve: LSC Plan 2008/09 – raising demand among employers

For raising demand among employers we will:	For raising demand among employers
Actively promote the benefits of training through the Skills Pledge via local engagement with Chambers of Commerce, Institute of Directors, skills brokers, providers and other employer organisations	<ul style="list-style-type: none"> • target for Skills Pledge sign ups are agreed and achieved in each LSC Area.
Use the Skills Campaign, the reform of work-related learning and the launch of the Diplomas to engage more employers in support for 14-19 education and the full range of Apprenticeships	<ul style="list-style-type: none"> • work placements for Diplomas meet the specification • high quality, relevant work experience for all young people is sufficient to meet demand • the numbers of apprenticeships provided by employers is increased from c. 18,500 (2006/07) to c. 21,400 in 2008/09 and in Advanced Apprenticeships from c. 7,800 (2006/07) to c. 9,500 in 2008/09
Increase the number of employers and employees engaged through the Train to Gain service in developing skills	<ul style="list-style-type: none"> • 5,800 employers engaged, 50% of whom will be 'hard to reach' • 46,300 learners participating in Train to Gain supported programmes • c.35,000 achievements at Level 2 c. 3,800 achievements at Level 3
Use the Train to Gain brokers and Jobcentre Plus staff to expand the awareness of employers in relation to equality and diversity issues in employment and skills	<ul style="list-style-type: none"> • plan to engage more businesses and learners agreed August 2008 • training of all brokers carried out by December 2008

Appendix thirteen: Children's Fund Projects

Project Name	Project Description	Target ward	Funding 2007/08
Families@Bowthorpe	A partnership of Family Matters and YMCA Norfolk working for the empowerment and well-being of children and families, offering schools and community based preventative services, including a Parent Resource Centre. 1-1 support and group work is provided for children to help them deal with emotional and behavioural issues and promote self-esteem, confidence and to develop social skills, including in dealing with transitions. For parents and carers, 1-1 support is available around emotional and behavioural issues, as well as advocacy needs, and group work is provided to help improve parenting skills.	Bowthorpe	£123,956
Kids at Heart	To improve and increase support and referrals for parents and children linked to Catton Grove First and Middle Schools, providing: counselling and befriending service, parent education and support, community building activities and clubs.	Catton Grove	£41,603
Carer Forum Young Carers in Norfolk	An awareness-raising programme within schools, statutory and voluntary agencies to help support young carers. 'Younger' young carers are offered an opportunity to join a young carers support group at key locations around the county: Norwich, Broadland, Gt Yarmouth, North Walsham, Swaffham and King's Lynn. They are also offered one-to-one support sessions and group outings. A website has been developed with the children involved in the project to increase access to support.	Countywide with 25 children in Norwich group	
Children and Families Support Group	Provides a welcoming, safe and consistent environment with clear boundaries and expectations. Enabling children and young people with Asperger syndrome to further develop and improve communication, sharing, turn-taking, co-operative and social skills through a range of art and crafts activities, cooking, tabletop games and physical activities. Helping them learn to recognise and deal with their behaviour and meet with like-minded children and young people. The project also gives parents and carers of children and young people with Asperger syndrome the opportunity to share experiences.	Countywide with Norwich branch	£36,022

Project Name	Project Description	Target ward	Funding 2007/08
Mile Cross Travellers Services	To focus on the needs of the children and families living on and visiting the site, using a high level of community involvement. The service will be flexible in providing a range of out of school and holiday activity schemes for school-aged children, and a service for pre-school children (in partnership with Sure Start). The Warden's hut is jointly managed with Norwich PCT providing office space that doubles as a Health clinic. Project provision includes a permanent fully equipped activity base. A safe, equipped play area has been provided jointly with Sure Start and Norfolk Property Services.	Mile Cross	£25,509
Youth Inclusion Support Panels (YISPs)	YISPs are multi-agency planning groups that seek to prevent offending and anti-social behaviour by offering voluntary support services to high-risk 8-13 year olds and their families. The main emphasis of a Panel's work is ensuring that children and their families receive, at the earliest possible opportunity, mainstream public services together with complementary interventions from voluntary or community groups as appropriate to meet their needs. YISP panels have been set up in Norwich, Gt Yarmouth, King's Lynn, Thetford, North Walsham and South Norfolk	Countywide with two panels in Norwich with two key workers	£298,369
Children and Young People's Outreach	This is a service for families living in eastern, northern and central areas of Norfolk. The project aims to provide a safe and non-judgemental environment in which families who have or are experiencing domestic violence can share their experiences, access advice and support and to learn about and build safe and appropriate relationships.	Countywide with CINDA	£51,453
Time for Children and Young People	To identify and reach those children in the community with a close family member in prison, in order to establish an effective means of supporting their wider needs. Some families may have a court case coming up or have recently been released from prison. Support is given to the children/young people to deal with any issues they may have regarding imprisonment. This ranges from escorting children to visit to enabling them to recognise and deal with and voice their wishes and feelings. The project has published a guide book for children written by the children participating in the project.	Countywide	£21,631

Appendix fourteen: Safer Norwich Partnership Cross-Cutting Issues

Partnership	Common Interest	Activity
Drug and Alcohol Action Team	To reduce the adverse effects of alcohol and drug misuse on communities;	N-DAP Outcomes Strategy 2008-11
Neighbourhood Renewal Fund	<p>To reduce the adverse effects of alcohol and drug misuse on communities;</p> <p>To reduce the incidence of anti-social behaviour</p> <p>To reduce the level of criminal damage</p>	<p>Projects funded by the NRF which relate to the priorities :</p> <ul style="list-style-type: none"> • Holiday Club-Catton: To fund extension to structured holiday club activities for 8-15 yrs to increase participation and opportunity, and decrease ASB. • Anti-Social Outreach Work: To develop better co-ordinated agency approach to re-engage with individuals and create ways to divert away from reoffending and anti-social behaviour. • Tackle Alcohol Related Offending: Expanding current services to wider areas. • Alcohol Recognition: Further training to equip frontline staff with recognition skills. • Safer Drinking City Programme: Builds on current licensing changes to develop sensible drinking habits. • Safer Schools Partnership: Placing Police Officers in schools to reduce risk levels for young people. • CCTV: To carry out a survey of the city and the installation of signalling equipment ready for the purchase of mobile/portable CCTV with the capability to be monitored centrally. • Police Cycle Patrols: To help combat the weekend economy anti-social activities especially along public cycle and walkways where no vehicles can access, but are frequently used by young revellers. • Community Park Safety Measures-Bowthorpe Old School Site: To the provision of better footpaths and lighting for benefit of whole community on Bowthorpe Old School Park Site. • Alcohol Misuse Outreach Caravan: To provide a new updated caravan that can be used for drug related outreach work in Norwich schools. • Cop Shop: Capital project for the purchase of specially converted sea-going container to act as a mobile Police Base for hot-spot areas. • Cleaner Safer Greener Project: To provide an officer to co-ordinate environmental activity to deter crime areas.

<p>Youth Task Force (formerly The Respect Unit)</p>	<p>To reduce the incidence of anti-social behaviour</p>	<p>Norwich is a Respect Action Area. We are delivering a number of projects in conjunction with this status, including support for families whose behaviour impacts on the local community</p>
<p>City of Norwich Partnership (this is the Local Strategic Partnership for Norwich)</p>	<p>To improve the level of public confidence</p> <p>To reduce the incidence of anti-social behaviour</p> <p>To reduce the adverse effects of alcohol and drug misuse on communities;</p>	<p>The City of Norwich Partnership has a strategic objective to make Norwich a city of safe and strong communities.</p> <ul style="list-style-type: none"> • To reduce crime and anti-social behaviour • To support families in crisis • To reduce harm caused by alcohol • To improve neighbourhood engagement <p>The Safer Norwich Partnership leads in the delivery of this objective,</p>