

Vision King's Lynn – King's Lynn Town Deal

PROJECT BUSINESS CASE (STAGE 2)

The King's Lynn Youth Retraining Pledge

CONTENTS

Introduction

Strategic Case

Provides the rationale, background, policy context and strategic fit of the project, including defined objectives and the process of change from inputs to outcomes.

Economic Case

Provides verifiable evidence of the project value, includes benefit-costs analysis, do nothing scenario and wider economic implications.

Financial Case

Details the financial implications of the project, includes budget, funding profile and financial management procedures.

Commercial Case

The Commercial case demonstrates the commercial viability of the project, including procurement framework and contractual structure.

Management Case

Provides project management processes, scope, assurances and Governance arrangements.

Appendices

- Appendix 1 - Education Providers in the Locality
- Appendix 2 - Policies and Project alignment
- Appendix 3 - KLYRP Project Budget
- Appendix 4 - KLYRP Steering Group Terms of Reference
- Appendix 5 - KLYRP Project Management Plan
- Appendix 6 - KLYRP Project Risk Register
- Appendix 7 - KLYRP Project Communications Plan
- Appendix 8 - Beneficiary Journey

INTRODUCTION

Skills, educational attainment and unemployment are significant economic and social issues for young people in King's Lynn.

Young people have suffered disproportionately in the current labour market challenges through COVID-19 (as often through economic downturn). The number of young people who are either under-skilled, unemployed or not in education, employment or training (NEET) has been accentuated through the COVID-19 pandemic, however within King's Lynn, youth employment and skill levels are historically low, in some statistical cases entrenched and in situ before recent economic impact. Indicators for skills and attainment levels have remained comparatively low in the area for several years, factoring key measures such as GCSE achievement, transition to employment (Participation) and the levels of training activity amongst the young adult workforce.

Young people's work readiness is also a persistent theme when consulting on youth employment and future project intervention in the locality.

Work in developing the evidence of need for the project suggests that there are structural causes that go beyond the current shortfall in attainment and workforce skills - with future skills interventions requiring a fuller co-design and coordinating function with key stakeholders, in addition to the establishing of new provision to meet statistical demand.

Within King's Lynn the labour market for young people is changing in several key aspects and primarily in relation to the type of jobs that young people may carry out. Historically in the area, many young people tend to be employed in two particular occupations: sales (retail/hospitality) and elementary occupations.

These occupations have been in decline over the decade and hit hard locally by the COVID-19 pandemic. Furthermore, there is forecast to be little or no growth in these occupations with higher technical skills demanded for entry and progression in growth sectors such as manufacturing, digital/creative media, healthcare and AgriTech – these sectors recognised as substantial contributors to the King's Lynn economy and future employment routes.

The labour market has changed for young people and it will continue to do so for the foreseeable future. This is pronounced within King's Lynn due to the decline of historical employment entry sectors for young people and the prominence of higher technical skill requirements in local growth industries.

Transition into work for young people, particularly non-graduates, needs to be in a strong focus.

Work inspiration and work readiness in its broadest sense is one of the key elements in successful transitions and will be a key element of the project, with an increased engagement with employers in developing education links and the prominent role in raising skills amongst their young workforce.

There is an increasing economic case for businesses to create more entry points and progression routes for young people and for local approach in supporting them to engage more fully, raising the profile of their organisation and higher skills in the workforce to drive innovation & growth. The project will take an active role in supporting businesses to build into business planning some form of commitment to support young people into and within work – from offering apprenticeships to providing quality work-based experience and upskilling opportunities for staff.

Drawing directly from this local context, the King's Lynn Youth Retraining Pledge has been developed to provide a coordinating function, working closely with a range of skills stakeholders, the employer base and targeted beneficiaries for the fullest immediate and longer-term project effect.

The project is focused on supporting the current and future Skills Infrastructure of the area, which in addition to direct project activity, has the firm objective to Level-Up skill levels in and across the town – establishing a legacy of higher resident skills, a system of local collaboration and increased opportunities for young people to reach their potential.

STRATEGIC CASE

INTRODUCTION

Our intention is to establish the King's Lynn Youth Retraining Pledge project as an integral part of the skills infrastructure for unemployed and lower skilled young people in the town.

The project will establish the King's Lynn Skills Partnership, the 'Skills Department' for the Town which will include a staff team to develop and deliver a wide range of employment & skills activity - driving forward King's Lynn TIP ambitions and increasing the skills and life opportunity for young inhabitants of the area.

The project is designed to carry out a transformation role for King's Lynn and the immediate skills system. It has been developed specifically to bring a coherence to current provision and maximise engagement and access to learning for residents. Although secondary schools typically require improvement, King's Lynn benefits from in principle, adequate provision, specifically in further education offer, specialist and private training for workforce upskilling. However, there remains significant gaps in workforce skills and comprehensively evidenced though poor performance data, effective transition for young people into higher skilled employment.

The King's Lynn Youth Retraining Pledge has been developed to meet these needs and both establish provision to address training gaps and to provide coordinating function for providers, employers and supporting organisations.

In this important aspect and utilising a dedicated staff team, the project will take a skills leadership role across the Town Deal area, establishing prominent foundations and as visible entity in understanding, assessing and providing oversight to future resident skills needs in the locality. This approach is also designed to support future system change across the area and to contribute fully to emerging Skills Accelerator and Local Skills Improvement Plan arrangements, most clearly in supporting the employer role in curriculum development and local adoption.

The project will deliver a package of support in youth skills, youth employment and young adult workforce development – addressing the short-term impact of Covid-19 and the longer-term labour market challenges of the locality.

It will:

- Develop and maintain key relationships with key local businesses and education providers – establishing forum where local skills needs are identified, solutions proposed and implemented.
- Develop a suite of industry-learning and re-training provision for young people aged 18-30, identifying transferable skills, increasing available provision and improving access to current & emerging training opportunities.
- Increase the participation and youth employment rates in the KL locality with targeted work inspiration, Information and Guidance (IAG) and employability activities.
- Address Skills Gaps – design and deliver programmes/events to raise young people's aspirations, increase work-related skills and raise awareness of career opportunities within King's Lynn priority sectors (Manufacturing, Engineering & Health & Social Care).

Identified in *Vision King's Lynn* and the Town Investment Plan a clear priority is to deliver new opportunities for skills and jobs for our young people and those affected by Covid-19. The project forms part of a prioritised package of interventions and investments that have been shown to have the greatest future impact on delivering these priorities, based on evidence that blends previous successful practice with a programme of engagement and codesign with residents, businesses and local organisations.

The Youth Retraining Pledge (KLYRP) and Skills Partnership focus on collaborative working, support to the workforce and links to the skills needs of unemployed young people. Positioning it to make a strong contribution to a broad range of economic and social indicators.

It has been developed to form a key element in the solution to skills challenges in the town, linking with existing statutory services and other (VCSE) initiatives to provide conduit to a suite of integrated interventions that will deliver a range of outcomes:

- Young people demonstrating increased confidence, and self-esteem
- Young people with increasingly positive attitudes towards work and their own employment prospects
- Young people with better skills for finding and sustaining higher paid employment
- Young people reporting improved well-being.

The project will ensure that the priority group of under-skilled young people have a gateway to the support they need to access training and employment. It will work with a range of local stakeholders to help us maximise the impact, committing to collaboration and service alignment wherever possible, providing an important conduit into current and emerging skills programmes.

CASE FOR CHANGE

Evidence of Project Need

The project is designed to address the two predominant skills challenges for the Town.

1. Workforce and Labour Market skills amongst Young people which are comparably low.
 - King's Lynn and West Norfolk has a high rate of its working population with no qualifications, with parts of the borough where 24% - 25.9% of residents have no or NVQ1 level qualifications attainment. 16.7% mean compared with 12.1% nationally.
 - In King's Lynn town, the central east area largely reflects the borough average with proportion (24%-25.9%). Further west, proportions are higher (26%-30%). The north west has the poorest qualifications attainment in King's Lynn town with over 30% having no qualifications or NVQ1.
- Source: ONS APS (2020) and Census (2011) data.*
- Higher (technical) Qualification levels in King's Lynn are lower than average, 26% of the working population has NVQ level 4+ qualifications compared with 43% nationally.

NVQ level	KLWN		Norfolk		East of England		England	
	Count	%	Count	%	Count	%	Count	%
NVQ4+	21,800	25.8	182,400	35	1,484,300	39.3	14,886,100	42.8
NVQ3+	38,400	45.6	292,800	56.1	2,189,500	58	21,296,900	61.2
NVQ2+	56,800	67.4	390,400	74.8	2,906,000	77	27,158,800	78
NVQ1+	70,200	83.3	460,400	88.2	3,351,700	88.8	30,594,400	87.9
other qualifications (NVQ)	8,100	9.6	26,200	5	213,200	5.6	2,048,700	5.9
no qualifications (NVQ)	6,000	7.1	35,100	6.7	210,400	5.6	2,153,900	6.2

King's Lynn West Norfolk - Number and % of people aged 16-64 qualified at a particular NVQ level and above, 2020

Source: ONS Annual Population Survey, 2020

2. Participation and attainment levels amongst Young people, which are historically challenging and remain low*

- At 86.84%, the participation rate in King’s Lynn was well below both national and Norfolk averages in June 2021

King's Lynn has a participation in high education (POLAR) rate of only 17%, compared with 40% nationally. POLAR - The participation of local areas classification groups areas across the UK based on the proportion of young people who participate in higher education.

- At 4.48%, the NEET (not in education, employment or training) rate in King’s Lynn was higher than both national and Norfolk averages as of June 2021.
- In 2019 32.5% of BCKLWN students attained GCSE English and Maths Grade 9-5 compared to Norfolk (40.1%) and National (43.2%).
- In excess of 1300 young people (aged 18-24) are recorded as in Employment with no training in King’s Lynn Town deal catchment.

Definition of participation= 16 to 18 year-olds in full-time education and/or vocational training

Source: Norfolk County Council Children’s Services

3. Workforce earnings across King’s Lynn reflect the low achievement and qualification levels-

Annual pay – Median Gross (£) - For all employee jobs^a: 2020 – place of work

Area	Number of jobs ^b (thousand)	Median £	Annual percentage change
KLWN	46	21,717	-2.9
Norfolk	285	22,662	0.9
East of England	2,019	24,898	1.8
England	18,819	26,062	3.5

Source: Annual Survey of Hours and Earnings, Office for National Statistics (Table 7.7a)

a: Employees on adult rates who have been in the same job for more than a year.

b: Figures for Number of Jobs are for indicative purposes only and should not be considered an accurate estimate of employee job counts.

Annual pay – Median Gross (£) - For all employee jobs^a: 2020 – place of residence

Area	Number of jobs ^b (thousand)	Median £	Annual percentage change
KLWN	53	22,390	1.9
Norfolk	303	22,857	0.2
East of England	2,180	26,697	2.4
England	18,609	26,055	3.6

Source: Annual Survey of Hours and Earnings, Office for National Statistics (Table 8.7a)

a: Employees on adult rates who have been in the same job for more than a year.

b: Figures for Number of Jobs are for indicative purposes only and should not be considered an accurate estimate of employee job counts.

Fulltime workers in the King's Lynn borough earn on average £21,717 per annum, compared to the East average of £24,898 and national average of £26,062

This equates to a King's Lynn worker earning £3,181.00 less than the regional average per annum and £4,385.00 less than the national average per annum.

In countywide context, Norfolk is lagging behind many areas of the country in terms of skills. There is a 10% gap between Norfolk and the national average at Level 4 (HNC) and above, and this feeds through to wage rates with a £2,730 gap between local average wages and national averages.

Low skill levels, and the mismatch between supply and demand has long been a barrier to growth in Norfolk. Although skills levels are increasing in Norfolk faster than in the UK as a whole, more needs to be done, particularly in raising higher technical and digital skills across all sectors.

Covid-19

Although the Local Authority has ambitious targets for its young people, it is facing a variety of heightened challenges supporting young people who have missed vital education from the COVID 19 pandemic, implications which have also resulted in some cases issues surrounding social inclusion and inequalities and welfare – this effect projected to be most pronounced in areas of higher deprivation.

King's Lynn contains wards residing in the most deprived 10% nationally and face this disproportional effect from COVID-19.

The House of Commons briefing paper published on 31 March 2021, reports that poverty is set to increase over the coming years, proportional to currently deprived areas.

House of Commons Library – Poverty in the UK: Statistics Mar 2021

This briefing suggests that income loss has rapidly exacerbated insecurity and vulnerabilities. It highlights the following:

- The inability to build and draw on financial safety nets - low-paid work, zero hours contracts, mixed self-employment/salaried work, and/or work in unpredictable sectors left people financially exposed under COVID-19
- Working without full time, reliable salaries - including key workers such as teaching assistants, social care professionals, and family support workers.
- Working in sectors that could not 'move remote' when COVID-19 hit for example, manual labour and personal services
- Caring responsibilities which limited income potential and raised outgoings -particularly but not only for women and single parents.
- Health and mental health challenges – 70 per cent were experiencing chronic health issues prior to COVID-19; 65 per cent long-term mental health issues

Factoring the labour market and workforce demographic of King's Lynn and cited within the report, the Joseph Rowntree Foundation suggests that some groups have been more affected than others and face the brunt of the economic impact of the COVID-19 pandemic.

Joseph Rowntree Foundation, UK Poverty 2020/21, 13 January 2021 11 ONS, Annual Survey of Hours and Earnings, 2020. 12 ONS, Households Below Average Income 2018/2019, 26 March 2020, Table 3.2db.

- Low paid workers: median wages in the sectors shut down by the pandemic are among the lowest in the economy, 11 and low paid workers are less likely to be able to work from home. 12 This means low-paid workers are more likely to have lost their jobs or been furloughed.
- Part-time workers

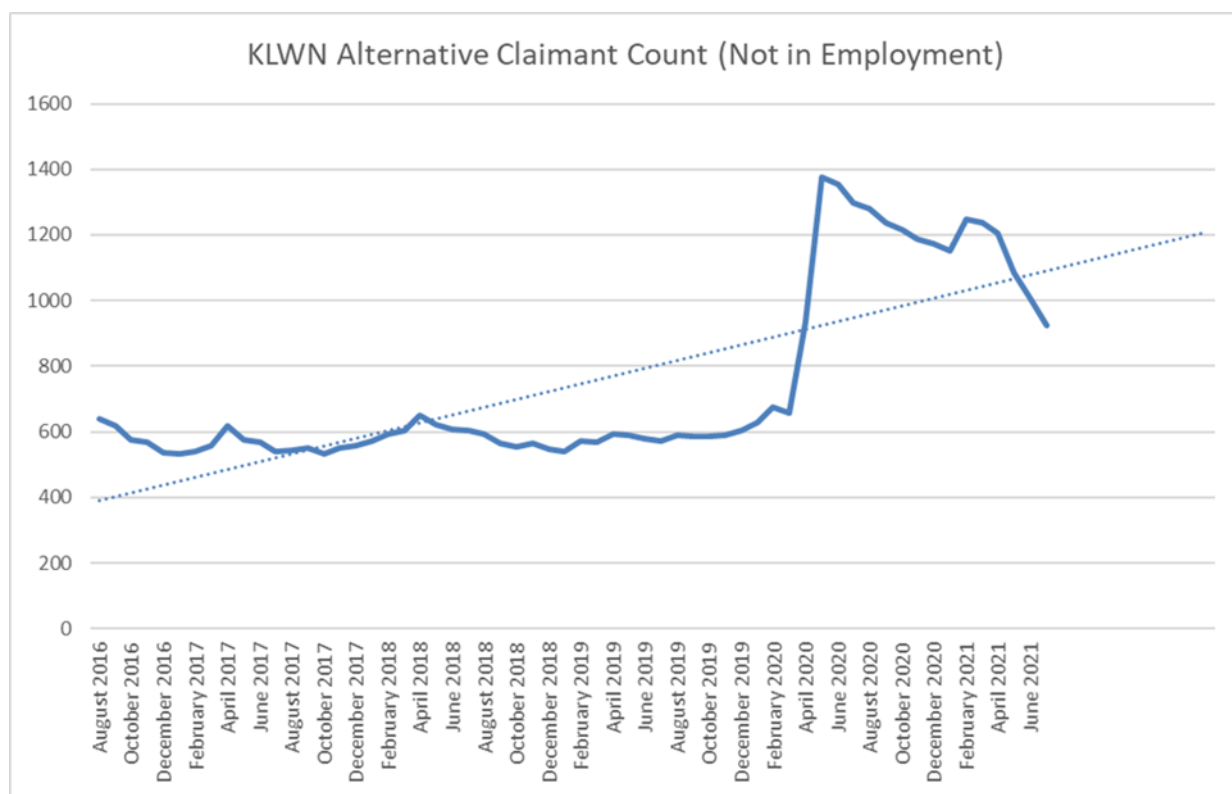
- Minority ethnic groups: workers from minority ethnic groups make up a larger than average proportion of the jobs in sectors vulnerable to the coronavirus pandemic.
- Lone parents: lone parents are mostly women and are more reliant on local jobs, and more likely to have struggled with childcare during lockdown.
- Private renters and social renters: private renters have higher housing costs and social renters tend to have lower incomes.
People living in areas of the UK where there were already higher levels of unemployment, poverty and deprivation.

The claimant count in King’s Lynn and West Norfolk has increased significantly over a 3-year period which has been impacted by COVID-19. The biggest percentage increase of 229% is in the 18-24 age group rising from 280 people in April 2019 to 920 in April 2021.

In the ‘Do nothing’ scenario and factoring COVID-19 effect, based on the five-year trend data, the number of unemployed people (proxy data used) aggregated, for the specified seven Wards of North Lynn, Gaywood North Bank, St. Margaret’s with St. Nicholas, Gaywood Chase, Gaywood Clock, Springwood, and Fairstead, is forecast to increase.

Alternative Claimant Count (not in employment) - Five-year trend with linear forecast line

Source: DWP



In addressing COVID-19 effect for young people in King’s Lynn, the project will work with local partners to provide a place-based approach as an analyser - developing and maintaining granular intelligence; enabler - bringing together partnerships / providers; and agents of inclusive recovery – providing a connection between the social and economic functions.

Deprivation Effect

In the report by the Commission on Social Mobility, the borough of King’s Lynn & West Norfolk was indicated amongst the worst 10% nationally with assessment that Norfolk's residents are the least socially mobile within the Eastern region.

More than 120,000 people in Norfolk live in areas categorised as being in the most deprived 20% in England. These are mainly located in the urban areas of Norwich, Great Yarmouth, Thetford and King's Lynn, together with some identified pockets of deprivation in rural areas, coastal villages and market towns.

Social Mobility Commission - Social Mobility Index 2018

Analysis indicates that the scores within the following life stages have the greatest impact on the social mobility index:

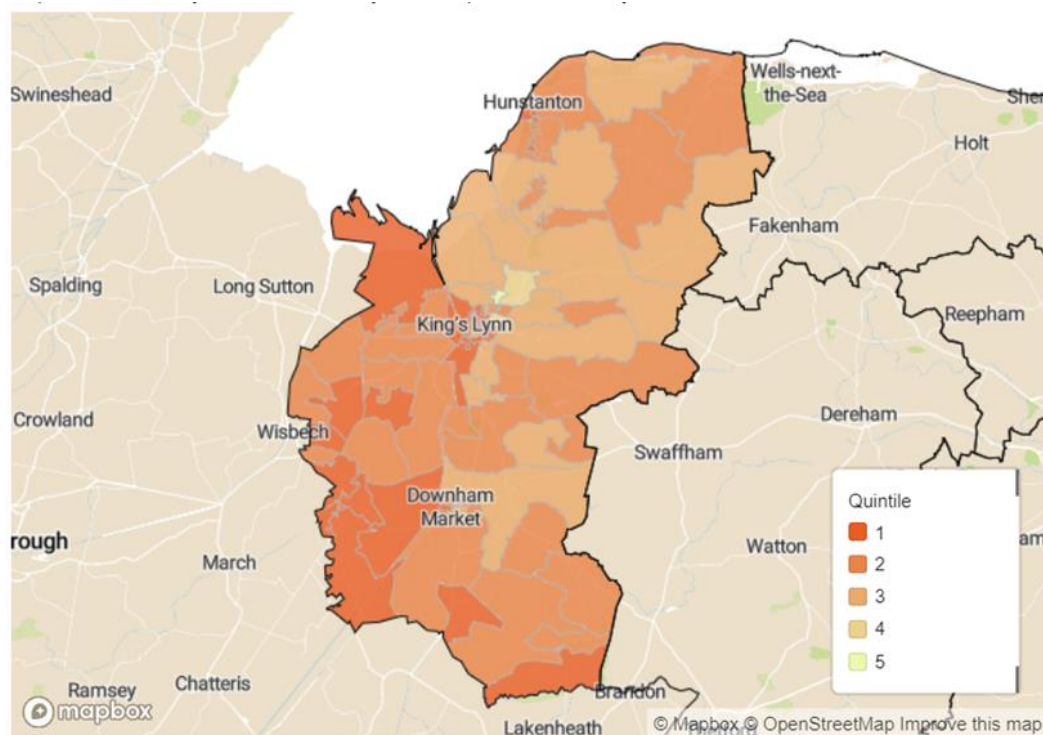
- Early Years
- Schools
- Youth
- Adulthood (working lives)

	Breckland	Broadland	Great Yarmouth	King's Lynn & West Norfolk	North Norfolk	Norwich	South Norfolk
Overall Score	Worst 10%	Middle 50%	Worst 10%	Worst 10%	Worst 20%	Worst 10%	Middle 50%
Early Years	Middle 50%	Middle 50%	Middle 50%	Middle 50%	Middle 50%	Middle 50%	Middle 50%
Schools	Worst 20%	Middle 50%	Worst 10%	Worst 20%	Best 25%	Worst 25%	Middle 50%
Youth	Middle 50%	Best 25%	Worst 20%	Worst 10%	Worst 20%	Worst 20%	Middle 50%
Adulthood	Worst 10%	Middle 50%	Worst 20%	Worst 20%	Worst 10%	Worst 10%	Middle 50%
Source: The Social Mobility Commission's "State of the Nation 2017: Social Mobility in Great Britain" report (and accompanying Social mobility index)							

King's Lynn is categorised as residing within Performance Zone 4 with the weakness performance across measured indicators. These areas provide are categorised as providing little opportunity for young people to acquire the education and skills they need to achieve good outcomes as an adult and, even if they are able to overcome this, a weak labour market and/or high housing costs make it difficult to secure good outcomes in adult life

Specific wards within the Town Deal catchment area experience profound educational deprivation and very low adult skills levels. Within priority scope for the project are the Gaywood North Bank, St. Margaret's with St. Nicholas, Gaywood Chase, Gaywood Clock and Springwood wards.

Education by LSOA for King's Lynn West Norfolk: Indicates variation of educational deprivation quintile across the King's Lynn Borough – a quintile of 1 (darker colour on the map) is the 20% relatively most deprived nationally, and 5 is the relatively least deprived nationally.



The Social Mobility report specifically cites King's Lynn as example of disadvantage and low skills-

Many of these areas [King's Lynn cited] combine bad educational outcomes for young people from disadvantaged backgrounds with weak labour markets which have a greater share of low skilled, low paid employment than elsewhere in the UK: there are very few areas among low performers on both the education and the adulthood measures that are neither old industrial towns nor seaside resorts.

Local employers often cite skills shortages as a barrier to expansion. Businesses considering moving into an area or expansion need to be confident that appropriately skilled workers are available. For individuals, having the right skills is central to their job and financial security. Firms report that skill shortages impact productivity, growth and higher recruitment costs with many vacancies non filled, increasing pressures upon the existing workforce.

King's Lynn contains significant inequalities across several of its wards, reflected by deprivation indices, including those that have surfaced because of COVID 19 which could be exacerbated, indicating that many young people face fundamental barriers in being able to access or re-access the labour market. The challenge for Norfolk Districts in regional context is to re-balance and deliver social and economic sustainability and depends upon an agile and robust educated and skilled workforce which includes creating a diverse and inclusive, multigenerational workforce to build talent and human capital.

By failing to respond and invest through levelling up agenda, higher deprivation areas such as King's Lynn could bear even greater acute skill shortfalls than today which will negatively impact productivity, economic output and competitiveness. By analysing the needs and engaging with the labour market and workforce now, especially following COVID-19 and BREXIT, we can start to position skills programmes and respond as it stands and in the future. The New Anglia COVID Renewal Plan, The Build Back Better Strategy and intelligence via the Skills Accelerator programme feeding into the Department for Education

Skills and Productivity Board will provide a more comprehensive understanding of the areas socio-economic profile against current baseline.

Source: Skills Accelerator / Local Skills Improvement Plan – DfE 2021

King’s Lynn Labour Market & Sectoral Context

King’s Lynn is the major commercial, retail and service centre for a large area of East Anglia and the largest town in West Norfolk with more than half of the employment in the locality in health (21%), manufacturing (16%) and retail (14%).

Source: All ONS BRES (2018)

King’s Lynn’s top 10 companies by turnover, reaffirms King’s Lynn’s manufacturing specialism, particularly advanced manufacturing, and engineering. Manufacturing and engineering firms have a long history here and continue to see King’s Lynn as an attractive and good value location.

	Turnover Size Band (£000's)										Total
	0-49	50-99	100-249	250-499	500-999	1000-1999	2000-4999	5000-9999	10000-49999	50000+	
ENGLAND	366,820	539,075	785,825	307,945	176,295	100,320	70,045	26,970	24,550	8,120	2,405,965
EAST	40,195	60,850	89,235	34,760	20,020	11,520	8,030	3,135	2,740	755	271,240
Norfolk	5,500	6,745	10,540	4,555	2,605	1,480	1,035	335	295	55	33,145
King's Lynn and West Norfolk	865	1,100	1,735	810	450	280	190	50	50	5	5,535

Number of VAT and/or PAYE based enterprises in districts, counties and unitary authorities within region and country by turnover size bands, March 2021

- Manufacturing is the highest-productivity sector in King’s Lynn at £101,000 per job and accounting for 16% of employment. There are more manufacturing jobs here than in most towns (UK average 8% employment). However, the sector has experienced no growth in GVA between 2013 and 2018 and has struggled to recruit highly skilled staff locally and attract new talent to the town. The large and SME manufacturing firms are clear that skills development and innovation are absolutely core to their future success and growth.

Source: ONS, Balanced GVA by industry, 2018 and ONS, BRES, 2018

The Advanced Manufacturing and Engineering (AME) workforce is becoming more highly skilled as analysis of 2001 and 2011 Census data has shown. However, in terms of the shift in qualification levels, the region still lags behind regional and national averages for this sector.

Specific areas with skills gaps identified by local employers in the Advanced Manufacturing and Engineering sector, for L3 and L4 include:

- Electrical, instrumentation and control engineers.
- Mechanical engineers and mechanical engineering companies are both in short supply, with ongoing recruitment challenges.
- Composites engineers are in short supply in a sub-sector with good growth potential.
- Embedded software which enables small devices to support the Internet of Things (IoT) by coding and communications via USB, Ethernet and radio - this requires a combination of engineering and digital skills.
- Chemical engineers and organic chemists, because whilst there are ‘lots of graduate chemists available [there are] few with knowledge of organic chemistry synthesis’.

- Ventilation systems, not least due to forthcoming regulatory changes which will increase demand in this sector.
- Welding (low/higher technical) competencies.
- The rapid growth in additive manufacturing and 3D printing is impacting across all of manufacturing and potentially in major new markets such as building management.

These skills challenges have also been identified by the Engineering Employers Federation (EEF) in a series of reports that the industry ‘struggle to find a sufficient number of candidates to satisfy the demands of our sector, and too many candidates lack the skills that manufacturers need’.

The report identifies that 49% of employers in the sector already think UK productivity is lagging our competitors and recommends that greater focus on both management skills and technical, production skills are needed to address this. This report also argues for supporting more young people to take apprentices and for ‘an integrated approach to skills, both vocational and academic, which has so far eluded the UK’ and worries that with ‘devolution of skills national and regionally, skills policy will in the future become more fragmented and less effective.

Source: An Up-Skill Battle- Engineering Employers Federation (2016)

The Queen Elizabeth Hospital is an anchor institution for the town and regional healthcare cluster. The hospital is King’s Lynn’s largest healthcare employer with 3,000 employees, followed by Children’s & Adult Social Services (400) and Norfolk Community Health and Care Centre (200).

The Health and Social care (H&SC) sector plays an essential role in tackling poverty, driving resident health outcomes and creating employment opportunities in the King’s Lynn area.

Health & Social Care is projected to be a significant contributor to the economy, accounting for several hundred new jobs between 2018 and 2025, including significant recruitment at entry levels, with the expectation that a large proportion of these will be those involved in employment at the major hospitals, nursing and social care.

The specific skills/qualifications that have been identified within this sector, are:

- Level 4 Aspiring Managers programmed, tailored to specific leadership skills - key to continue career development and progression.
- Level 2 units in specialist areas such as: dementia, end of life care, mental health, learning disabilities and autism
- There is also the requirement for all new staff entering the industry to have the Care Certificate, a 12-week programme for a full-time member with no previous experience in care work.
- Level 1 qualification which embeds the care certificate

In recognition of the status, scale and growth opportunity of the AME and health & Social Care sectors, the project will prioritise engagement with these local industries and employer base. These sectors form a significant proportional of the King’s Lynn economy and a clear and defined project path for employment and workforce upskilling opportunities.

In addition to their local importance, these sectors have prominent higher skills requirements recognised through the Employer Skills Survey 2019 and are viewed as key industries to provide key economic benefit through the project delivery and legacy.

POLICY ALIGNMENT

The project contributes directly to a range of local, regional and National policies, supporting Skills, Employment & Economic outcomes (**APPENDIX 2**)

These include:

- The Norfolk & Suffolk Economic Strategy

- The New Anglia Local Industrial Strategy
- Together for Norfolk
- The King's Lynn Town Investment Plan
- The New Anglia COVID Restart/Recovery Plan
- The Norfolk Rural Strategy
- Norfolk and Suffolk Cross-Cutting Skills Report
- New Anglia Local Skills and Sector Skills Plans.

VISION AND OBJECTIVES

The King's Lynn Youth Retraining Pledge (KLYRP) brings together a unique partnership of local organisations – with leadership and support from local councils – to transform the prospects of some of the most marginalised young people in the town.

The partnership will ensure that a minimum of 335 young people facing the most significant barriers to accessing learning and work are able to recognise their talents and realise their potential, while providing a support framework that will reduce the impact on already overstretched public services.

Project aims

KLYRP has two defined aims:

- To help young people overcome the personal barriers and challenges preventing them from engaging positively in learning or work.
- To provide a clear pathway for young people to increase their skills and future career path through training or employment.

This will be achieved through the delivering of a range of SMART objectives, each directly contributing to project outcomes.

1. Raise the participation and youth employment rates in the King's Lynn locality with supporting work inspiration, IAG and employability activities.
(Project Output 1, 2 - Outcome 1)
2. Address Skills Gaps – design and deliver programmes/events to raise young people's aspirations, increase work-related skills and raise awareness of career opportunities within King's Lynn priority sectors.
(Project Output 1 - 6 - Outcome 2)
3. Develop and maintain key relationships with key local businesses and education providers – establishing forum where local skills needs are identified, solutions proposed and implemented.
(Project Output 4 – 5 - Outcome 2)
4. Develop a suite of industry-learning and re-training provision for young people aged 18-30, identifying transferable skills, increasing available provision and improving access to current and emerging training opportunities.
(Project Output 1, 2, 3, 6 - Outcome 3)
5. To support transition to employment, the project will engage intensively with the secondary schools and further education college provision, targeting support at young people at risk of NEET and/or isolation due to Covid-19 effect.

(Project Output 1, 2, 6 - Outcome 1)

The project will develop a range of engagement and support activities for young people, raising aspirations and promoting accessible support activities, alternative training provision and employment opportunities.

It will also provide:

- A conduit to Careers/IAG and youth support services,
- A central information point and referral mechanism, maximising local engagement with regional/countywide provision such as European Social Fund and prospective Shared Prosperity Fund programmes,

A co-ordinating agency for education and business links in the locality, increasing opportunities for young people and developing local response to workforce skills requirements.

In delivering these outputs, the following indicators will be measured:

Project Indicator	Actual
Engage with participant cohort	450 young people engaged with the project
Increase in young people's skill levels	- 335 young people engaging with new skills activity - Of which, 255 young people gaining qualifications
Increased and closer collaboration with employers to improve young people's work readiness	335 young people evidencing increased employability skills
Increase in the breadth of the local skills offer that responds to employer needs	335 young people engaged with employer-inspired activity
Engagement with Employers to increase their representation in the King Lynn's Skills' system	50 Large/SME organisations engaged in project activity
Increase in local provision (Skills Infrastructure)	12 new courses facilitated/delivered.

In delivery, the project will achieve the following outcomes:

Project Outcome #	Project Indicator	Actual
Outcome 1	Number of young people assisted	450
Outcome 2	% of participants gaining relevant industry experience and/or improved job readiness (as assessed/evidenced)	74% of cohort (335 of 450)
Outcome 3	% of participants gaining qualification	56% of cohort (255 of 450)

THEORY OF CHANGE [LOGIC]

The project has developed a Theory of Change to ensure the project lead can identify and analyse a range of interrelated elements to ensure the correct path. This has also been utilised to challenge key assumptions and mitigate risks. The Theory of Change has been reviewed to ensure that the project framework is fit for purpose and increase delivery elements that lead to the desired changes.

Utilising Vision King's Lynn youth consultation and steering group counsel, this is result of an effective participatory process where stakeholders have worked together to define and refine the model. The approach has been inclusive, with aspiration that stakeholders own the result, increasing the likelihood of project success as well as enhancing accountability and delivery elements.

This has been based upon a five-step process with stakeholders, in which consulted agencies-

- Agree steps needed for change
- Challenge's assumptions
- Mitigate against risks
- Develop Stakeholder ownership, commitment and ownership
- Affirm accountability

Inputs	Outputs	Outcomes	Impacts
<ul style="list-style-type: none"> • Create support and referral networks for young people • Identify and support eligible young people in highest need / risk • Funded provision for Youth Employment & Work Inspiration – 'Impact Investment' sources. • Delivery of training & skills intervention for work-readiness • Business engagement & 'Youth Ready' employer base. • Strengthening of Community, Business, Education linkages. 	<ul style="list-style-type: none"> • 450 Young People engaged • 335 Young People engaged in new skills activity • 335 evidencing increased employability skills • 335 Young people engaged with employer-inspired activity • 255 Young people gain qualification • 50 Businesses engaged in project delivery • 12 New courses facilitated in the delivery area 	<ul style="list-style-type: none"> • Number of Young people assisted • % of participants gaining relevant industry experience and/or improved job readiness (as assessed/evidenced) • % of participants gaining qualification • Quality and Sustainability of Youth employment/Skills system • Increased Workforce achievement levels • New training provision established –increase in local Skills Infrastructure. 	<ul style="list-style-type: none"> • Participants will advance/progress to employment • Increased employability of participants • Achieve qualifications to progress to further learning or work • Entering FT Education • Acquiring/update of Job skills • Acquiring of vocational skills (Higher/technical) • Reduction in 16-24 NEET • Increase in participation rate.

- Project inputs indicate the financial, human, stakeholder and partnership contribution to the project.
- Project outputs / Outcomes indicate the measurables of the project, monitored through IMT, project management and partner/stakeholder recording method.
- Impacts indicate the evaluated and legacy measures of the project, reported through statistical and agency evidence base.

THE PROPOSED INVESTMENT

The project will establish the King's Lynn Skills Partnership, establishing a project staff team in the town, who in partnership with local providers will develop and deliver a range of skills activity – raising the participation and skills levels within the catchment.

This will include:

Re-skilling - Developing a portfolio of accessible training, identified through and aligned to the skills needs of King's Lynn's businesses and employees.

Education & Business links - Engaging with employers and local education providers, facilitating industry-related learning, work-based training, work inspiration, IAG and employability activity for young people in the area.

Deliver a range of positive activities - targeted at young people at risk of NEET and disengaging from education. The project will utilise providers from across the county in a direct delivery and commissioned approach, establishing these activities in accordance with young persons need and projected outcome.

Co-ordination and Referral processes - Establish as a co-ordination entity in the area, maintaining oversight of available provision, services and project delivery in the locality and developing active referral and progression routes for participants & learners.

Project Development - the Skills Partnership will support the ongoing sustainability of the project, maintaining a strong insight into local needs and identifying project opportunities and funding in accordance.

	Outputs	Total	2	3	4	5	6	Note
			21/2022	22/2023	23/2024	24/2025	25/2026	
1	450 young people engaged with the project	450		200	250			Evidence project engagement
2	335 young people engaging with new skills activity	335		160	175			Evidence engagement with new skills activity
		255		125	130			Level 1 Qualification - 145 Level 2 Qualification - 85 Level 3 Qualification - 25
3	335 young people evidencing increased employability skills	335		160	175			Evidenced increase in employability and/or work readiness
4	335 young people engaged with employer-inspired activity	335		150	185			Learners engaged in Employer-led/designed activity (Curriculum aligned to employer skills needs)
5	50 Large/SME organisations engaged in project activity	50		20	30			Private sector/VCSE Businesses engaged in project activity
6	12 new courses facilitated/delivered.	12		4	8			New courses delivered in the locality (Increased Skills Infrastructure)

- The project will engage with over 450 young people throughout its duration, supporting over 335 into skills activity (entry to learning).
- Of this cohort entering training activity, the project targets 255 successful achievements.

This indicates a success rate of 76% and attrition rate of 24% and in line with current indicators and experience of project lead within similar programmes. The project is targeted to deliver more than 1000 skills interventions in the project duration. It will raise the employability of participants, through the delivery of work inspiration, industry-based learning and employability activities.

It will engage with a broad base of King's Lynn businesses, utilising new working arrangements to co-design and deliver work-based learning and employment opportunities.

Increasing the Skills Infrastructure of the town, deliver a range of new courses during this period, aligned to the skills demand of local employers and identified business and recruitment needs – including the establishing of a new physical training provision, centrally located in King's Lynn and accessible for residents and the local workforce in employee up-skilling.

Youth Support Provision

The project will work closely in referral arrangements with youth support services in the locality. This will include statutory services supporting Special Educational Needs (SEND), Mental Health & Wellbeing services (Child and Adolescent Mental Health Services (CAMHS) NSFT Wellbeing), The Norfolk Youth Offending Service and Norfolk Looked after Children (LAC) and Care-leavers services.

Norfolk and King's Lynn Local Authorities pay particular attention to young people who are NEET or whose current activity is not known. In Norfolk, key services provided to discharge these obligations are Targeted Youth Support, and Targeted Careers and Support Services.

The project will deliver a different, complementary service by:

- Offering an acute package of regular, training activity to each young person, providing positive activities and learning opportunities often restricted or limited within statutory services due to restrictive budgets.
- Offering an alternative type of intervention through access to coaching – an approach distinct from youth work and careers guidance, but draws from elements of both disciplines.
 - Delivering community-based activities, including outreach to 'hidden NEETs' – enhancing the statutory offer in engaging with isolated young people through positive activity.
- Delivering an intervention that is designed specifically to complement existing services – 'Joining the Dots' to help young people navigate the services available to help them progress.

Ensuring access to provision and in 'no wrong door' approach for young people, the project will also operate closely with providers on each of the Employment Pathways, ensuring holistic support is in place for each participant.

- Providing access to advice services through Citizens Advice, LILY and the Mancroft Advice (MAP) Services.
- Access to Accommodation Support through organisations such as YMCA and Freebridge Housing.
- Access to alcohol and substance misuse support through organisations such as Change, Grow, Live (CGL) and The Matthew Project.
- Access to self-employment support through Princes Trust programmes.

- Access to focused employability support through New Horizons and DWP Youth Offer programmes.
- Access to Digital skills through Norfolk Community Learning and the College of West Anglia.
- Access to positive activities through Active Norfolk, YMCA and Targeted youth support programmes.

King's Lynn is well-served for Further Education Provision by College of West Anglia based near the town centre and rated Good by Ofsted. There are four secondary schools in the area of which three have been identified by Ofsted as Requiring Improvement. Full details of this provision can be found in

Education Providers in the locality (APPENDIX 1).

Project Participants

The beneficiaries of the project will be young people living in King's Lynn aged 15-25 years.

In line with objectives three defined cohorts will be targeted:

1. **Young Adults (aged 18-30) who are employed without training** - These participants will be employed and/or residents within the Investment plan boundary and employed from 0.4 – 1.0 FTE. Categorized as low-skilled and/or under-employed [defined as a beneficiary not having enough paid work or not doing work that makes full use of their skills and abilities] .
2. **Young people aged 18-24 unemployed** - These participants will be resident in the Investment plan catchment area, economically active and unemployed.
3. **Young People (Aged 15-18) in fulltime education with focus on those at risk of NEET** - Young people either resident and/or receiving education in the investment plan catchment area.

Participants and groups of participants identified as able to increase their employability, academic attainment and skills through the delivery of work inspiration, industry-based learning and Information, advice and guidance activities.

Working with the aged 15-18 cohort the project will identify and prioritise focus on young people who are at risk of NEET and include young people from designated vulnerable groups. Within these age groups, young people will come from a variety of backgrounds and circumstances including those who are: at risk of offending, care leavers, lone/young parents, have learning or physical disabilities, are experiencing poor mental health, have caring responsibilities, are homeless, BAME, refugees/asylum seekers/new communities, gypsies and travellers, are engaged in alcohol and/or substance misuse, are at risk of or who have experienced sexual abuse and exploitation and have low levels of self-esteem and confidence.

The UK Commission for Employment & Skills (UKCES) previously noted that 'poor achievement at school often explains long periods of unemployment and/or inactivity'. It also noted that 'there is clear evidence that employment prospects are severely restricted for those leaving education with no qualifications or limited employability or basic skills'.

UKCES - Opportunities and outcomes in education and work: Research briefing November 2015

Research suggests that low skilled, young people are three-to-four times more likely to be unemployed in early adulthood than those with higher qualifications (*Smyth and McCoy, 2009*). Those who enter work hold less skilled jobs and earn lower wages than more highly skilled peers, and those in low skilled work are least likely to receive training, perpetuating employment and social insecurity (*Newton et al., 2005*).

Furthermore, 'lifetime scarring' can result from being unemployed, inactive or NEET at a young age, which consequently affects the ability of individuals to ever gain a 'toe-hold' in the labour market (*Bell and Blanchflower, 2009*).

Barriers facing young people and planned interventions

In order to achieve the long-term goal of helping targeted participants move into higher skilled and sustainable employment, KLYRP seeks to remove or mitigate barriers that stand in their way.

The nature of the barriers faced by young people vary - participants may face direct barriers, which tend to be attitudinal or psychological in nature (e.g. a lack of confidence or low motivation) and/or indirect barriers, which tend to be more practical in nature (e.g. caring responsibilities or financial problems).

Indirect barriers to employment have a tendency to be cumulative and, very often, individuals will need to address indirect barriers such as caring responsibilities, health conditions, housing problems and/or debt management before they can contemplate engaging in activities designed to help them address softer, direct barriers.

Indicated through the project theory of change, overcoming these barriers is necessary to achieve the projects long term goal, The table below summarises the barriers to young people progressing into work or in learning and how the KLYRP will support young people to address these barriers

Needs/Issues Faced	Project Interventions
<p>Lack of appropriate skills and workplace Experience</p> <ul style="list-style-type: none"> - There is a greater need for new job entrants to have well developed 'soft' skills (confidence, communication and team-work skills etc.). These are best developed in the workplace, but due to COVID-19 young people are having to compete with more experienced job seekers. - Young people who leave school with poor literacy and numeracy skills or formal qualifications find it harder to enter further education and training or gain employment. - Young people who are from new communities can lack English language skills and an understanding of local Support/Employment routes. 	<ul style="list-style-type: none"> - Supported community volunteering opportunities/ work placements with local employers - College supported placements - Functional skills training including in English, IT and Maths, with the ability to obtain accredited qualifications - Embedded learning opportunities i.e. skills developed through participation in modular and vocational courses– offering a practical rather than academic approach. - Development of 'soft' skills through structured group-based training programmes including teamwork, communication, decision-making, time management and problem-solving skills. Also including CV writing and interview skills - Opportunities for a direct understanding of the skills needs of employers with links through, for example, the NA Growth Hub and Enterprise Advisor Network.
<p>Lack of motivation, direction and confidence</p> <ul style="list-style-type: none"> - Poor motivation either resulting from a lack of direction or confidence, previous poor experiences of learning or wider issues impacting on their ability to engage. 	<ul style="list-style-type: none"> - Structured training programmes aimed at building confidence and self-esteem through practical activities in a group setting - Development of individualised action plans that help young people undertake goal setting, including careers advice and identifying/ supporting learning needs. - Work Inspiration and career activities, introducing the young person to specific employers and sector based IAG programmes (F2F & Virtually delivered)

<p>Behaviour and attitude</p> <ul style="list-style-type: none"> - Young people's negative attitudes towards themselves or those supporting them leading to low attendance on courses or behavioural problems. - Feeling of not being listened to or supported e.g. at key transition points such as when leaving school. 	<ul style="list-style-type: none"> - Participation in community-based activities helping to build a positive profile of young people e.g. by running events and doing practical environmental improvement work - Youth pledge Coach will develop a 'trusted' relationship with each young person, helping them to articulate issues and provide ways to resolve them. Includes helping the young person develop resilience at times of significant change in their lives e.g. leaving school. - Specialist support for young people facing more complex behavioural needs including the ability to access counselling and/or therapy services. - On-going in work/ education/ training support for up to 4 weeks
<p>Suitability and accessibility of courses, previous poor experiences</p> <ul style="list-style-type: none"> - Format or content of courses acting as a barrier to entering further learning, or dropping out of a course, for example because of: style of learning; relationships with tutors/teachers; the learning environment; lack of enjoyment or interest in the course content - academic styles of learning 'repetitive and uninteresting'. - Accessibility and availability of provision can act as a barrier to engagement including a difficult application process, courses being cancelled and poor location of college (with young people in rural communities finding it more difficult). 	<ul style="list-style-type: none"> - Young people will be supported by their Youth Pledge Coach to identify relevant college courses that meet their particular learning needs, support application processes, develop skills to sustain attendance and help to address any travel requirements by linking with existing transport initiatives e.g. obtaining grants to meet travel and other costs - Specialist provider support e.g. help for young people with disabilities or for young people with learning disabilities
<p>Lack of information, advice & guidance (IAG)</p> <ul style="list-style-type: none"> - There can be a lack of IAG when young people are looking for courses or when they are seeking to move into employment. This includes a lack of information about courses and leads to drop out from courses and builds a negative image of learning - When young people lack direction and a focus, this can affect their motivation. 	<ul style="list-style-type: none"> - Information, advice and guidance (IAG) will be embedded into all support offered to young people as part of the development of their individualised action plans. This will help minimise the potential costs associated with uninformed and unsuccessful choices and will build on any IAG offered within schools/college.

<p>Personal circumstances</p> <ul style="list-style-type: none"> - Young people can face a range of challenging personal circumstances that impact on their ability to positively progress including: problems with high cost of housing, loss of benefits/income due to welfare reform, debt leading to homelessness, substance misuse, the stigma of having a criminal record or facing discrimination e.g. due to a mental health condition. 	<ul style="list-style-type: none"> - Participants are likely to have multiple and complex needs. The project will draw on the specialist knowledge of its delivery partners to provide expertise for particular problem areas e.g. benefits and housing problems via Citizens Advice, as well as facilitate the referral of young people to other specialist organisations present in each locality e.g. for those with addictions or CAMHS/Wellbeing for those experiencing poor mental health.
<p>Cost and finances</p> <ul style="list-style-type: none"> - Financial barriers can be a real concern to young people including an inability to pay course fees, to live while learning, to afford costs associated with job search including travel to college/work, clothing and the required course/work equipment and managing budgets and any debts - Some young people may be put off seeking employment because of the potential loss of means tested benefits e.g. housing benefits or reviews by creditors of any debt management plans in place. 	<ul style="list-style-type: none"> - Young people will have access to money management skills development as part of the support provided by their Youth pledge Coach - Through specialist support from Citizens Advice, young people will be helped to maximise their incomes through benefits checks and applications, support to tackle any debts, access social tariffs and grants e.g. gain discounts on utility bills - Referrals will be made to other relevant Youth Support and Employment related strand projects
<p>Family and caring responsibilities</p> <ul style="list-style-type: none"> - Young people with young children can find it hard to access and afford suitable childcare to enable them to work or pursue learning - Barriers also include young people with caring responsibilities for parents and siblings experiencing ill-health - Young people can experience a lack of parental support in both their education and learning and in accessing employment. Some young people live within workless households with few role models and multiple and challenging issues e.g. the prospect of eviction, substance misuse etc. 	<ul style="list-style-type: none"> - Through delivery providers, funding is typically built into the overall programme budget to cover the cost of childcare provision where it acts as a barrier to engagement in addition to DfE subsidy (where eligible circumstances) - Young people who have successfully completed project activity will be encouraged to mentor others, acting as a positive role model and a pro-social example of what can be achieved - Other specialist support will be drawn on including help to navigate the health and social care system where caring responsibilities extend to wider family members. Where appropriate, young people will also be helped to access other support groups e.g. Young Carers in Norfolk

<p>Health and disability</p> <ul style="list-style-type: none"> - Exponentially increased through COVID-19 response, the stigma of poor mental health, the symptoms, illness and the side effects of treatments can act as a significant barrier to young people. Such young people can have a fear of failure, low expectations and a lack of confidence and self-worth. They can also find it difficult to interact with others and keep on top of day-to-day tasks e.g. managing money and timekeeping - Physical and learning disabilities, including sensory impairments, can act as a barrier to engagement. - Young people may find travelling difficult, lack confidence, find it difficult to understand instructions or to develop work related behaviours, have poor reading skills and restricted mobility. - Those who are in poor health can experience negative employer reactions and discrimination 	<ul style="list-style-type: none"> - Specialist partners have experience of supporting those with wide ranging disabilities and health conditions e.g. Mental health/Wellbeing support. The project will capitalise on this expertise and share good practice and learning across the partnership - The project will ensure those affected by poor health or disability are in receipt of eligible health related benefits and any support that will help cover additional costs that young people incur due to their condition.
<p>Under-Employed / Employment with no Training</p>	<p>Modular training for those in the workforce: co-developed with key providers and Industry.</p> <p>Access to bespoke training workshop</p> <p>Out of hours provision to maximise access for learners.</p> <p>Access to the Norfolk County Councils Employer Training Incentive programme (ETIP) and Supply Chain Development Fund (SCSDF) - with subsidised training opportunities</p> <p>Employer support for staff day release.</p> <p>Apprenticeship use to up-skill staff teams</p>

ECONOMIC CASE

ECONOMIC CASE

INTRODUCTION

The King's Lynn Youth Retraining Pledge (KLYRP) will provide a package of skills support for the town's young people that are either unemployed or in work with no or low levels of qualifications. Town Deal funding will be used to recruit a dedicated skills team for King's Lynn that engages and supports young people with information, advice and guidance as well as commissioning additional skills provision at Levels 1-3 to support residents to secure employment and progress in work. Specifically, the project will:

- Provide dedicated support to engage with young people in King's Lynn and specifically those at risk of not being in employment, education and training or have been impacted by the effect of COVID-19 on the labour market.
- Raise participation and youth employment rates in King's Lynn by providing careers advice and information, advice and guidance; that points young people towards learning provision (e.g., European Social Fund and prospective Shared Prosperity Fund programmes) and employment opportunities in the town.
- Address skills gaps by designing and commissioning learning and events to raise young people's aspirations, increase work-related skills and raise awareness of career opportunities within King's Lynn's priority sectors (Manufacturing, Engineering and Health & Social Care).
- Develop and maintain good relationships with key local businesses and education providers by establishing a forum where local skills needs are identified, solutions proposed and implemented.

Need for the intervention

The need for the KLYRP is outlined in the Strategic Case of this document, building on the issues and opportunities identified within the King's Lynn's Town Deal Investment Plan and new Anglia LEP's Skills Advisory Panel Local Skills Report¹. These include:

- Levels of attainment in King's Lynn significantly lag behind the national averages at all levels. For instance, in 2019/20, 44.9% of King's Lynn resident students attained GCSE English and Maths Grade 9-5 compared to 49.9% nationally². This pattern of attainment is then reflected at higher qualification levels with the proportion of residents qualified to NVQ 4+ standing at 26% compared to 43% nationally³.
- Low levels of participation in further education and vocational training are recorded by King's Lynn's young people that then leads onto low rates of participation in higher education (17% compared to 40% nationally).⁴
- Low levels of attainment are leading to earnings and productivity lagging behind the national averages. Full-time earnings in King's Lynn stand at £559 per week, compared to £604 in the East of England and £587 nationally⁵.
- Norfolk has a comparatively older population base compared to the national average with internal migration of 45-65 year olds to the county being particularly noticeable. This creates a number of issues and opportunities for the labour market such as a lower proportion of working age residents and a limited pool of potential labour. It also means that demand for health and social care services and occupations will increase over time to support this ageing population, justifying the KLYRP's focus on social care provision.

¹ [New-Anglia-LEP-Skills-Report-2021-v7.pdf \(newanglia.co.uk\)](#)

² Create your own tables, Table Tool – Explore education statistics – GOV.UK (explore-education-statistics.service.gov.uk)

³ Source: ONS annual population survey (Jan 2020-Dec 2020).

⁴ Source: Norfolk County Council.

⁵ ONS Annual Survey of Hours and Earnings – resident placed analysis, 2020

- The New Anglia region is forecast to experience significant growth in a wide range of sectors such as engineering, construction and scientific roles, in part, driven by large scale infrastructure investments such as Sizewell C. Engaging, and upskilling young people provides the opportunity to maximise the local benefit of infrastructure investment and drive economic growth. Local intelligence reports the presence of skills gaps within the manufacturing and engineering sectors that could be addressed in the longer term by encouraging more young people to work in these sectors.
- The impact of Covid-19 and the Coronavirus Job Retention Scheme have particularly impacted young people in lower waged occupations such as retail, tourism and food services. This could increase the challenge of youth unemployment locally as the Scheme ends.
- The KLYRP will align with other interventions funded by Town Deal funding to increase skills at all qualification levels.

Delivery options

The following two options were considered for the delivery of the KLYRP:

- **Do nothing** – The do nothing scenario will mean Town Deal funding is not invested in the KLYRP. Support to encourage an increase in participation, attainment and earnings will continue to be delivered via Norfolk County Council and the programmes commissioned via the Local Enterprise Partnership.
- **Option 1** – This option will use Town Deal funding to commission a dedicated skills team for King's Lynn to address the labour market challenges facing young people and support growth in the local economy. The proposed KLYRP will fund a team that will engage with over 400 young people to provide employability support and careers focused information advice and guidance. Additional training will be commissioned focused on the social care, manufacturing and engineering sectors. A total of 335 young people are expected to undertake training with 255 young people gaining new Level 1-3 qualifications.

The options have been assessed in the table below against the project's objectives identified by Norfolk County Council and the critical success factors outlined in the Green Book. In summary, the 'do nothing' option would miss the opportunity to invest in additional skills provision; information, advice and guidance; and employability support that is dedicated to King's Lynn's young people. This would risk the challenging socio-economic conditions in Norfolk prevailing especially in the short term. Town Deal funding can be used to accelerate skills delivery and fill gaps in existing provision at a time when covid related employment support schemes are coming to an end.

	Objectives					HMT Green Book Critical Success Factors					Overall rating
	Raise the participation and youth employment rates in the KL locality with supporting work inspiration, IAG and employability activities.	Address Skills Gaps – design and deliver programmes/events to raise young people’s aspirations, increase work-related skills and raise awareness of career opportunities within King’s Lynn priority sectors.	Develop and maintain key relationships with key local businesses and education providers – establishing forum where local skills needs are identified, solutions proposed and implemented.	Develop a suite of industry-learning and re-training provision for young people aged 18-30, identifying transferable skills, increasing available provision and improving access to current & emerging training opportunities.	To support transition to employment, the project will engage intensively with the secondary schools and further education college provision, targeting support at young people at risk of NEET and/or isolation due to Covid-19 effect.	Strategic fit and meets business need	Potential Value for Money	Supplier capacity and capability	Potential affordability	Potential achievability	
Do nothing											
	The objectives identified by Norfolk County Council for the KLYRP will be partially met based on existing support services and provision. It would mean the pace of delivery focused on youth employment and upskilling in King’s Lynn will not increase in priority. The do-nothing option would not provide a dedicated skills team for King’s Lynn that can encourage participation and commission new provision that is especially focused on the social and economic needs of the town’s economy.										The do-nothing option is rated as amber. It will provide support to young people using existing delivery mechanisms such as support delivered to NEETs by Norfolk County Council, mainstream post-16 learning provision and programmes funded via the New Anglia LEP (e.g., ESF and future rounds of Shared Prosperity Fund). The opportunity to fill gaps in support using Town Deal funding with a specific focus on supporting young people in King’s Lynn will be lost. This means the challenging socio-economic circumstances that create the need for this intervention are likely to prevail.
Preferred option											
	The preferred option will take advantage of Town Deal funding to pilot an employability and skills team that is dedicated to King’s Lynn and the economy’s priority sectors. The additional funding available will be targeted at engaging employers and encouraging young people to overcome barriers in participation and undertake training related to sectors of economic growth.										The preferred option is rated green due to the targeted investment in King’s Lynn’s young people to address challenging issues such as low levels of participation, employment and attainment. These are leading to low levels of wages (a low-wage – low-skills equilibrium), productivity and aspirations that constrain economic growth. The focus of the KLYRP compliments other skills investments in King’s Lynn and is directly targeted at the strategic local and regional skills priorities. The preferred option is considered affordable given the availability of Town Deal funding and deliverable given the feedback collected by Norfolk County Council via early supplier engagement.

Table 1: Shortlisted options, scheme objectives and critical success factors

APPROACH TO ECONOMIC CASE

The approach taken in producing this economic case is aligned to HMT Green Book and uses data produced by the Department for Business Innovation and Skills to model the economic impact of additional students achieving the qualifications provided by Norfolk County Council.

A 30-year appraisal period has been selected with a 100% displacement/deadweight figure being applied after 2024. This has been applied as it assumed that all the learning provision funded would be provided elsewhere in the area through alternative funding sources once Town Deal funding expires. Whether this would be deadweight or displacement depends on whether provision would be funded by NCC or alternative sources although in reality it is likely that provision will be funded by the County Council and through other sources (e.g., Shared Prosperity Funding). The benefits for students gaining qualifications through the additional and accelerated delivery of Level 2-3 skills provision were then calculated on a per person per annum basis over the appraisal period to avoid overstating the project's impact due to the high benefits produced by this project.

The economic benefits associated with supporting NEET young people into positive outcomes has also been excluded. This is due to the multi-service approach often required to support deliver these positive outcomes. It is anticipated that the KLYRP will inevitably reduce the number of young people NEET. However, it is challenging to accurately attribute this positive impact of the positive outcome amongst organisations and funding stream. The approach adopted to undertaking the economic appraisal of the KLYRP is therefore considered to be cautious in nature.

ECONOMIC BENEFITS

The benefits identified within the economic appraisal of this project align closely to the theory of change, with £6.2m benefits being quantified within the appraisal. The benefits are derived from an increase in students achieving Level 1, Level 2 or Level 3 qualifications in social care, manufacturing and engineering. These benefits accrue as individuals that attain higher qualifications work in more productive jobs with higher wages and higher output over time. The investment by NCC will fund providers to deliver 255 qualifications over a 2-year period. The profile of learners undertaking qualifications from new skills provision funded by the KLYRP is presented in the table below:

Table 2: Profile of qualifications funded by the KLYRP⁶

	2022/23	2023/24
Level 1	71	74
Level 2	42	43
Level 3	12	13
Sub Total	125	130

The approach to valuing the economic impact of students achieving Level 2 and Level 3 qualifications is derived from New Economy Unit Cost Database⁷ using estimates in the Returns to Intermediate and Low-Level Vocational Qualifications research paper produced by the Department for Business Innovation and Skills⁸. The new Economic Unit Database takes the lifetime economic value estimates and divides them by the average working lifetime (40 years) by 40. This per person per annum figure is then multiplied by the number of students forecasted to complete courses in 2022 and 2023 and appraised over a 30-year appraisal period. After these cohorts a 100% displacement/deadweight figure is applied to account for alternative provision being implemented. The benefits generated from Level 1 students gaining qualifications have been excluded from this analysis. These have been excluded due to

⁶ Source: Norfolk County Council

⁷ Research: Cost Benefit Analysis - Greater Manchester Combined Authority (greatermanchester-ca.gov.uk)

⁸ Department for Business Innovation and Skills, (https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/32354/11-1282-returns-intermediate-and-low-level-vocational-qualifications.pdf)

the lack of reliable benchmark research or primary evidence available to estimate the economic value of Level 1 qualifications. The nominal value of the benefits identified is calculated below:

Table 3: Nominal value of learners achieving L1-3 qualifications funded via the KLYTP

	Preferred option
Number of students gaining qualifications at Level 2-3	110
Value of learners (gross)	£6,206,127
Value of learners (net)	£2,412,390

In total, 255 students are expected to complete qualifications because of the new education provision being provided by NCC. This includes 145 Level 1 students, 85 Level 2 students and 25 Level 3 students. The economic benefits have been calculated based on the number of young people gaining a Level 2-3 qualification which generates a gross economic benefit of £6.2m over a 30-year appraisal period. When additionality factors are considered and a discount rate of 3.5% per annum is applied, a net economic benefit of £2.4m is generated.

ECONOMIC COSTS

The economic costs for the KLYRP have been developed by NCC based on its experience of commissioning and coordinating skills provision and market testing with providers that have a track record of delivery in King's Lynn. The preferred option includes £0.44m funding from the Towns Fund and £0.04m of secured match funding from NCC in nominal terms.

Table 4: Nominal costs for Option 2 (2021/22 prices)

Option A	2021/22	2022/23	2023/24	Total
Town Deal	-	£231,280	£211,520	£442,800
NCC Match Funding	-	£18,700	£19,267	£37,967
Total	-	£230,534	£202,159	£432,692

Optimism bias has been estimated at 24% for the preferred option to reflect the degree of project development at this stage. As the proposals for the scheme have been developed to an advanced stage during the Towns Fund project development process there is a relatively high level of cost certainty in the costs provided. The costs have been benchmarked by NCC via soft market testing with providers that have a track record of delivery in King's Lynn. The relatively high level of cost certainty with the preferred option for this intervention means the level of optimism bias applied is considered cautious. It will however account for any unknown extraneous costs that may be incurred or the risk of delay to delivery that may result from the impact of the COVID-19 pandemic and the subsequent economic recovery or unexpected circumstances such as difficulty recruiting to new provision or increased costs in delivery.

VALUE FOR MONEY ASSESSMENT

Due to the high levels of benefits derived from the marginal lifetime impact of achieving a Level 3 qualification and of completing a Level 3 apprenticeship, the appraisal period selected for the appraisal covers only the years in which the scheme costs are being spent. This is the minimum viable appraisal period for the project as it must cover all the costs required to deliver the intervention being appraised. The three-year appraisal, in which costs and/or benefits are included in the appraisal is between 2022 and 2024. The VfM assessment for this project is based on 30-year appraisal period (the assumed useful lifespan of the asset although here we are thinking in terms of knowledge and knowhow as the asset). No benefits are considered to accrue after 2 years of young people gaining qualifications as it is assumed alternative funding would be secured to fund the provision initially commissioned by Town Deal monies.

All costs and benefits have been discounted at a rate of 3.5% per annum, in line with HMT Green Book guidance. The appraisal is in 2021 prices. An additionality factor of 65%⁹ has been applied to all gross Level 2-3 impacts during the period for which Town Deal funding is available. This accounts for the potential for some students to not complete the courses each year and for some benefits to be displaced from existing learning provision. Although education is a public good and as a result could be fully additional, to be cautious and to not overstate the benefits of this intervention, additionality has been applied. As the appraisal of this scheme is based on the benefit of students gaining qualifications.

The sensitivity tests carried out on the core VfM scenario are:

- Sensitivity test 1: 50% of forecasted students complete new courses.
- Sensitivity test 2: The costs of delivering the KLYRP increase by 50%.

Table 5: Value for money assessment, sensitivity analysis

Value for money assessment (£m, discounted, 2021 prices)	Core scenario	Sensitivity test 1 - half number of young people gaining qualifications	Sensitivity test 2 - The costs of delivering the KLYRP increase by 50%
	Preferred option	Preferred option	Preferred option
Economic benefits			
Returns to Education	£2,412,390	£1,206,195	£2,412,390
Total Economic Benefits	£2,412,390	£1,206,195	£2,412,390
Economic costs			
Total project cost including optimism bias at 24%	£536,538	£536,538	£804,808
Net Present Social Value (NSPV)	£1,875,852	£669,657	£1,607,582
Benefit-Cost Ratio (BCR)	4.5	2.3	3.0

Value for Money assessment summary

The do-something option returns a BCR of 4.5. The Green Book advises that a BCR of > 2.0 is high VfM, meaning this scheme offers high VfM. Sensitivity test 1 analyses the impact of a 50% reduction in the number of students enrolling and therefore gaining qualifications. This scenario returns a BCR of 2.3 which according to the Green Book's criteria is high VfM. Sensitivity test 2 analyses the impact of a 50% increase in costs for delivering the KLYRP. This sensitivity returns a BCR of 3.0 which still demonstrates high VfM.

NON-QUANTIFIED BENEFITS

Towns Fund investment is critical to piloting the KLYRP and to meeting the objectives of the Town Investment Plan. The analysis above demonstrates that the intervention will provide a strong economic impact, deliver excellent value for money for the Town Deal investment and will deliver significant non monetised, qualitative benefits. These are summarised below:

Delivering on local strategic and investment priorities

The KLYRP provides the opportunity to address the structural and socio-economic issues identified in the strategic case. It will directly address the priorities of the King's Lynn's Town Deal Investment Plan and skills priorities in the East of England. For instance, the New Anglia LEP's skills priorities, as set out in the Skills Advisory Panel Local Skills Report, includes a need to:

- Equip young people with confidence and work ready skills by targeting disadvantaged young people and promoting the suite of interventions available.

⁹ Source:

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/986649/Measuring_the_Net_Present_Value_of_Further_Education_in_England_2018_to_2019.pdf

- Place a renewed focus on information advice and guidance including engagement with employers, schools and colleges.
- Promote pathways into employment for the economically inactive.

The KLYRP will help deliver all of these priorities whilst also providing complimentary support to other projects and priorities identified in King's Lynn's Town Deal Investment Plan. These include:

- The Town Deal funded Multi-User Hub project that will provide a new town centre one-stop-shop for a range of services and skills development opportunities for King's Lynn residents. The long term aspiration is for the KLYRP to be located within the Multi-User Hub ensuring young people can easily access training and employment support alongside other public sector support services.
- Accelerated Town Deal money has been invested in a new School of Nursing Studies at the College of Anglia's King's Lynn campus. The School is currently under construction and will deliver a new Level 5 Nursing Association Apprenticeship in 2022. The KLYRP will provide complimentary activity by encouraging young people into the social care sector and providing a pathway the leads to higher level provision delivered at the school.
- Longer term aspirations for an Innovation and Collaboration Incubator in King's Lynn. The facility is intended to support manufacturing and engineering firms with high growth potential. The manufacturing and engineering sectors are also priorities for the KLYRP with funding being used to commission sector specific training at Levels 1-3. The two interventions would be complimentary by facilitating job creation in high-value and growth sectors whilst supporting young people to gain training and qualifications to access employment within these industries. Specifically, an aspiration of the Innovation and Collaboration Incubator would be to support tenant businesses to offer skills opportunities to young people and those retraining, as well as providing exposure to the local talent pool.
- Plans to undertake community engagement activity as part of other Town Deal schemes such as the Guildhall project. A co-ordinated engagement approach across projects will help to encourage young people to participate in positive skills and employment support provided by the KLYRP.

SUMMARY

The Economic Case presents a do nothing and preferred option for the delivery of the Youth Retraining Pledge. The preferred option will support 255 young people to gain Level 1-3 social care, manufacturing and engineering qualifications.

This option is estimated to generate £2,412,390 in economic benefits and a BCR of 4.5, resulting from the increased delivery of qualifications in the King's Lynn economy that targets priority sectors and residents who are not in employment, education or training or residents that are in employment but do not currently hold any qualifications.

A BCR of 2.3 to 3.0 is delivered following sensitivity analysis based on a reduction in the number of young people gaining qualifications via the KLYRP and an increase in the cost of delivery. Finally, the investment in the King's Lynn Youth Retraining Pledge will deliver several non-quantifiable benefits including addressing the educational attainment and participation challenges recorded by young people in King's Lynn and addressing the associated impacts on low wages, in work progression and productivity. The project will also compliment and add value to other Town Deal investment such as the Multi-User Hub, the School of Nursing and the Guildhall development.

FINANCIAL CASE

FINANCIAL CASE

INTRODUCTION

The King's Lynn Youth Retraining Pledge (KLYRP) project forms part of the King's Lynn Town Deal Fund, commencing in April 2022 and running until end March 2024, a total of 2 years.

Norfolk County Council (NCC) is project lead and accountable body, therefore will be required to meet MHCLG Towns Fund reporting and funding requirements, coordinate partnerships and delivery activity for all areas, including liaising with project strategic partners to support local delivery. They will be required to distribute funding to partners in accordance with partnership agreements and manage the overall project budget. NCC is also responsible for developing and implementing programme management systems and procedures and overseeing communications activity, ensuring compliance with MHCLG Towns Fund requirements, including monitoring and managing project performance and coordinating governance activity to ensure arrangements support and enhance the Town Investment programme. Financial management will be overseen by the Borough Council of King's Lynn & West Norfolk (BCKLWN) S151 Officer. The project & programme management teams (NCC / BCKLWN) will work closely together to implement appropriate procedures for managing funds and tracking expenditure.

Funding has been indicated for the King's Lynn Youth and Retraining Pledge strand of funding, totaling £450,000 from the Towns Fund, with a small percentage (1.77%) retained by King's Lynn and West Norfolk Borough council towards administration (making Towns Fund monies of £442,000) with match-funding allocated from Norfolk County Council (public sector) Skills Team Funds, taking total project budgets to £480,767 (roughly calculated in line with Project Officer time, less 1.77%). The project is laid out with salaries, then project costs, and totaled to the £479,901 total project budget, before applying NCC cash match-funding, bringing the allocated KLTF funding to £442,000.

Because of the strong operational element for the project, and management oversight, a high-level management style budget has been developed to demonstrate the financial case. NCC have developed this overall operational budget into a quarterly profile of expenditure across the two years; more detailed breakdowns and further versions will be provided for all individual partners and training providers, based on anticipated activity.

APPROACH TO FINANCIAL CASE

The project is a service-delivery project aimed at the general public and is not a profit-making or of capital nature, this is outlined in the strategic, management and economic cases. Of financial key to the project are the delivery partners and commissioned activity, managed through service level agreement and procurement framework respectively, to carry our project activities.

There is no direct income or revenue to be generated from the project, therefore expenditure projections are based on supporting the activity that the project will deliver, in addition the office space, facilities and non-capital equipment required, based in an easily accessible area of King's Lynn town centre.

The management budget for this project has been based on similar projects of this nature currently operating, other types of budget were considered, however this was chosen as it lays out fixed and variable costs to the project in the most efficient manner and applicable to the type of project. NCC have significant expertise in delivery of skills and employment projects of this nature, including through the European Social Fund. These include the CHANCES programme, a £5million employment programme for residents with associated health and employment needs, The Employer Training Incentive Programme (funded through the Covid-19 Recovery Fund) a project designed to increase workforce skills through delegated grant provision to employers, and Youth Pledge for Employers, a region-wide provision developing employment opportunities for young people aged 19-24.

Payments from the King's Lynn Town Deal will be received by NCC annually in advance, which will support cashflow, and inflation has been considered when appropriate, although as a 2-year project this is not likely to be a significant factor. When considering the salaries budget, NCC published Pay Scales have been used to assess the cost of each person, applying published annual scale point increments within their pay grade (Grades F, I, K and L) and include employer NI and pension oncosts, reflecting the true cost of each person to the project and covering inflation increases; these are pro-rated in relation to the hours they are expected to work on the project (expressed as Full Time Earnings (FTE)). These hours will be time-sheeted by the individuals who are not full time on the project to monitor project costs against budget. For accommodation, an initial upfront cost is factored in, with other costs expected to be upfront fixed agreed costs across the 2-year term; all other costs have been allocated across the budget in line with expected periods of expenditures, depending on the nature of the cost.

Table 1: Funding sources

Type	Source	Total Amount
Public sector	Towns Fund	£442,000
Public sector	Norfolk County Council (G&D Skills Dept)	£37,901

COSTS

The project has been budgeted to commence on 1st April 2022 and run until 31st March 2024, a total of 2 years, with an additional 3 months for evaluation and financial completion with oversight from the NCC project manager, taking the end date to 30th June 2024. The final evaluation and financial completion will be provided outside of costs and budget. Costs are projected to be higher in the first quarter when the office base will be established, and new equipment and marketing materials will be purchased; it will be least toward the end of the project where activity will gradually tail off and the evaluation process will begin. During the central months, costs will vary slightly due to natural fluctuations in activity, and depending on promotional campaigns and training delivery, but will generally be consistent as this will be the predominant delivery period.

Table 3: Sources v uses

Sources	Value	Uses	Value
Towns Fund	£442k	Salaries	£198.2k
Public sector co-funding	£37.9k	Other staff costs	£6.4k
		Operational costs	£50.0k
		Delivery Costs	£210.3k
		Other Project Costs	£15.0k
Total Sources	£479.9k	Total Uses	£479.9k

Management Budget Explained

Salaries – covering project personnel for the duration of the project, the salaries include Project management oversight from NCC (0.1FTE), Project Manager (Full Time), Project Activity Coordinator (Full Time) and a Project Officer providing administration support (0.5FTE); based on existing graded NCC relevant roles and including oncosts. Staffing structure has been carefully considered based on existing or past projects which deliver training and activity with vulnerable or specific groups of individuals, including ESF Projects, such as the Norfolk/Suffolk LIFT Community Grants Project and those supporting similar cohorts within similar areas.

Appendix 3 - KLYRP Budget FINAL for Financial Case for further breakdown.

Staff Costs – will cover *new/hired IT equipment* such as Laptops, printers and mobile phones, including ongoing mobile phone rental costs. These have been obtained from NCC indicative standard costs under existing preferred-supplier contracts. There are no capital costs on the project, in terms of investment; although some small items may be considered fixed assets, their value will not constitute a capital investment, with no real residual value at the end of the project. Laptops, mobile phones etc. will be leased through NCC and office furniture or equipment etc. will be second hand or refurbished.

Operating Costs – *costs of building and all building overhead costs, including office equipment.* The average cost of rental for property has been calculated based on market rates, an initial upfront cost is factored in, with other costs expected to be upfront fixed agreed costs across the 2-year term. Rates and insurances, service charges including heat, light, security and cleaning have also been based on average market rates and included in projected costs.

Additional budget will be required for *rental of external training rooms* or premises for events and workshops, as and when required. Other costs here include signage and other incidentals such as fixtures and fittings including furniture, kitchen equipment and stationery supplies.

Table 4: Operational (Premises costs) Budget

		Month 1	Cost breakdowns			Total project cost £
		Up front cost £	Monthly £	Quarterly £	Annual £	
Operational costs						
Estimated premises costs		Based on average costs of suitable office spaces in Kings Lynn				
Rent of space	(includes deposit)	1,500	500	1,500	6,000	13,500
Car Parking space rental	4 spaces @£35 per month	175	140	420	1,680	3,535
Service charge	Includes cleaning, security, heating, insurance, electricity, exterior maintenance £5 per square ft, based on 800 sq ft		300	900	3,600	7,200
Rates	51.2p per rateable value of property	-	300	900	3,600	7,200
Public liability insurance		-	100	300	1,200	2,400
Agents Fees		500	-	-	-	500
Property costs		2,175	1,340	4,020	16,080	34,335
Office Furniture, fixtures and fittings		6,325	25	75	300	6,925
Signage		1,000	-	-	-	1,000
Stationery and office sundries		300	25	75	300	900
Kitchen equipment, cups, etc.		200	7	20	80	360
Operational costs		7,825	57	170	680	9,185
External room / premises hire		-	270	810	3,240	6,480
TOTAL OPERATIONAL COSTS		10,000	1,667	5,000	20,000	50,000 *
			*Month 1 + standard costs across 2 years			

Project Delivery Costs

Marketing & promotion – leaflets and posters for partners, referral agencies, young people and employers, including design and logos, branding and templates plus physical items such as pop-up banner stands and other display equipment. During the implementation phase there will also be funding for a stand-alone microsite website that can be widely promoted as a 'single front door' to King's Lynn Youth Retraining Pledge, through the Vision KL site, and social media promotion funding to maximise effectiveness of campaigns across existing social media links of NCC and partners; this includes digital brochures and newsletter functionality.

Course delivery & curriculum development – based on standard training costs provided by local providers, Steadfast training, Jarrold training and Turning Factor, who already deliver training in the area

for programmes (such as the European Social Fund projects) which support cohorts of young people and those with barriers to work, in the area. Significant work has taken place across the Skills & Employment team with these well-respected and mature training providers, and the costs of grants indicated through the Employer Training Incentive Programme corroborate these figures. A mean average cost has been applied to the calculations across the qualifications at Levels 1,2 & 3; the training will be both online and digital and includes all learning materials and certification.

Alongside this is a cost allocation for *ongoing programme/curriculum development* which will be used towards developing programmes which meet the needs of the project participants, if something is not already suitable, or needs to be tailored specifically for a particular sector. There is an expectation that, in the indicated project outputs, 12 new courses will be delivered across the area throughout the duration of the project.

Table 5: Projected course delivery costs

Course type and level	Average (mean) course cost	Courses Funded (outputs)		Total cost to project
Functional & Employability skills as entry to Level 1	300.00	29	145	8,700
Average cost of Level 1 provision	450.00	116		52,200
Functional & Employability skills as entry to Level 2	300.00	20	85	6,000
Average cost of Level 2 provision	1,265.00	65		82,225
Functional & Employability skills as entry to Level 3	300.00	8	25	2,400
Average cost of Level 3 provision	1,987.00	17		33,779

Approximate total training courses funded directly by KLYRP project budget **255**

The overall project shows a cohort of 335 individuals upskilled, of these 255 are expected to attain accredited qualifications with certification as indicated above.

Refreshments for participants and events – an additional amount has been included for supporting with catering and beverages, although this will be acquired free of charge through partners, or at a reduced rate where possible.

Participant travel - There has also been an allowance made for partners to utilise for supporting project participants, if they are unable to fund attendance to meetings or training sessions via public transport due to financial difficulty. This will be assessed individually with each partner and the individuals that they are working with. Also included in this is funding for PPE, such as hand sanitiser, gloves and face coverings.

Legal fees - have also been set aside to allow for review of contracts and SLAs with partners, through the NP Law team as is standard NCC practice, this would be for training providers or other delivery partners.

Other project costs – an *evaluation cost* has been included at project end, this is based on costs accrued on previous externally funded programmes and includes working with participants, partners, trainers and project personnel, to assess the project's success. It will ascertain what did and didn't work, and how the project learnings could be applied to future projects, as well as producing data and

evidence to demonstrate the project outputs and results. We propose to implement a project evaluation using a theory of change methodology which will measure individual progress and outcome for those young people, including their attitudes towards upskilling and future employment, and ascertain the community impacts of the project.

FUNDING AND REVENUES

The main funding for King’s Lynn Youth and Retraining Pledge is directly from the King’s Lynn Towns Fund, and paid at an agreed amount, based on the agreed budget, to NCC on an annual basis from MHCLG. This will be managed through the NCC finance system and using Local Government financial guidelines; a Cost Centre code will be created especially for the project and all transactions will be posted through this code for monitoring.

Match funding from NCC will be in cash through the provision of dedicated staff time, and has been ringfenced through NCC Growth & Development, Skills & Employment Team budgets – and transferred through the cost centre code annually. The project is not expecting to receive other revenue or income, with all fund income allocated against project delivery expenditure.

REDACTED

Table 7: Annual Funding Profile

Funding Profile	20/21	21/22	22/23	23/24	24/25	25/26	Total
<i>Value</i>	£k	£k	£k	£k	£k	£k	£k
King’s Lynn Towns Fund			245.0	197.0			442.0
Norfolk County Council			18.7	19.2			37.9
Total Funding			263.7	216.2			479.9

MANAGEMENT ASSESSMENT

Monitoring and managing project income and expenditure

Our approach to accounting for project income and expenditure will ensure full compliance, accountability and sound financial practices.

This will include:

- Use of a dedicated bank account for the project in line with MHCLG guidance
- Establishing a dedicated nominal ledger code for the project on Norfolk County Councils Budget Manager accounting system).

- All income and expenditure will be coded to the project accordingly, tracking all income and expenditure for accounting, reconciliation and audit purposes
- Utilising Norfolk County Council’s financial regulations to ensure sound financial management and accountability, including the use of authorised signatories to sign off payments, and segregation of duties at three stages between raising a payment request, processing the payment on procurement system and authorisation of the payment itself
- Ensuring there is a clear evidence and audit trail to demonstrate compliance, including for the purposes of audit by MHCLG, Vision King’s Lynn programme management or independent auditors including:
 - Evidence that financial claims are evidenced, valid and compliant with funding guidance.
 - Evidence that any procurement has been carried out.

As a local authority with significant financial management systems in place, NCC, as accountable body, have sufficient reserves in place to cashflow the project, should there be a shortfall in any given period; however, the budget has been arranged with payments in advance, on an agreed profile annually, which further negates the risk. There is a small risk of an overspend when commencing the project due to initial costs of setting up the premises and staff team. There is recognised risk of underspend in the earlier period e.g., if there is a later start than anticipated in terms of staff recruitment and training delivery or referrals – this can be closely monitored through forward planning and through the project steering group.

The steering group will monitor spend directly against targeted outputs, and the spend profile that has been developed to ensure successful performance in line with anticipated milestones through a monthly review, and quarterly by the KL Town Deal Board. The project will implement a payment model with partners to mirror that of the Town Investment programme, a budget change request process to help manage anticipated variations within partner budgets and will align with Town Investment procedures, ensuring only authorised changes are acted upon. The project will also have project management oversight from the NCC Project management group, reviewing performance and spend of all G&D Projects on a quarterly basis and through KL own Deal Board performance arrangements.

Substantial change, identified as having a cost, resource or process impact or those involving a change in strategy, would need to be agreed at a Steering Group level to ensure effective governance of change management. No cost changes to process or resource would be considered at a Partnership level and agreed through the Project management team. Delivery partners and those approved to deliver projects through the DPS tender process would not have delegated authority to effect changes to agreed processes through the project though would be able to make changes, such as staffing, just so long as those changes were considered like-for-like through the project.

Delivery Partners and their roles:

Norfolk County Council - Employment & Skills Team	Project lead and accountable body
The Borough Council of King’s Lynn and West Norfolk	Town Deal Programme accountable body. Facilitate partner working across their network and identify opportunities for participant groups, businesses, and support organisations to engage with the project.
College of West Anglia (CoWA)	Delivery partner under Service Level Agreement. As the local Further Education college, the primary aspect of their role is to deliver training to identified participants, particularly for areas where there is a need for training to be delivered in a specialist environment.

Norfolk County Council - Norfolk Adult Learning Service

Delivery partner under Service Level Agreement.

The Norfolk Adult Learning Service will develop and deliver training for participants across a range of skills and knowledge that may include literacy and numeracy. An important part of their role will be to facilitate and/or deliver training within communities if needed, as well as providing skills and expertise to the project around the quality aspects of learning opportunities.

Partners will be fully inducted as to financial procedures and evidencing requirements, with detailed procedures outlined in the Programme Requirements document, and ongoing support available via the NCC Finance and project teams. All partners will need to collect evidence of expenditure, including recording and evidencing time for staff operating on the programme and there will be regular 'remote' checks of financial expenditure, backed by quarterly partner audits to ensure full compliance with MHCLG funding. Any fund misuse or lack of evidence will be acted upon, with the Partnership Agreement making clear grounds to recoup funds in the event of misspend.

WIDER FINANCIAL IMPLICATIONS

The project forms part of the Vision King's Lynn Town Investment Plan portfolio, the table below show the context of the funding alongside the other strands of the wider programme.

Table 2: Vision King's Lynn Projects - Total Budget

Project	21/22 (£)	22/23 (£)	23/24 (£)	24/25 (£)	25/26 (£)	Total (£)
Town Centre Repurposing	245,000	982,000	493,000	-	-	1,720,000
Youth and Retraining Pledge	-	245,000	197,000	-	-	442,000
Town Centre Public Realm	19,000	226,000	-	-	-	245,000
St Georges Guildhall Complex	-	118,500	883,000	1,606,000	2,157,500	4,765,000
Active and CleanConnectivity	278,000	1,122,000	2,445,000	2,857,000	-	6,702,000
Riverfront Regeneration	-	737,000	1,481,000	1,973,000	2,240,000	6,431,000
Multi User Community Hub	982,000	1,428,333	1,434,333	446,334	-	4,291,000
Programme Management	30,000	89,000	92,000	95,000	98,000	404,000
	1,554,000	4,947,833	7,025,333	6,977,334	4,495,500	25,000,000

The King's Lynn Youth and Retraining Pledge aligns with local strategies and policies as laid out in the strategic case, delivering directly against of local ambitions and complementary to current investment in the area – it seeks to align activity already being delivered in the area and will work with partners within the full Town Deal programme, collaborating for the benefit of residents in the area.

Further details of financial tables in this document, and salary cost breakdowns can be seen in: Appendix 3. KLYRP Budget FINAL for Financial Case.

COMMERCIAL CASE

COMMERCIAL CASE

INTRODUCTION

The King's Lynn Youth Retraining Pledge (KLYRP) will utilise Town Deal money to deliver a pilot scheme that establishes the King's Lynn Skills Partnership, the 'Skills Department' for the Town.

The KLYRP will co-ordinate, develop and deliver a wide range of employment and skills activity - driving forward the King's Lynn Town Investment Plan's (TIP) ambition to increase the skills and life opportunities for the town's young people. The KLYRP will co-ordinate and commission skills provision, specifically focused on the manufacturing and care sector, provide employability support, and directly engage with employers to support young people into learning and employment.

This Norfolk County Council-led project will fund the recruitment of a dedicated Skills team for King's Lynn, the commissioning of skills support to fill gaps in existing provision, and the accommodation costs associated with providing a visible high street location for the service.

COMMERCIAL STRATEGY / STRUCTURE OPTIONS

Norfolk County Council will act as the accountable body and the project sponsor for the KLYRP. They will also act as the primary delivery organisation for the project. All Town Deal funding for the Youth Retraining Pledge will be passed to the Borough Council of King's Lynn and West Norfolk from MHCLG and then will be allocated to Norfolk County Council for the payment of services, suppliers and the posts required to support the KLYRP.

Norfolk Council is the lead agency for the KLYRP, building on its role as the county's lead for Economic Development. This role includes responsibility for commissioning services that promote business growth, supporting residents into work and taking a strategic role in influencing skills provision designed to increase the competitiveness of the local economy. Norfolk County Council has a significant track record in commissioning, delivering and acting as a strategic partner in skills provision across the county including:

- The Insight Apprentice scheme providing apprenticeship brokerage and support for employers.
- A Youth Pledge for Employers that was delivered through employer engagement with college and school leavers.
- Chances– an integrated health and employment partnership project tackling health barriers to employment.
- Delivering holistic support for young people in Norfolk that are not in employment, education or training (NEET).

The experience and lessons learnt from this track record have been applied to the scope of the KLYRP. This includes intelligence collected through the co-ordination and participation in strategic working groups such as the New Anglia Skills Advisory Panel and the King's Lynn and West Norfolk Skills Working Group and evaluative evidence collected from commissioned skills activity such as the Employer Training Incentive Pilot, industry specific skills interventions such as the East of England Offshore Wind Skills Centre and the Local Investment in Local Talent (LIFT) Programme. The lessons learnt that have shaped the KLYRP include:

- The importance of engaging with young people at key transition points in education and career choice, particularly young people at Years 11-13.

- The need to support young people into employment and employability through co-delivered industry activity, including the requirement to engage with businesses to identify skills gaps and inform the commissioning of provision to fill these gaps.
- The requirement for a holistic approach in supporting young people, which is able to signpost and operate across all employment pathways.
- The requirement for an acute geographic focus – utilising local assets and stakeholders in the delivery of skills solutions.
- The requirement to recruit and convene key local employers who can advocate the support on offer to residents and employees.

PROCUREMENT AND COMMISSIONING STRATEGY

Procurement activity for the KLYRP will focus on the commissioning of Level 1-3 training provision. Norfolk County Council will use two procurement routes to deliver additional training provision as part of the project.

A Service Level Agreement (SLA) will be established with the College of West Anglia (CWA) building on its position as King's Lynn's provider of further education. The King's Lynn campus offers a wide range of vocational qualifications and includes the University Centre West Anglia. Additional provision commissioned by the KLYRP will build upon, and add value to, CWA's existing relevant social care (e.g., Level 1 Care and Childhood Studies, Level 2 Health & Social Care and Level 3 Health & Adult Nursing) and manufacturing and engineering provision (e.g., Level 2 and 3 Engineering and Industrial Automation Programmes). The SLA with CWA will also build on the existing relationship between Norfolk County Council and CWA via its role on the New Anglia Skills Advisory Panel¹⁰ and the King's Lynn and West Norfolk Skills Working Group¹¹.

Additional skills provision will also be commissioned by establishing a framework of specialist skills providers with a track record of operating in Norfolk. The framework will provide a dynamic purchasing system by which the KLYRP can commission provision via call off contracts. The two-year framework will be advertised on the Contract Finder website and promoted via the Local Government Association, the Norfolk Learning Network and a Prior Information Notice (PIN) issued on the Find a Tender website. The framework will adhere to The Social Value Act 2012 that requires Local Authorities to consider the economic, environmental and social benefits of procurement before the process starts and in conducting the procurement process. Norfolk County Council will build on its track record of delivering social value through the procurement process via proactive and open conversations with suppliers early in the engagement process.

CONTRACT MANAGEMENT

Contract management is the process of systematically and efficiently managing contract creation, execution, and analysis for the purpose of ensuring that service delivery meets the scope and performance requirements whilst also minimising and managing risk. Contract management for the delivery of skills provision commissioned by the KLYRP will be guided by the SLA and framework contract described above. They will clearly define:

- The purpose of the contract.
- The roles and responsibilities of each party in relation to the contract.
- The length of the contract and a clearly defined delivery schedule with an agreed set of milestones.

¹⁰ The New Anglia Skills Advisory Panel provides a strategic steer to the New Anglia Local Enterprise Partnership by advising on the employment and skills agenda locally, identifying barriers and opportunities for delivering skills interventions and encouraging employers to get involved in skills delivery.

¹¹ King's Lynn and West Norfolk Skills Forum which seeks to increase youth participation, transition to employment and raise workforce skills across the King's Lynn and West Norfolk locality.

- Monitoring requirements to assess the delivery of funded provision as evidence of achieved outputs.
- Review and clawback processes.
- State aid (subsidy), insurance and indemnity clauses.
- Publicity requirements or restrictions.
- The payment mechanism and milestones throughout the duration of the contract.
- The process and mechanism by which disputes will be resolved.
- The processes in place to manage change control and variations.

The day-to-day contract management for the SLA with CWA and the framework contract with providers will be managed by the Skills Partnership Project Manager, recruited by Norfolk County Council, to lead the KLYRP. Oversight and monitoring of contracted delivery will be undertaken through quarterly steering group meetings of the King's Lynn Skills Forum. This steering group will operate within the parameters of Terms of Reference for the group (see Appendix 3), with membership including:

- Norfolk County Council.
- Borough Council of King's Lynn and West Norfolk.
- Adult Learning.
- College of West Anglia.
- Department of Work and Pensions.
- Freebridge Housing Association.
- University of East Anglia.

In addition, the performance of contracted skills delivery will also be reported into the performance management arrangements of Norfolk County Council's Growth & Development Team, reporting quarterly through the Team's Performance Group. The project will also report quarterly to the Vision King's Lynn (Programme Management) performance group, ensuring outputs are evidenced, reported and aggregated in line with Towns Fund procedures. In strategic alignment and accountability, the project will report all activity and outputs directly on a quarterly basis into the King's Lynn Town Deal Board.

COMMERCIAL DELIVERABILITY

The commercial deliverability of commissioning additional training provision to support the King's Lynn Youth Pledge is supported by the following key points:

- Soft market testing and benchmarking has been undertaken by Norfolk County Council. Market testing has been undertaken via engagement with providers that have a track record of delivery for the Council to understand their appetite and capacity to deliver additional provision over the two-year delivery period. This market testing has confirmed the need for the KLYRP and the major barrier to delivery being the availability of funding rather than capacity within the provider community. Cost benchmarking has also been undertaken to test the realism of the targeted outputs within the Town Deal budget available to the KLYRP.
- The socio-economic performance of the King's Lynn economy and outcomes achieved by the town's young people also support the commercial deliverability of the KLYRP. This includes the following factors that provide the strategic justification for the project:
 - The proportion of young people NEET in King's Lynn (4.5%) is higher than both national and Norfolk averages.¹²
 - King's Lynn has a participation in high education (POLAR) rate of only 17%, compared with 40% nationally.

¹² Source: Norfolk County Council. June 2021.

- Wages are low in King's Lynn's low skilled economy - fulltime workers in the King's Lynn borough earn an average of £424 per week, compared to the Norfolk average of £438, the East of England average of £496 and national average of £501.

Source: Annual Survey of Hours and Earnings, Office for National Statistics

- There are approximately 1,300 King's Lynn residents currently in employment with no qualifications¹³.

The KLYRP will be addressing these issues by delivering against the stated aims in the strategic case, namely to:

- Develop and maintain relationships with key local businesses and education providers – establishing a forum where local skills needs are identified, solutions proposed and implemented.
- Develop a suite of industry-learning re-training provision for young people aged 18-30, identifying transferable skills, increasing available provision and improving access to current and emerging training opportunities.
- Raise the participation and youth employment rates in King's Lynn by delivering information advice and guidance and employability activities (e.g work experience) for young people.
- Address Skills Gaps – design and deliver programmes/events to raise young people's aspirations, increase work-related skills and raise awareness of career opportunities within King's Lynn priority sectors (Manufacturing, Engineering, and Health & Social Care).

-

STAFFING IMPLICATIONS AND RECRUITMENT

The King's Lynn Youth Pledge will be delivered by a dedicated staff team funded by Town Deal monies, supported by strategic guidance from Norfolk County Council's Skills Policy Officer who also brings integral knowledge of King's Lynn's Town Deal Investment Plan, as well as in-depth skills knowledge from a regional and national perspective. Norfolk County Council will also provide support and experience to support the KLYRP team from across departments in areas such as Finance, Purchasing, (Procurement) and Human Resources.

Norfolk County Council will recruit to the following posts to deliver the KLYRP. The remit of each post is outlined in the Management Case of this document:

- Skills Partnership Project Manager.
- Project Activity Co-Ordinator.
- Project Officer.
- Project Manager.

Recruitment to the above posts will be undertaken in accordance with the following principles outlined in Norfolk County Council's Recruitment and Selection Policy Statement P108:

- Selection for interview and appointment must be based on relevant skills, qualifications and experience as appropriate to the job.
- Where appropriate, other tools may be used to determine the suitability of candidates for posts e.g., psychometric and other tests.
- Where an individual indicates on their application that they are disabled and meets the essential selection criteria they are guaranteed an interview.

¹³ Source: Norfolk County Council Children's Services

- Where an individual indicates on their application that the Armed Forces was their employer within the last 3 years, and they meet the essential criteria on the person specification they are guaranteed an interview.
- All managers involved in the recruitment and selection process will be trained.

The dedicated KLYRP posts will be recruited on two-year fixed-term contracts with the possibility of an extension subject to securing additional funding once Town Deal monies come to an end. Recruitment will be undertaken using Norfolk County Council's standard employment terms and conditions. The posts will be subject to a six-month probationary period and require the post holder to adhere to Norfolk County Council's standards of conduct and behaviour.

APPROACH TO RISK ALLOCATION AND MANAGEMENT

As described in the Management Case, the KLYRP is based on the principles for risk management as contained within PRINCE2 guidance. The project will implement a hierarchy of risk management that aims to eliminate risks where possible, then mitigate any impacts of foreseeable risks. This will be done formally at project team, partnership and steering group meetings. The investment has generally been assessed to be a medium to low-risk project. The procedure for identifying key risks will follow as below:

- Assess: assess the risks in terms of their probability and impact on the project objectives.
- Plan: prepare the specific response to the threats (e.g., to help reduce or avoid the threat), or this could also be to plan to maximise the opportunity if the risk happens.
- Implement: carry out the above in response to an identified threat if one occurs.
- Communicate: report and communicate the above to relevant project team members and stakeholders.

The project risk register identifies several risks and how they will be managed. All the risks are owned by Norfolk County Council in the first instance and Project Lead for the KLYRP. The most prominent commercial risks identified for the KLYRP are outlined below:

- Difficulty in recruiting staff to the roles outlined above.
- A delay in recruitment processes meaning the KLYRP's staff team is not in place at project inception.
- Failure to recruit participants to the project (e.g., formal learning provision or information, advice and guidance).
- Failure to recruit employers to the KLYRP.
- The wide variety of skills provision available regionally creates confusion for individuals and employers.

A detailed risk register is presented in Appendix 6 of this business case which includes an assessment of the probability, impact, status, mitigating actions and owner of each risk. The KLYRP team will report progress against each risk identified to the King's Lynn Skills Forum on a quarterly basis.

Significant risks will then be forwarded to the King's Lynn Town Deal Board to raise awareness of issues impacting on the deliverability of the project and its outputs.

MANAGEMENT CASE

MANAGEMENT CASE

INTRODUCTION

The management case for the King's Lynn Youth Retraining Pledge (KLYTP) will outline the approach to deliverability, timescales and responsibilities.

Norfolk County Councils' approach to project management is based on a clear structure with lines of accountability running throughout the delivery team, connecting each part of the team to senior leadership within the Project Sponsor, enabling monitoring of progress, accountability and the ability to escalate issues where required. Norfolk County Council has a long track record of delivering similar projects to support the employment and skills attainment of residents. These include the European Social Funded LIFT programme, delivering skills and employment activity for disadvantaged cohorts, the Employer Training Incentive project, raising workforce skills through employer training grant provision and currently, the CHANCES programme, a £5M+ employment programme delivering over 2,500 simultaneous health & work outcomes.

Norfolk County Council (NCC) will act as Lead Delivery Partner working with the Borough Council of King's Lynn and West Norfolk, Norfolk Adult Learning Service and the College of West Anglia as delivery partners. The project will work closely with local stakeholders from the Business, Education and Voluntary Sectors. Its approach to deliverability will be to enhance the existing offer and build new strands of provision where appropriate. Working collaboratively to create a locally integrated skills offer from existing services that run concurrently with the creation of new, responsive programmes to bridge gaps in provision to benefit young people in the area will be a key feature of this project.

An individual will be recruited and act as the designated Project Manager for the King's Lynn Youth retraining Pledge on behalf of Norfolk County Council. The Project Manager will have the primary duty of delivering the project within the required constraints of quality, cost, time, and risk. For the Youth Training Pledge this will mean overseeing the development of the curriculum & training offer (aligned to identified demand), management of project budget and associated spend, ensuring the delivery of project milestones and the acute management of project risks and mediation factors.

The project Steering group, established as the King's Lynn Skills Forum and under representative from the College of West Anglia Principal as Chair, will maintain regular liaison with Programme Sponsor, NCC Employment & Skills Project Manager. The Sponsor is responsible for project assurance, maintaining focus of the project team and authorising expenditure within delegated levels of authority. The Programme Sponsor will be responsible for the strategic alignment of the project during delivery, ensuring proposed changes are checked against effects on aim, benefits and critical success factors.

This partnership approach to management of the KLYTP has been successfully delivered through a variety of projects in which NCC has taken the lead. This management approach has been effective in a range of current and previous employment & skills projects, demonstrating the collaborative leadership that is needed to deliver a project, like KLYTP, with its multi-layered engagement model and diverse, complex stakeholders.

Utilising from this experience, Norfolk County Council has the systems, processes, and staff skills to provide stringent budget, project, and stakeholder management services as the accountable body to the KLYTP.

PROJECT ORGANISATION AND GOVERNANCE

Norfolk County Council, acting as accountable body, will manage the initiation, implementation, soft launch, delivery and evaluation of the project. They will employ staff to manage the project who will predominately be based in King's Lynn. They will hold ultimate responsibility for training, engagement, governance, risk and quality management, as well as responsibility for the identification of opportunities for collaborative partner and stakeholder working. Through these relationships, key elements of the project will be delivered.

Delivery Partners and their roles are outlined below:

The Borough Council of King's Lynn and West Norfolk

The role of the Borough Council will be integral to project delivery as their role will be to facilitate partner working across their network and identify opportunities for participant groups, businesses, and support organisations to engage with the project. They will be a beneficiary of KLYRP and their feedback on the impact of the project to the geographical area will form a key performance indicator when measuring success. In addition, the development of this relationship will be fundamental to the sustainability of the project.

College of West Anglia (CoWA)

The role of CoWA as the local FE college will be significant as, not only will they be a provider of potential participants but will also offer elements of specialist support services identified as part of the 'Pathways to Success' stage of the participant journey. The primary aspect of their role, however, is to deliver training to identified participants, particularly for areas where there is a need for training to be delivered in a specialist environment.

Norfolk Adult Learning Service

The Norfolk Adult Learning Service will develop and deliver training for participants across a range of skills and knowledge that may include literacy and numeracy. An important part of their role will be to facilitate and/or deliver training within communities if needed, as well as providing skills and expertise to the project around the quality aspects of learning opportunities.

Project Staffing

Norfolk County Council will recruit to key roles to provide the appropriate staffing to manage this project. The resourcing strategy will include some internal recruitment to the project to provide strategic oversight and project management experience.

External recruitment will be undertaken for the following roles that will be based in King's Lynn but will also have the capacity to work remotely, if required in response to the pandemic. They will be recruited to the roles shown below to ensure a sure fit to meet project needs:

Skills Partnership Project Manager (SPPM) (1FTE)

The Skills Partnership Project Manager will manage all day-to-day aspects of project running, having oversight of delivery and operational decision making as well as produce budgets, manage finances and provide associated reporting. Their role will also involve liaison with stakeholders, spend oversight and risk management to ensure the project is effectively operationalized. The staff management of the two project support roles identified below will also be undertaken by this role.

Project Activity Co-ordinator (1FTE)

The Project Activity Co-ordinator will be responsible for the organisation and co-ordination of project activities that directly engage with participants. This is likely to involve running a team of up to 20 volunteers; supporting the development of any projects tendered through a DPS style system; liaising with voluntary service organisations or other partners who are directly

engaged with participants and providing information and support to these groups. They will report on the effectiveness of partnership working against KPIs and the impact of volunteers on participant outcomes against agreed measures. This role will also act as an advocate for young people engaged with the project.

Project Officer (0.5FTE)

The Project Officer will provide administrative support to the project; document production and preparation; processing financial transactions and report writing. Their role will also support call handling and customer care.

Internal recruitment to the project will be used to specifically support the KLYRP and is as follows:

Skills Officer (0.3 FTE)

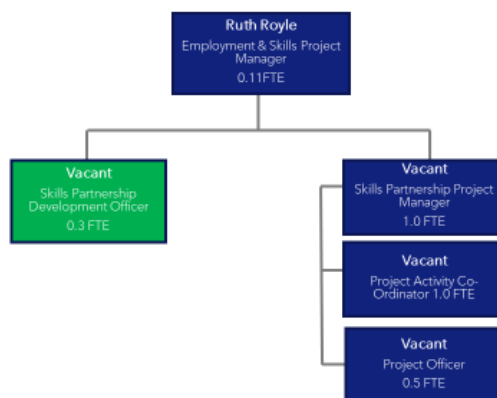
The Skills Officer role will be provided to the project as staff match funding. This role will provide advice; support to engage with local partners and contribute to the development and delivery of ongoing provider networks. They will act as a source of good practice and information sharing to the project team.

Project Manager (0.1FTE)

This role will be used to provide specific project oversight and line management to the Skills Partnership Project Manager (SPPM). The strategic elements of the project will be developed and overseen at this level, enabling the SPPM to provide effective input into the project direction.

NCC will also provide competence and strategic guidance from the Skills Policy Officer who also brings integral King's Lynn Town Improvement Plan knowledge, as well as in-depth skills knowledge from a regional and national perspective. Across the Growth and Development department, there is significant expertise with project and programme design, delivery, evaluation and budget management built over years of work in this arena and gained across a breadth of projects. Organisationally, there is also experience across departments in providing project support, for example from discrete teams in areas such as Finance, Purchasing and Human Resources.

Staffing Organogram



Governance

The project will benefit from strong governance arrangements within the Vision King's Lynn Town Deal programme. In primary, this will include the oversight and monitoring through quarterly steering group meetings involving the King's Lynn Skills Forum. This steering group will operate within the parameters of Terms of Reference for the group (see Appendix 4), with membership including:

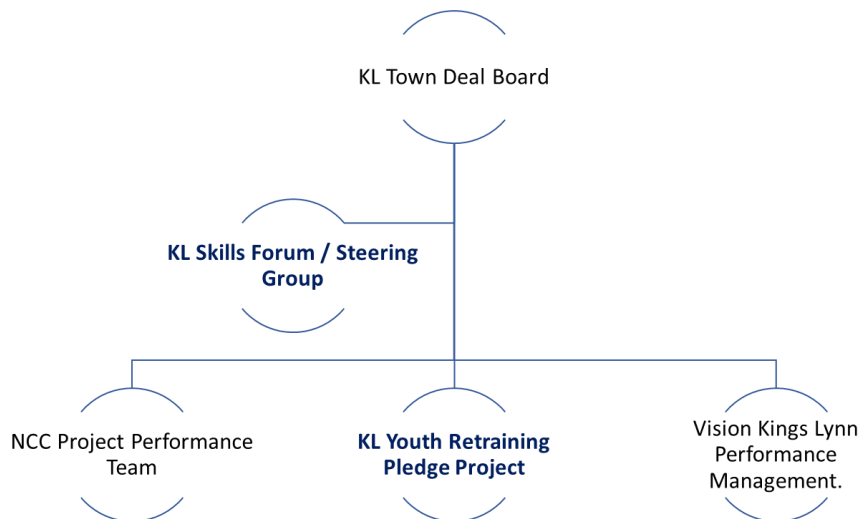
- Norfolk County Council
- Borough Council of King's Lynn and West Norfolk
- Adult Learning
- College of West Anglia
- Department of Work and Pensions
- Freebridge
- University of East Anglia

Appendix 4 - King's Lynn Skills Forum Terms of Reference.

To monitor performance the project will also report into performance management arrangements of Norfolk County Council Growth & Development oversight, reporting quarterly through GMT Performance group.

The project will also report quarterly to the Vision King's Lynn (Programme Management) performance group, ensuring outputs are evidenced, reported and aggregated in line with Town Fund procedures.

In strategic alignment and accountability, the project will report all activity and outputs directly on quarterly basis into the King's Lynn Town Deal Board, the representative body for the programme and with accountable status to MHCLG.



ASSURANCE

Norfolk County Council is responsible for project assurance, maintaining focus of the project team on the required objectives, authorising expenditure within delegated levels of authority and act as the client representative for the scheme. As such, Norfolk County Council will be responsible for the strategic alignment of each project during delivery, ensuring proposed changes are checked against effects on aim, benefits and critical success factors.

Norfolk County Council continually develops its risk management processes. A project delivery risk assessment will be completed and reviewed quarterly at Steering group as part of the monitoring process ensuring that identified risks are minimised where possible and do not impact negatively on us achieving our priorities, outputs and outcomes.

Quality Assurance will be undertaken through the Three Lines Model, using the following approaches and activities under each line of defence.

Approach	Associated activities
Business Management	
<ul style="list-style-type: none"> • Effective and appropriate day-to-day risk management and decision making by project team. • Risk identification, assessment, mitigation, monitoring, and management undertaken by trained Project Lead with support accessed through Employment and Skills Project Manager. • Effective implementation of risk management through a defined reporting and escalation process. 	<ul style="list-style-type: none"> • Staff training • Quality checks by Project Lead • Participant and stakeholder feedback • Performance management of staff • Self-review tools for delivery partners to allow assessment of performance against KPIs in their responsibility led by Project Lead • Monthly Partnership meetings • Team meetings • Budget meetings with Finance Officer and project team • Complaint handling training • Defined escalation and reporting process training • Bi-annual impact reviews completed by Project Lead
Risk Management/Governance	
<ul style="list-style-type: none"> • Provide specialist advice and training as well as support and challenge to the Business Management layer. • Develop risk management framework. • Act as independent voice for reporting and escalation issues. 	<ul style="list-style-type: none"> • Quarterly Steering Group meetings • Terms of reference created for all groups to ensure agreed governance structure in place • Cross-cutting themes planned and managed to ensure protection of broad integrity of the project • Risk register reviewed monthly with Project Lead and delivery partners and shared with Steering Group • Budget reporting to Skills Policy Manager by Project Lead • Review of bi-annual impact review by Steering Group

Audit	
<ul style="list-style-type: none"> • Ensure independent assurance that the risk management and project framework have been complied with. 	<ul style="list-style-type: none"> • Complete routine audits with independent working group identified from non-delivery partner Steering Group members.

Key reviews will include the following activities and links to decision points:

- **Monthly Partner Meetings** – *Decision Point:* business-as-usual operating practices including identification of risks and changes to register.
- **Quarterly Partnership Meetings** – *Decision Point:* Support and challenge to project; requirement for further development to risk management framework; identification of activities requiring further escalation or areas requiring further training; need for specialist advice to be offered.
- **Annual Audit** – *Decision Point:* compliance to risk management framework (including financial compliance) and project parameters evaluated; identification of actions and next steps.

SCOPE MANAGEMENT

The scope of this project relates to the geographical King's Lynn area as referenced in the Towns Deal. The project involves the engagement of 400 young people resident and/or educated and/or in work within these boundaries. They will be the participants of this project and will be identified as belonging in one of the following categories:

- Those aged 18-25 who are employed without training
- Those aged 15-18 in full time education, with a focus on those who are at risk of becoming NEET (Not in Employment, Education or Training)
- Those aged 18-25 who are unemployed.

The types of activities defined within the scope of this project include those that engage the above groups of participants with work inspiration, experience, and/or employment. These activities in turn will engage participants with:

- New skills
- The opportunity to increase employability skills
- Employment-inspired activities

The scope of this project also includes employer engagement for those organisations or having associated subsidiaries sited within the geographical King's Lynn boundary as specified above.

The scope of this project also includes the siting of the project team in a high-street premises to ensure there is an open 'front-door' to young people and those that support them. The intent of this is to provide high levels of project visibility to promote engagement with the programme. These premises will involve seating and desk space for the project team to include networked equipment for IT usage as well as printing, scanning and photocopying facilities plus storage, small kitchen and toilet facilities. It will include a public facing area that provides a reception space to meet and greet young people and stakeholders. It will also consist of a small training

space, holding up to 10 networked PCs, that will facilitate opportunities for training to be hosted on site.

The role of these employers will be to engage with participants, either directly through activities or to shape employer-led curriculum or to provide advice and guidance to the project. 50 of these employers will be directly engaged with the project.

The project approach to specifying, approving, and managing requirements will be implemented using Service Level Agreements with Delivery Partners, put into place prior to project start. Specification of requirements for wider partners delivering participant-facing activities will be delivered through a DPS-style tender process. Engagement of wider partners with the approvals and requirements of the project will be implemented through partner meetings and tools that are likely to include agreed metrics such as key performance indicators delivered against objectives and outputs, milestones within timeframes, budget management and assessment of value. Record-keeping requirements will comply with NCC codes of practice (such as Safeguarding and progression) as well as with the requirements of the NHCLG Town Investment Programme. These records would sit within individual organisations and be monitored and evidenced through quality checks administered by the Project Lead.

The approach to interfacing with third parties will be through targeted meetings with an appropriate meeting frequency established that relates to levels of engagement, values and volumes of activity and timescales of engagement. The management approach would be through partner self-assessment tools, feedback and performance measured against metrics, service level agreements and other agreed targets. Remedial action could then be taken quickly and effectively through performance management activities which are likely to include informal and formal actions, performance management meetings and notices to improve. Solutions development will be employed through collaborative engagement across partners and stakeholders and confirmed through workstreams such as the King’s Lynn Skills Forum; the King’s Lynn Towns Fund Board; the New Anglia Skills Advisory Panel and other workforce workstreams. Identified solutions would be implemented through clear process maps or other guidance which would then be agreed and accepted through partnership meetings. This would follow a ‘Plan-Do-Review’ cycle which would be monitored through partner meetings at an operational level and through Steering Groups at a strategic one.

PROGRAMME/SCHEDULE MANAGEMENT

The structure of the programme, including its principal stages and workstreams can be seen on the **King’s Lynn Youth Retraining Pledge Project Management Plan (KLYRP PMP) (Appendix 5)** As an overview, this covers initiation, implementation, soft launch, delivery phases and evaluation.

Critical paths include:

Item	Start Date	End Date
Funding (agreed, received, and reconciled)	01/10/2022	30/07/2024
Partner recruitment	01/12/2021	30/09/2022
Processes including referral pathways designed and agreed	01/10/2021	28/02/2022
Staff recruitment and training process	01/12/2021	31/03/2022

DPS (including processes) developed, agreed and implemented	01/10/2021	31/03/2022
SME recruitment	01/04/2022	31/03/2024
Participant recruitment	01/04/2022	31/12/2023

The KLYRP Project Management Plan (see Appendix 5) shows full details of project activities across the initiation, implementation, soft launch, delivery and evaluation phases for the duration of the project. An overview is shown below:

Initiation - Aug 21 – Oct 21

Business case is produced; budget is outlined and project planning to provide high level timelines are produced. Key stakeholders are engaged as a precursor to implementation to ensure that the project can begin effectively.

The scope and the budget of the project are already identified and are available as part of this business case. Constraints in this phase include resource time, availability of stakeholders and financial availability.

Implementation - Oct 21 – Mar 22

Design phase for the five steps of KLYRP is undertaken and includes identification of routes through the project for participants and employers, stakeholder maps and process mapping. Stakeholder management plans are produced from maps and agreement is gained from delivery partners and partners alike. Key performance indicators are driven out from engagement with people and processes to provide robust measures for project management and associated reporting is defined. Project set up is developed across the period including the build of DPS (including its associated processes).

Communications and associated marketing assets as well as compliant, standardised documentation is produced. Staff recruitment is delivered during this period and appropriate training is completed prior to soft launch. Key stakeholders such as the Steering Group are fully engaged and risks are reviewed prior to soft launch. Constraints are likely to include recruitment factors and availability of resource. Covid-19 could become a constraint if further outbreaks and lockdowns occur.

Soft Launch - April 22 – June 22

Processes are put live in an agile environment and iterative processes are used to allow necessary change to be identified, implemented, tested and subsequently embedded. SME and participant recruitment are launched. Partnership and Steering Group meetings commence to ensure strong governance alongside the introduction of quality measures. The risk register is regularly monitored as now in a high-risk phase of the project as designed process are introduced to the rigours of a live environment. Additional communications are undertaken with all stakeholders to ensure strong communication supports effective project delivery. Constraints could include engagement with participants, providers and SMEs; orientation of team, project and processes; controlled change as part of iterative processes constrains project.

Delivery - July 22 – March 24

Phase One - July 22 – March 23

Project enters BAU phase with regular recruitment of SMEs and participants, reporting, budget return and stakeholder meetings in place. Strong performance and control measures are used to ensure project delivery is managed effectively. Quality assurance practices are embedded and reassure the status of the project. Data submission processes are in place and meaningful data is driven out of engagement to build a picture of the skills landscape in the area for stakeholders, adding meaning and creating the identification of legacy pathways for the project, as well as usual monitoring. An interim report is compiled. Constraints are likely to include SME, provider and participant recruitment; resources of local organisations to respond to DPS style tenders; opportunities to provide meaningful interactions within geographical boundaries and potentially, further changes in the national skills landscape, such as collaboration with LSIP arrangements. Processes will provide positive constraints to prevent scope creep.

Key Milestones in this phase include:

1. 200 young people engaging with the project
2. 160 young people engaging with new skills activity
3. 125 young people achieving qualifications
4. 160 young people evidencing increased employability skills
5. 150 young people engaged with employer-inspired activity
6. 20 Large/SME organisations engaged in project activity
7. 4 new courses facilitated/delivered

Phase 2 - April 23 – December 23

Activity as above.

Final Phase - Jan 24 – March 24

Project ceases participant recruitment to ensure that those on programme have time to complete successfully. SME recruitment may continue in this phase to ensure that the right opportunities are created for final participants to achieve. In the final month, Partnership and

Steering Group meetings take place to pull together final threads of the project in preparation for evaluation. There is a focus on qualitative and quantitative data gathering to maximise opportunities for feedback and for participants to complete activities. Constraints may include lack of new participant recruitment and limited project resource as individuals may move on as close to contract end dates.

Key milestones for this phase include:

1. 250 young people engaging with the project
2. 175 young people engaging with new skills activity
3. 130 young people achieving qualifications
4. 175 young people evidencing increased employability skills
5. 185 young people engaged with employer-inspired activity
6. 30 Large/SME organisations engaged in project activity
7. 8 new courses facilitated/delivered

Evaluation - April 24 – June 24

Project team works to provide meaningful evaluation to MHCLG, KLTIP Board and stakeholders. This includes final outcomes and results reporting; impact report recommendations for future programmes/next steps. This will be based on evaluations of feedback, MI, lessons learned and defrayed costs. MIS and data prepared and stored securely in line with GDPR. Constraints are limited in this phase but could include more limited project resource as per final phase comments and evidence gathering.

RISK AND OPPORTUNITIES MANAGEMENT

The effective risk management strategy for the KLYRP project is based on the principles for risk management as contained within PRINCE2 guidance. The project will implement a hierarchy of risk management that aims to eliminate risks where possible, then mitigate any impacts of foreseeable risks. This will be done formally at project team, partnership and steering group meetings. The investment has generally been assessed to be a medium to low-risk project.

The procedure for managing risks is shown below:

- Identify: Identify risks including context, threats and opportunities using review lessons, checklists from similar projects and brainstorming, for example as ways to identify risk.
- Assess: estimate risks in terms of their probability and impact on the project objectives; evaluate risks individually and in wider context of overall risk exposure.
- Plan: prepare the specific response to the threats (e.g. to help reduce or avoid the threat), or this could also be to plan to maximise the opportunity if the risk happens;
- Implement: carry out the above in response to an identified threat or if one occurs; and
- Communicate: report and communicate the above to relevant project team members and stakeholders.

Qualitative and quantitative assessments of risk will be used throughout the programme to ensure that a full picture of risk is obtained and shared with stakeholders. Tools used will include stakeholder feedback including participants, providers and SMEs, lessons learnt sessions as part of operational delivery groups, evaluation tools, KPI reporting and horizon scanning outputs to identify external risks to project. An initial risk register for the project is in place (see Appendix 6) and includes a summary of risks, classifications and mitigations.

APPENDIX 6 - Risk register (Summary of Risks and Mitigation)

PROJECT MANAGEMENT

KLYRP will adopt an agile methodology as the project needs to develop interlinked processes across a breadth of stakeholders that cannot be fixed up front because of the complexity of the project. To meet participant and business need, it must be able to adapt and evolve in response to both input in the design phases and feedback in the delivery phases.

There is no one existing service at present in the King's Lynn area that the project can lift existing processes from. However, the experience of Norfolk County Council allows the development of new processes against a framework of best practice gained from the involvement in similar skills project delivery. The five-step process detailed below will underpin the delivery of a breadth of services to young people and will share elements from other projects to build on existing services. The project will also use the five-step process to build an interface between young people, services, schools, providers and employers and look to use tried and tested approaches (e.g. 'magpie' referral routes, map existing provision to new engagement opportunities, use systems thinking to pull on support from sector skills groups etc) to build solid new processes to achieve project outcomes and create a skills legacy for the town.

The five-step process from a young person's perspective is defined below. It is important to note that some participants may enter at stage 1 and work sequentially through each phase of the project. Though all participants will always experience a form of 'Getting on Board' and 'Achieving Goals' (essentially on-boarding and off-boarding stages), others may not need access to all stages and may only complete elements of the programme. This project is young-person centric and will be tailored as such. Below, envisions the support and engagement the project will have with young people:

1. Getting on Board

Young people are referred into the project. Some are referred through employers, local schools, or the College of West Anglia. Others may be referred through services they are already working with such as DWP, Youth Offending Teams, Targeted Youth Support, Children's Services, Voluntary Services, or other charitable organisations. Some young people self-refer, for example, those who enter 'off-the-street' to the project premises.

This phase of the project is delivered either directly through the Project Activity Co-ordinator or through a trusted partner organisation. The responsibility for the co-ordination of this lies with the Project Activity Co-ordinator (PAC). The oversight of this rests with the Skills Partnership Project Manager (SPPM).

The onboarding process is consistent and involves:

- Data capture about participants and any associated permissions required for them to engage with the project
- Information about the project
- Possible outcomes of project engagement

All young people then receive initial bespoke information, advice, and guidance (IAG) to help them form next steps, either into subsequent stages of the project or to exit from the project, referred to external support services dependent on need. This may be to advice services such as Citizens Advice, LILY, or the Mancroft Advice (MAP) Services. It could involve access to Accommodation Support through organisations such as YMCA and Freebridge Housing or access to alcohol and substance misuse support through organisations such as The Matthew Project or Change, Grow, Live (CGL). The IAG may also include access to self-employment

support such as The Princes' Trust or focused employability support through New Horizons or DWP Youth Offer programmes.

For some young people, this is the only stage they engage with and they form part of the differential of young people engaging with the project (450 participants) and those engaging with further project activity (335 participants).

For the majority, they go on to access further support through the project.

2. Preparing and Planning

This stage of the project sees young people engage in more depth with the project, working with a skilled advisor to create an individual tailored plan. This tailored plan is holistic and involves the identification of any barriers to engagement, plans to overcome these and ownership of that activity. It is a deeply practical activity and includes information about money and housing, childcare, and transport where appropriate.

It also involves goal setting. To do this, there may be an initial phase of fact finding to be able to set appropriate individualised goals— many young people are unsure of the right route for them, and this stage of the project sees young people able to engage with deeper career guidance and activities. Employers may be a part of a young person's journey at this point, providing work inspiration opportunities, taster days or further sector based IAG.

Similar referral routes as to those in stage one are used but may form part of an integrated offer to a young person. For example, they may need advice about housing, but they may also be looking to engage with further new skills activity. The emphasis is on the young person and their need.

This stage is co-ordinated by the project team who conduct some elements of the support service, such as signposting to appropriate activities or services as well as creating tailored plans, through the Project Activity Co-ordinator (PAC), supported by the Skills Officer (SO). However, this phase may also involve delivery partners or other stakeholders who offer support services to young people.

3. Pathway to Success

This stage of the project is about overcoming barriers and stepping on the pathway to success. It sees some young people deeply engaging where necessary with specialist support services. This may involve introduction to counselling or therapeutic services, disability services or specific support for those with complex needs. It involves close partnership working with other services and local agencies.

Other young people may need support to overcome personal, skills or employment challenges. They may engage with an activity designed to overcome anxiety around working with others, for example. The project team monitors the types of need that is identified as the project progresses and this then feeds the DPS calls for support (for more information about DPS see below). Types of activities to overcome barriers could include team working activities to solve a problem, outdoor activities like kayaking to boost confidence or sector challenge days, led by employers to help overcome barriers to entering their industry.

Again, this may be a time where referrals are made to practical advice and support services or where some exit the project.

This stage is administered by the Project Officer (PO), co-ordinated through the PAC, operationalised by the SPPM and supported by the SO.

4. Building Strengths

Participants in this phase are now focused on building their capability and capacity for work or further learning. Young people follow a specific pathway that is tailored to their needs. This may involve:

- Further group work
- Training
- Volunteering
- Completing non-accredited courses
- Undertaking qualifications
- Work experience
- Work trials

Again, this is facilitated by the project team and co-ordinated with key partners to maximise success opportunities for young people. The project team may directly provide some opportunities for training or completing non-accredited courses or employer-led activities, but in this stage, their role is mainly to co-ordinate activity for young people with delivery partners, other organisations or provide further opportunities for engagement via a DPS themed call.

5. Achieving Goals

This is the final phase of the project that sees young people moving on to progression routes that may involve further workplace learning, new employment with training or study. Young people reflect on their tailored plan to acknowledge their journey, identify successes and challenges and plan next steps. The offboarding in this phase sees young people completing final evaluations of their experiences of the project.

This is delivered through the project team but may involve signposting to further services as well as engagement with partners to consistently deliver aspects of the final stage of the project.

Project Activities – Correlation to Activity/Objectives/Outcomes/ Project Outputs

Task	Activity	Project Objective	Project Outcome	Project Output
Identification of suitable young people	<p>Direct engagement</p> <ul style="list-style-type: none"> - Identifying eligible young people already engaged with partner activities or via existing networks - Targeted outreach, particularly in priority wards - Local awareness-raising and social media activity, supported by NCC/BCKLWN Communications and social media team <p>Referral arrangements</p> <ul style="list-style-type: none"> - Developing and managing relationships with relevant partner agencies 	Raise the participation and youth employment rates in the KL locality with supporting work inspiration, IAG and employability activities	Number of new learners assisted	<p>450 young people will engage with the project</p> <p>335 young people engaging with new skills activity, 255 of which will achieve a certified qualification</p>

	<ul style="list-style-type: none"> - Establishing referral mechanisms from statutory services e.g. Schools/College/ IAG services, Alternative provision, other programmes e.g. BBO, Skills Connect, Apprenticeships Norfolk and other relevant e.g. VCS organisations, housing associations. 			
Evidencing eligibility	<p>Initial assessment of suitability, including cross-referrals to KLYRP partners or other programme (e.g. Building Better Opportunities/DWP Youth Offer/ESF Skills Connect), Signposting to suitable/specialist provision.</p> <p>Gathering evidence that the young person:</p> <ul style="list-style-type: none"> - Is unemployed, employed without training, at risk of unemployed/NEET - Is resident in the King's Lynn TIP delivery area - Is aged 15-30 years - Has the right to live and work in the UK 	Raise the participation and youth employment rates in the KL locality with supporting work inspiration, IAG and employability activities	Number of new learners assisted	<p>450 young people will engage with the project</p> <p>335 young people engaging with new skills activity, 255 of which will achieve a certified qualification</p>
Needs assessment and action planning	<p>KLYRP project officer facilitates a needs assessment with each young person, as appropriate to include:</p> <ul style="list-style-type: none"> - Outcomes Star assessment capturing behaviours and attitude baseline focusing on aspiration, wellbeing, attitudes towards education & work, choices and behaviour, community mindedness, communication - A lifestyle survey (including WEMWBS well-being measures) designed to identify personal circumstances or material barriers that may impact on progression - A basic skills assessment. KLYRP/Partner and young person co-design an individualised Action Plan (IAP) setting out aims, aspirations, targets and milestones, along with a plan of activity to include: 	Address Skills Gaps – design and deliver programmes/events to raise young people's aspirations, increase work-related skills and raise awareness of career opportunities	<p>Number of new learners assisted</p> <p>% of learners gaining relevant industry experience and/or improved job readiness (as assessed/evidenced)</p>	<p>450 young people will engage with the project</p> <p>335 young people engaging with new skills activity, 255 of which will achieve a certified qualification</p> <p>335 young people evidencing increased employability skills</p> <p>12 new courses facilitated/delivered.</p>

	<ul style="list-style-type: none"> - Any support from specialist services to address personal circumstances or lifestyle factors impacting progress - Personal development opportunities to help build confidence and develop aspiration - Skills development opportunities delivered by the KLYRP partnership 			
<p>Coaching/ 1-1 support</p>	<p>Coaching support including:</p> <ul style="list-style-type: none"> - Regular review of the IAP - Monthly appraisals in the form of a 1-1 session between participant and project/partner officer - Motivational support to develop appetite for progression and aspiration - Joining up existing support services, arranging additional support, seeking and brokering development opportunities 	<p>Address Skills Gaps – design and deliver programmes/events to raise young people’s aspirations, increase work-related skills and raise awareness of career opportunities</p>	<p>Number of young people assisted</p> <p>Young people demonstrate increased confidence and self-efficacy</p> <p>Young people demonstrate increasingly positive attitudes towards employment and their own employment prospects</p> <p>Young people develop personal, social and employability skills, enabling them to reach their full potential</p> <p>Young people experience improved well-being</p> <p>Number of new learners assisted</p> <p>% of learners gaining relevant industry</p>	<p>450 young people will engage with the project</p> <p>335 young people engaging with new skills activity, 255 of which will achieve a certified qualification</p> <p>335 young people evidencing increased employability skills</p> <p>335 young people engaged with employer-inspired activity</p>

			experience and/or improved job readiness (as assessed/evidenced)	
Addressing barriers and personal circumstances	<p>Addressing barriers preventing progression, identified at initial needs assessment or through subsequent relationship development with KLYRP/Partner officer</p> <p>Barriers/ personal circumstances that need to be addressed prior to other interventions could include:</p> <ul style="list-style-type: none"> - Drug and alcohol misuse - Housing/ homelessness issues - Mental/ sexual/ general health issues - Financial instability, debt - Domestic issues/ instability - Caring responsibilities <p>KLYRP/Partner organisation to align local services and support to ensure specialist needs are addressed</p> <p>Support to enter supported learning environments (Family Learning/Community-based provision)</p>	Address Skills Gaps – design and deliver programmes/events to raise young people’s aspirations, increase work-related skills and raise awareness of career opportunities	<p>Number of young people assisted</p> <p>Young people demonstrate increased confidence and self-efficacy</p> <p>Young people demonstrate increasingly positive attitudes towards employment and their own employment prospects</p> <p>Young people experience improved well-being</p> <p>Number of new learners assisted</p> <p>% of learners gaining relevant industry experience and/or improved job readiness (as assessed/evidenced)</p>	<p>450 young people will engage with the project</p> <p>335 young people engaging with new skills, 255 of which will achieve a certified qualification through activity</p> <p>335 young people evidencing increased employability skills</p>
Personal development	<p>‘Enrichment’ activities for participants to develop confidence and self-esteem</p> <p>Facilitated support to local positive activity, activities</p>	Develop a suite of industry-learning and re-training provision for young people aged 18-30, identifying	<p>Number of young people assisted</p> <p>% of participants gaining relevant</p>	<p>450 young people will engage with the project</p> <p>335 young people</p>

	<p>provided by external providers running in the KLTIP area</p> <p>Supported introduction into sector specific entry requirements and employer introductions (SWAP programme etc)</p> <p>Examples include group/ team-based activities, volunteering placements, GOALS training, sporting or artistic activities, alongside 1-1 motivation and support provided by the KLYRP staff and delivery partners.</p>	<p>transferable skills, increasing available provision and improving access to current & emerging training opportunities</p>	<p>industry experience and/or improved job readiness (as assessed/evidenced)</p> <p>Young people demonstrate increased confidence and self-efficacy</p> <p>Young people experience improved well-being</p> <p>Number of new learners assisted</p>	<p>engaging with new skills activity, 255 of which will achieve a certified qualification</p> <p>335 young people evidencing increased employability skills</p> <p>335 young people engaged with employer-inspired activity</p> <p>12 new courses facilitated/delivered.</p>
Skills development	<p>Skills development activities for participant, focusing on key Employability and upskilling requirements</p> <p>Facilitated support into activities provided by project partners, external and specialist providers.</p> <p>Participant supported to access Employer-led/Industry-related learning activity.</p> <p>Participant enrolment in IAG and current/To be developed training provision in the locality – delivery of higher attainment opportunities.</p> <p>Participant supported to identify and develop transferable skills through 1-2-1/Group activity.</p>	<p>Develop a suite of industry-learning and re-training provision for young people aged 18-30, identifying transferable skills, increasing available provision and improving access to current & emerging training opportunities</p>	<p>Number of young people assisted</p> <p>% of participants gaining relevant industry experience and/or improved job readiness (as assessed/evidenced)</p> <p>% of working-age population with qualifications</p> <p>Young people develop personal, social, employability and higher workforce skills, enabling them to reach their full potential</p>	<p>450 young people will engage with the project</p> <p>335 young people engaging with new skills activity, 255 of which will achieve a certified qualification</p> <p>335 young people evidencing increased employability skills</p> <p>335 young people engaged with employer-inspired activity</p> <p>50 Large/SME organisations engaged in project activity</p>

			<p>Number of new learners assisted</p> <p>% of learners gaining relevant industry experience and/or improved job readiness (as assessed/evidenced)</p> <p>% of working-age population with qualifications</p>	<p>12 new courses facilitated/delivered.</p>
<p>Identifying and developing progression & employment opportunities</p>	<p>Relationships with a range of external stakeholders to support progression into the following outcomes:</p> <ul style="list-style-type: none"> • Structured job search • Focused on developing relationships with Jobcentre Plus at both strategic and operational levels, to support successful transitions for participants • Education or training • Relationship with College of West Anglia to identify progression routes and support facilities for young people progressing from KLYRP • Relationships with Specialist and Private training providers, who can provide vocational training opportunities for participants • Employment <p>A range of activities to engage employers in KLYRP to provide suitable onward progression opportunities for participants, including:</p> <ul style="list-style-type: none"> • Engaging directly with employer forums and growth industries and 	<p>Develop and maintain key relationships with key local businesses and education providers – establishing forum where local skills needs are identified, solutions proposed and implemented</p> <p>Develop a suite of industry-learning and re-training provision for young people aged 18-30, identifying transferable skills, increasing available provision and improving access to current & emerging training opportunities.</p> <p>To support transition to employment, the project will engage intensively with</p>	<p>Number of young people assisted</p> <p>% of participants gaining relevant industry experience and/or improved job readiness (as assessed/evidenced)</p> <p>% of working-age population with qualifications</p> <p>Young people demonstrate increasingly positive attitudes towards employment and their own employment prospects</p> <p>Young people develop personal, social and employability skills,</p>	<p>450 young people will engage with the project</p> <p>335 young people engaging with new skills activity, 255 of which will achieve a certified qualification</p> <p>335 young people evidencing increased employability skills</p> <p>335 young people engaged with employer-inspired activity</p> <p>50 Large/SME organisations engaged in project activity</p> <p>12 new courses facilitated/delivered.</p>

	<p>skills shortages via NALEP / Chamber of Commerce</p> <ul style="list-style-type: none"> · Engaging employers through NA Growth Hub · Targeting strategic relationships with major employers who are seeking to recruit to entry level jobs · Raising awareness of KLYRP among employers as part of a joined up offer to King's Lynn, to incorporate other employment project strands <p>Establishing tracking, monitoring and evidence procedures with all external stakeholders to ensure partners fulfil TIP evidence requirements</p>	<p>the secondary schools and further education college provision, targeting support at young people at risk of NEET and/or isolation due to Covid-19 effect.</p>	<p>enabling them to reach their full potential</p>	
--	------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	------------------------------------------------------------------------------------------------------------------------------------------------------------------	----------------------------------------------------	--

The use of a DPS tender system allows for changes to delivery approaches to maximise impact to young people and provides an agile response to local challenges. Using the DPS system will also allow a mechanism to control the scope of the project as well as manage risk of duplication of services. It will also allow for costs to be managed effectively through the controlled release of funds to services. Using existing providers and support services for young people and re-purposing them through the lens of this project also means that there are established processes for supporting safeguarding and health and safety as well as mitigating risk of failure around quality of interventions.

Key interfaces with young people will delivered through partners and support organisations and overseen through the Skills Partnership Project Manager (SPPM) via direct contact and via feedback from the Project Activity Co-ordinator who will have regular contact with these groups. Interfaces with employers will capitalise on existing relationships that the SPPM will engage with and extend to this project. This may include collaboration with other projects like Youth Pledge for Employers or other employer facing organisations such as the Norfolk Chamber of Commerce.

There will be consent for new activities gained through the DPS process as well as monitoring of project performance against each stage of the stepped process for participant engagement. Compliance will be monitored against the assurance framework in the associated section of this management case.

Management Information will be collected against agreed key performance indicators such as numbers of young people engaged; numbers of young people successfully completing programmes and destination data. Opportunities to collect organically occurring MI will also be implemented, for example, numbers signing-up for a one-off programme, patterns in course choice or participant groups. It is important to note that this project will take a best practice approach to MI in terms of Equality, Diversity and Inclusion as well and also look for patterns of commonality or 'similarity' and not just focus on participant difference when considering data. MI will be captured through the use of Excel spreadsheets and reported in a way that maximises data visualisation. Opportunities to capture MI smartly, for example through the use of MS Forms that produce high level Excel overviews of outputs, will also be maximised to ensure that staff time is best spent supporting effective project delivery.

Changes will be agreed through an escalation process and all delivery staff will be encouraged to own the project and suggest better ways of working identified through operational observation or feedback. These will be agreed through the SPPM where there is no cost or substantial change to process. These will be shared with the Project Manager through weekly supervision meetings. No cost changes to process or resource would be considered at a Partnership level and agreed through the Project management team. Substantial change, identified as having a cost, resource or process impact or those involving a change in strategy, would need to be agreed at a Steering Group level to ensure effective governance of change management. Delivery partners and those approved to deliver projects through the DPS tender process would not have delegated authority to effect changes to agreed processes through the project though would be able to make changes, such as staffing, just so long as those changes were considered like-for-like through the project.

APPENDIX 5 - Project management Plan/Project GANT

STAKEHOLDER ENGAGEMENT

Stakeholder engagement and collaboration are critical to the delivery of the KLYRP which is a partnership project focused on improving the co-ordination of skills provision to increase qualification levels and address skills gaps in King’s Lynn. The following key stakeholders have informed development of this project and will continue to be involved throughout the delivery of the KLYRP:

Stakeholder	Influence with The Project	Method of engagement	Frequency of engagement
Strategic Stakeholder	To provide strategic direction and project oversight	Steering Group Meetings	Quarterly
Businesses	To provide employment learning opportunities for participants and the King’s Lynn workforce	Individualised engagements at appropriate stages of the project; monthly newsletter	Dependent on stage of engagement but minimum monthly
Training	To deliver training activity	Steering Group for strategy	Quarterly
		Project Team operational meetings	Quarterly
Participants and Families	To engage with training and shape provision through their needs	Young person voice meetings	Quarterly
		Stakeholder surveys	Quarterly
Employer-Facing Support Organisations	To support businesses to provide employment learning opportunities for participants and the King’s Lynn workforce	Individualised engagements at appropriate stages of the project; monthly newsletter	Dependent on stage of engagement but minimum monthly

Young Person-Facing VCSEs	To provide participants or to act as a referral route or delivery provider	Project Team operational meetings Project Activity Co-ordinator (PAC) operational contact	Operational Meeting – Monthly Ad-hoc as required for PAC contact
---------------------------	----------------------------------------------------------------------------	----------------------------------------------------------------------------------------------	-------------------------------------------------------------------------

MARKETING & COMMUNICATIONS

Communications plan

Our communications plan will target both internal and external audiences using a variety of messages, tools and channels.

An outline Communications Plan is attached:

Appendix 7 – Project Communications Plan

The overarching communications objectives are to:

- Support generation of referrals by raising awareness of the project specifics (e.g. specific characteristics, barriers or geographies) with referral agencies
- Attract employers to the project across a range of core sectors (helping the project and partner organisations to identify and work with potential employers), ensuring that businesses are both willing and better equipped to recruit and upskill KLYRP participants
- Influence policy, commissioning and delivery bodies through effective dissemination of the project’s impact, best practice and learning, while sharing individual participant case study stories and successes

Tools and tactics

Public Relations activity

Norfolk County Council will lead the creation and circulation of press releases to all local media outlets, working with partners to capitalise on their local contacts.

Media release templates will be created for partners, including detailing the structure, essential content (to ensure compliance) and notes to editors. Media releases will be issued at key milestones to ensure the programme’s achievement are recognised and visible to key stakeholders. We will also coordinate audience-specific communications to drive interest in particular parts of the programme e.g. targeting employers with stories of how other employers have interacted with the young participants, to encourage others to engage.

Events and briefings

On behalf of the partnership, Norfolk County Council will coordinate a series of internal briefings and contribute to external events.

The first of these will be the project launch event where we will work closely with other delivery organisations and lead institutions across King's Lynn & West Norfolk. We will contribute to further events held towards the end of the programme to disseminate evaluation findings and celebrate the impacts of the wider Vision King's Lynn programme.

Digital communications

During the implementation phase we will build a stand-alone microsite that can be widely promoted as a 'single front door' to KLYRPs. This will hold branding in line with stated guidelines and key programme information.

KLYRP's website platform will be a key promotion and information source for the project, ensuring high visibility and activity and engagement opportunity is promoted and detailed. Alongside the web presence, the project will also work with partners to establish a social media communications plan, maximising existing social media links that NCC and partners collectively hold.

Digital assets will include:

- Programme Branding
- Images suitable for a range of uses e.g. social media, newsletters etc
- Electronic newsletter in the form of Digital Brochure, letterheads, email footers and social media graphics
- Template PowerPoint presentations, complete with programme branding and Vision KL logos

Printed materials and publications

Norfolk County Council will create a series of printed materials that can be used by all partners to promote KLYRP to referral agencies, young people and employers.

Materials will include:

- Posters located in partner operational bases or referral agencies, to raise awareness of the project amongst potential beneficiaries'
- Leaflets for young people, employers and stakeholders.
- Press release templates
- Standardised reporting templates e.g. timesheets, evidence etc.
- Evaluation and case studies

Norfolk County Councils' communications team will work with the Project Management Team to identify and use case studies to assist in raising the programme profile. We will also work closely with internal evaluation arrangements to link communications to key milestones of delivery.

BENEFITS, MONITORING AND EVALUATION

Benefits of the project will be derived from the achievement of outcomes stated in the Strategic and Economic sections of the Business Case. The approval of this plan is inherent in the acceptance of this project through the Business Case and MHCLG, KLTIP board and other stakeholder agreements. As such, the creation of targets for the project and monitoring its subsequent progress against identified outcomes for employers and young people, will also provide both a benefit realization plan and benefit monitoring.

The sponsorship function of the project (who in this instance are those stakeholder groups represented on the Steering Group) will be responsible for confirming that outcome associated benefits from KLYRP are realised. Wider benefits may be identified as part of deeper engagement between the Steering Group and project. These may develop and are likely to be built into final evaluations and may reflect on the legacy benefits to the King’s Lynn area of a developed and integrated skills provision.

Monitoring and evaluation are essential parts of any project. It provides an opportunity to improve performance by reviewing past and current activities, with the aim of replicating good practice in the future and eliminating mistakes in future work. The Project Sponsor has a responsibility to report undertake ongoing monitoring of the performance of the KLYRP against Key Performance Indicators. Performance and provide regular quarterly performance reports and updates to the project steering group and King’s Lynn Town Deal Board.

The following approach will be taken to monitoring the Performance of the KLYRP:

Output	Output owners	Data source	Target	Frequency of monitoring
450 young people engaged with the project	Norfolk County Council	NCC and Partner learning enrolment, attendance records.	450	Weekly
335 young people engaging with new skills activity, of which 255 will achieve a certified qualification	Norfolk County Council	NCC and Partner learning enrolment, attendance and achievement (learner certification) records.	255	Weekly
335 young people evidencing increased employability skills	Norfolk County Council	NCC and Partner Employability Appraisal Scale (EAS) pre-post project activity.	335	Weekly
335 young people engaged with employer-inspired activity	Norfolk County Council	NCC & Partner Employer database & Individual Activity report (IAR). Employer engagement, role & input.	335	Monthly
50 Large/SME organisations engaged in project activity	Norfolk County Council	NCC & Partner Employer database / IAR.	50	Monthly
12 new courses facilitated/delivered.	Norfolk County Council	NCC / Partner Curriculum development.	12	Quarterly

A key component of monitoring will be the use of a Management Information System to track engagement and outcomes. The system will be used to capture core participant data and track the progression of individual young people. Where possible, this will utilise delivery partner and partner systems and extracted to provide the high-level data required for the project. This will allow for accuracy but prevent over-collection of data by the project and support compliance with Data Protection Legislation. NCC and delivery partner data will be aggregated into a single overview account utilised to report the full project outputs and results. This will also facilitate an ongoing data analysis (including specific target groups, geography and delivery partner performance) and continual review of progress.

Evaluation

We propose to implement a project evaluation using a theory of change methodology. Our approach will use monitoring and evaluation data gathered consistently by all partners, supplemented by an external reference to validate information and place it within a wider policy context.

Our plans will be flexible to meet the needs of a changing, developing project and will support the wider King's Lynn Town Deal programme evaluation wherever possible.

Evaluation plans (aims, timescales and scope)

Our evaluation aims are to:

- Measure the progress of individuals during the programme
- Evidence the impact of the programme on young peoples' outcomes, including:
 - Increased, wellbeing confidence and self-efficacy.
 - Positive attitudes towards employment, training and up-skilling.
 - Personal, social and employability skills
- Identify the critical success factors and/or limitations of the delivery model
- Understand how the programme has been implemented in context and any additional impact at the community level
- Contribute to the evidence base on delivery practice and design of effective future programmes

A detailed plan of activities will be developed, but within budgetary constraints we anticipate the scope of the monitoring and evaluation to include:

- Design and implementation of appropriate data collection processes, ensuring consistent data collection and creating core data sets sourced from young people and employers
- Obtaining in-depth qualitative information from young people and stakeholders through questionnaires, focus groups, group sessions and 1-1 interviews
- Testing and refining the Theory of Change, to help understand the causal links between interventions and outcomes
- Process evaluation designed to identify critical success factors in delivery; in addition to identifying systems and procedures for improvement to inform practice and future project design
- Systematic analysis of data, including feedback from young people, stakeholders, and monitoring information

- Contextualise and benchmark KLYRP results and outcomes against existing evidence for similar interventions
- In-depth case studies of participants to demonstrate short-term and potential long-term impacts
- Support the wider programme evaluation wherever possible, through flexible design and comprehensive data collection, maximising opportunities for interaction with the wider programme evaluation.

Legacy

Lasting impact & Sustaining the benefits of the programme after the funding period

The KLYRP partnership brings together a diverse range of organisations with experience of supporting young people who face multiple barriers to accessing work and in helping to address the barriers they face in raising skills levels.

Although some of the partners have worked together before, for many this is the first time their collective skills have been joined together under one project. This not only benefits participants through access to a range of support, but also offers an excellent platform upon which to develop future initiatives and create lasting impact.

Within project delivery plan, we will undertake a range of activities that help extend the life and benefits of the project:

Using the evidence base

The programme monitoring and evaluation framework, including young people's involvement and employer engagement methods, will provide a wealth of data and evidence of good practice that can be shared among partners (and wider audiences) to help influence future policy, practice and funding decisions. Partner representatives will seek to attend relevant strategic groups in each of the local areas to achieve this.

The evidence collated by the project provides opportunities for partners and wider organisations to submit joint funding applications either to support similar or complementary activities. This could include the use of 'return on investment' methods of measurement, and sourcing monies from statutory bodies such as the Education & Skills Funding Agency, the Department of Work & Pensions, MHCLG Shared Prosperity Fund and charitable trusts and foundations. Opportunities will be discussed at Project Steering Group and partner meetings.

Utilising learning

- KLYRP will offer services for young people in areas where there are currently significant gaps in provision and/or a lack of knowledge about the extent of need, e.g. in low skills communities such as King's Lynn North & Central. Project delivery will help us to understand gaps in provision and develop approaches that can be taken forward in future years through continued partnership working.
- During the life of the programme, partners and other stakeholders will improve and develop their own approaches to embedding meaningful youth involvement practices into their organisations. This will enable them to become more effective at meeting the support, skills and employment needs of young people, benefit from the ideas and

creativity they bring, and have an improved ability to inform and influence future service provision through the use of 'lived experiences'.

Developing lasting relationships

- KLYRP will provide the opportunity to work in a more systematic and strategic way with other local organisations with complementary skills. This includes closer relations with JCP, youth services, school and colleges as well as specialist providers, for example, those who support the mental health or those with drug and alcohol addictions.
- This close working will build knowledge of services for young people, help develop replicable models for joint working, improve referral practices and ensure there is 'no wrong door' for young people in the future.

Raising awareness

- KLYRP will provide us with the ability to work with young people to campaign for change on issues that commonly act as a barrier to them gaining work or entering further learning. With their support, we will raise issues of concern, bringing them to attention of key decision-makers and commissioners at local, regional and national levels, helping to improve future services and support.
- KLYRP will help to build awareness among local employers of the benefits that young people can bring to their workforce in terms of energy and creativity. The aim will be to ensure that more employers engage young people in the future e.g. through apprenticeships, employment and reskilling opportunities.

Appendices

- Appendix 1 - Education Providers in the Locality
- Appendix 2 - Policies
- Appendix 3 - KLYRP Budget
- Appendix 4 - KLYRP Terms of Reference
- Appendix 5 - KLYRP Project Management Plan
- Appendix 6 - Risk Register
- Appendix 7 - Project Communications Plan
- Appendix 8 - Beneficiary Journey

APPENDIX 1

Educational Provision

King's Lynn accommodates several educational and specialist providers which include:

Secondary Schools (Key Stage 3-4):

The King Edward VII Academy <i>Improvement</i>	– Ofsted rating: <i>Requires</i>
Springwood Academy (<i>specialist performing arts status</i>)	– Ofsted rating: <i>Good</i>
St. Clements High School	– Ofsted rating: <i>Good</i>
Smithdon High School <i>Improvement</i>	– Ofsted rating: <i>Requires</i>
King's Lynn Academy <i>Improvement</i>	– Ofsted rating: <i>Requires</i>

Further Education provider:

The College of West Anglia	– Ofsted rating: <i>Good</i>
----------------------------	------------------------------

College of West Anglia (CWA) has the widest range of courses in the region from entry level through to degree and offering a range of employability and functional skills courses.

They offer a significant range of courses to accommodate the Health and Social care sector which range from:

- Care & childhood studies L1; Health & Social Care L2; Health & adult nursing T-Level L3 and Nursing & Paramedic L3

With CWAs partnership with Anglia Ruskin University and the Hospital, in the development of a new School of Nursing this will enable more opportunities for learning within this sector.

There are also offer several Engineering courses ranging from:

- L2 – L4 in operative, design, manufacturing, fitter and technician with the majority of these courses offered as an apprenticeship, along with more specific courses in Food & Drink; process operator and maintenance engineer along with Gas Engineering; Fabricator and Science Industry Maintenance Technician

The Norfolk Adult and Community Learning Service (NCCAL):

- Offer functional skills, Digital skills, pathway to employment and IAG provision through the Futures partnership.

Specialist school:

Catch 22 Fen Rivers Academy

– *Ofsted rating: Inadequate*

- providing alternative provision and behavioural support for learners aged 4-16

The area is also supported by a small number of private providers, offering alternative/specialist provision, these include:

Nova Training, delivering employability and functional skills for NEET 16–19year olds.

Open Road, delivering L1& 2 qualifications in Motor Vehicle and Construction

1st Care

– *Ofsted rating: Good*

- delivering a range of Health & Social care qualification and short course, accredited to Level 3 (diploma).

APPENDIX 2

Policy Alignment

The King's Lynn Youth Retraining Pledge aligns strongly and makes clear contribution to a range of local, regional and national policies which contain objectives for workforce development, supporting young people into employment and upskilling resident communities.

Norfolk and Suffolk Economic Strategy (NSES), March 2020

[New-Anglia Norfolk-Suffolk-Unlimited Economic-Strategy-Brochure-1-1.pdf \(newanglia.co.uk\)](#)

The Norfolk & Suffolk Economic strategy (NSES) has an ambitious target to create 88,000 new jobs across Norfolk and Suffolk, intending to help young people, and people already in work, set their ambitions high by understanding the exciting local careers available to them.

As one of the largest county economies with more than 37,000 businesses, 348,000 jobs – worth £18 billion – and a net contributor to the UK economy, with an average growth of 3.7% per annum, Norfolk is seeing exciting, emerging sectors, including biotechnology, clean energy and creative digital, complementing cornerstone and mainstay businesses. Norfolk's economy is diverse, represented by world class industries such as Norwich Research Park and the energy sector in Great Yarmouth as well as North Norfolk, a strong tourism and agriculture economy and several businesses listed in the stock exchange top 1000. It contains a significant proportion of large national and global companies - (120) falling into the Government's growth sectors. Norfolk also experienced a rise of 5.1% growth in the number of new registered companies between 2020 to 2021- despite the BREXIT and COVID disruption.

In Driving Inclusion & Skills, the KLYRP project contributes to:

- retaining workforce levels and removing barriers to getting people back into work. The project will develop active, collaborative relationships with local employers, ensuring that the learning and development opportunities it provides directly meet their skills needs and those of the individual.
- identifying clear entry-routes for prospective Norfolk apprentices and trainees and deliver bespoke support for Norfolk employers – driving new employment opportunities and supporting local labour & economic needs whilst giving people the information they need to know, to make informed decisions on the skills, capabilities, and opportunities they need to succeed
- further strengthen the link between the business and education community in order to drive young people's aspirations and work readiness in line with the requirements of the local economy, providing an integrated offer that shows and inspires young people about the opportunities that exist and provides support to enable them to access them, including support into employment

Local Industrial Strategy (LIS)

[New-Anglia NSU Local-Industrial-Strategy-Brochure-FOR-WEB-0820.pdf \(newanglia.co.uk\)](#)

The LIS highlights the regions key sectors around Clean Growth; Clean Energy, Agri Food and ICT/ Creative Digital, these are further underpinned by the Construction and Advanced Engineering sectors, as well as the Visitor Economy. King's Lynn has strong industry representation and stake hold in these sectors, with further access to training, employment in these future careers provided with the support of the KYLRP programme, the project will align through:

- closing the skills and labour gaps - work closely with employers to develop new employment opportunities for the future and existing workforce
- increasing the access and affordability of skills provision and raising workforce achievement and productivity
- providing a range of opportunities that enable all residents to upskill
- upskilling for Norfolk residents to make a tangible impact on the individual, organisation & align with wider strategic skills objectives.

Together for Norfolk

[Together for Norfolk NCC Business Plan 2019 2025 \(4\).pdf](#)

The Together for Norfolk Business Plan (TfN) sets out the framework for combining inclusive economic growth with environmental and community sustainability objectives. Its ambition for a growing economy means that everyone benefits from economic growth and people can access good employment opportunities. It aims to achieve this by improving social mobility and improving workforce skills supported by a suite of European and national funded initiatives. The plan combines local authority core planning strategies and economic development plans that, in combination, are integral to the Infrastructure Development Plan and the New Anglia LEP priorities.

The KLYRP project aligns with the strategy through:

- creating a generational change by working together on systemic issues affecting our people
- collaborating with partners to support people and families, delivering services within their communities and improving access to those
- opportunities for employment - supporting people to upskill, ensuring everyone can compete for good jobs, enabling training for those not currently in work. Developing our workforce to meet the needs of the sectors important in our area, whilst ensuring that skills sets are raised, and aligned with the new age of digitisation and automation. Working intensively with local employers to support economic growth
- thriving people – helping children and young people, including those with learning, physical disabilities and health problems to develop skills for the future; and local businesses are able to invest in them, now and in the future
- support provided for those who need it, to access and fulfil supported apprenticeship and life-long career opportunities.

NALEP Covid-19 Economic Recovery Restart Plan, June 2020

<https://newanglia.co.uk/wp-content/uploads/2020/06/New-Anglia-LEP-NSU-Recovery-Plan-2020-FINAL.pdf>

The Restart Plan is the first of a two-stage economic recovery plan for our area. It will support businesses, individuals, communities, anchor institutions and further and higher education providers to start trading and living life with confidence, in an environment dominated by social distancing and economic uncertainty, as quickly and safely as possible. The Restart Plan contains an unprecedented package of measures delivered by partners locally and nationally to get businesses up and trading again, restore business, consumer and community confidence, as well as provide support to individuals made redundant and looking for work.

The key measures which align with the project are:

- Responding to redundancies. We will support individuals being made redundant and help businesses looking for workers, through a new local partnership of businesses and local and national agencies
- Advice and support for businesses. We will ensure every business has access to the finance and support they need
- Youth pledge. Every young person in Norfolk and Suffolk will have the support they need to get into high quality education, employment, training, or an apprenticeship
- Transforming skills. We will ensure every individual has access to opportunities to upskill and reskill, adapting the skills provision so that it meets the changing needs of businesses and the aspirations of individuals.
- Mental health and wellbeing. We are creating a programme that provides employers and employees with the mental health and wellbeing support they need.
- Reimagining high streets. Our local authorities, Business Improvement Districts and other partners are developing a range of measures to help high street businesses reopen and operate safely, to build consumer confidence and rethink the way town centres function.
- Provide co-ordinated support that schools and colleges can draw on that enables, enhances and improves careers provision across Norfolk and Suffolk.

The plan highlights King's Lynn as a commercial and service hub for a large rural hinterland with a historic centre and port and is a net importer of workers from the wider area. In this recovery context, King's Lynn and West Norfolk's largest producing (manufacturing) and employing (retail) sectors could experience around a 50% contraction in Q2 2020 (based on OBR national projections). The area's prominent tourism sector (accommodation and food services) could be one of the worst hit (85% decline). The area's second highest employing sector (health) is one that is projected to expand rather than contract, with a 50% growth in output.

The NA Recovery Restart plan seeks to utilise central government funding for towns and communities, as well as short-term recovery funding opportunities, to:

- Provide people with the learning opportunities they need to progress and retrain, raising aspirations and earnings and meeting identified demand for higher skills, with a particular focus on young people's progression.
- Regenerate and repurpose the high street and brownfield land: building high-quality homes and premises for people to live and work; tackling market failure and stimulating private investment to meet new demand for premises from start-up and growing businesses.
- Increase enterprise and the number of businesses, strengthening collaboration to enable more businesses to recover, innovate and thrive

King's Lynn Town Investment Plan, November 2020

<https://www.jameswild.org.uk/sites/www.jameswild.org.uk/files/2020-11/Town-Investment-Plan.pdf>

The Town Investment Plan sets out a clear plan of action and investment to tackle to secure the towns recovery from Covid-19, shift towards a zero-carbon economy and secure the long-term success of residents and businesses. Over the last year residents, businesses and a

range of local institutions have worked together, through Vision King's Lynn and the Town Board, to set clear priorities and a vision for King's Lynn that delivers:

- New opportunities for skills and jobs for young people and all those affected by Covid-19
- Growing innovative businesses
- A repurposed Town Centre with new experiences and enterprise
- A high-quality residential and leisure offer in the historic town core and riverfront
- A sustainably connected town

The report highlights high employment in retail, lower skills and earnings, poor school attainment and different parts of the town which are poorly connected.

Innovative, growing businesses and skilled workforce

Youth & Retraining Pledge



Timeline: Delivery 2020-2022

Vision: Repurposed town centre. Revived historic core and riverfront

Innovation & Collaboration Incubator



Timeline: Construction in 2022

Vision: Skilled workforce for growing industry. Growing innovative businesses.

School of Nursing



Timeline: Open by September 2021

Vision: Skilled workforce for growing industry. New skills & jobs for those affected by Covid-19.

Creative Hub



Timeline: First phase small scale hub 2021. Second phase full refurb 2024.

Vision: Skilled workforce for growing industry. Growing innovative businesses.

KLYRP is recognised in the plan, with shared aims to:

- Support young people and people affected by redundancy to gain new, relevant skills in the longer term
- Developing a local talent pipeline to support the needs and ambitions of local businesses
- Establishing a skills support hub in King's Lynn for local people to have a physical home for life and employment skills support.

Norfolk Rural Strategy, 2021-2024

The Vision of the Norfolk Rural Strategy is to deliver inclusive, sustainable communities, with a dynamic, connected economy and healthy natural environment, to meet the needs of all rural residents and visitors. Although centered around the urban areas of King's Lynn, the town itself is often classed as a rural area for funding criteria due to its sparser population and the surrounding countryside, and includes nearby villages, and market towns such as Swaffham, Hunstanton & Downham Market. Individuals from outlying areas will be included in the programme, as these areas produce a labour market for the West Norfolk area, and many residents regularly access the town to work, shop or study.

Norfolk must ensure that its rural areas, villages and market towns have a diverse and dynamic economy which can embrace change, and KLYRP contributes to the skills and community resilience strategies very strongly by contributing to:

- steering of the KL Town Plan and Market Town Local Investment Boards (LIBs) through project personnel, helping to secure a vibrant rural economy

- community resilience for young people by focusing on preventing community, social and health challenges at source through access to services and utilising community assets
- inspiring careers in the Health and Social Care and Agricultural Sectors, digital and technological upskilling; offering opportunities locally, within small towns and villages, and encouraging apprenticeships
- addressing the rural skills divide and embrace innovation supported by project funding, helping rural areas to retain and attract job opportunities for younger people
- making a wider range of FE and HE study options available to rural young people through working with FE, HE and training providers to build new programmes of learning which are more accessible and remove some of the rural barriers to training and support workforce upskilling, such as through remote and online working support

Department for Education (DfE) ‘Skills for Jobs: Lifelong Learning for Opportunity and Growth’, published January 2021

The Skills and Post-16 Education Bill outlines government plans to ensure that education and training meets local needs. This includes a statutory underpinning which has been placed on Local Skills Improvement Plans* (LSIPs), introducing a power for the Secretary of State for Education to designate employer representative bodies to lead the development of the plans. Subject to the will of government, there will also be a duty introduced for all FE providers to review how well the education or training they provide meets local needs and assess what action the institution might take to ensure it is best placed to do so. A ‘lifelong learning loan entitlement’ will be introduced to allow people to study more flexibly and space out their studies across their lifetime, it will also encourage more modular provision and part-time study.

The bill will influence local arrangements in skills development with colleges, employers and stakeholders in the area - KLYRP will be integral to building these relationships and will local collaboration and curriculum development/adoption. It will also work with emerging arrangements to encourage young people to gain entry level training, develop workforces and lead to higher-level qualifications in the KL priority sectors, which the skills bill encourages.

**Local Skills Improvement Plans, currently under trial using selected Chambers of Commerce (known as Trailblazers), will set out the key changes needed to make technical skills training more responsive to employers’ skills needs within a local area. Created in collaboration with colleges and training providers, and with employers setting out a credible and evidence-based assessment of their skills needs, the plans will help ensure provision is more responsive to the challenges and opportunities most relevant to the area in which they operate.*

The **Governments ‘Levelling Up’ White Paper**, introduced in 2021, sets out bold new policy interventions to improve livelihoods and opportunities in all parts of the UK, putting councils at the heart of delivering the ambitious programme to give equal opportunities and looks to improve living standards, grow the private sector, improve health, education and policing, strengthen communities and local leadership and restore pride in place.

This aligns closely with the aims of KLYRP and the project delivery within a priority place, the project creates a greater community focus, improves wellbeing and works towards integrated skills and employment offers across the area, for the benefit of the economy, improved earnings and quality of life for its residents.

Norfolk and Suffolk Cross-Cutting Skills Report, June 2018

<https://newanglia.co.uk/wp-content/uploads/2021/05/Cross-Cutting-Skills-Report-v4.3-June-29-18.html>

Aligns to the following cross-sector priorities:

- Local Sector Partnerships – Enable local sector employers and stakeholders to articulate their skills priorities and work collaboratively to connect with national sector deals and maximise private/public skills investment
- Careers Inspiration - Support young people and adults to understand the outstanding career opportunities available locally, and the skills pathways to achieve those careers 'equipping young people for success'
- Robust Technical Skills Pathways - Ensure that effective, sustainable, employer-partnered local pathways (school / apprenticeships / FE / university) are accessible for young people and adults to develop valuable technical skills urgently
- Agile & responsive training provision for Key Sectors and Tackling barriers to work also contribute to the NA Skills Board Vision

NALEP Sector Skills Plan – Advanced Manufacturing & Engineering, January 2018

<https://newanglia.co.uk/wp-content/uploads/2021/05/Advanced-Manufacturing-and-Engineering-final-5th-March-2018.html>

The project contributes to the priorities for action to build on and co-ordinate careers advice and guidance so that more young people, at every age from primary to post graduate level, consider a career in the AME sector, with a particular focus needed in attracting females to an industry which is still male dominated. New Anglia Advanced Manufacturing and Engineering (NAAME) provides a business-led voice and secures income to deliver business support programmes, pilot innovation programmes and support for business start-ups. The group works with the LEP on skills and innovation projects. By bringing businesses together, NAAME aims to improve facilities, raise attainment and aspiration and encourage inward investment. The proposed NAAME programme 'Careers for the Future', cited as an intervention in the sector skills plan, will focus on this, with particular strengths in this sector for West Norfolk businesses, and the young people in the area.

Future skills investment for the Advanced Manufacturing and Engineering sector has a major overlap with other key sectors of the New Anglia economy including in particular the traditional use of mechanical systems built by engineers and supplied by AME companies to 'end users' in the agrifood tech, life sciences and the bio- economy, ports and logistic and energy sectors. These 'end user' sectors have also closely link to ICT and digital sector.

NALEP Sector Skills Plan – Health & Social Care, April 2016

<https://newanglia.co.uk/wp-content/uploads/2021/05/2016-04-19-HealthSocialCare-Plan-v7-120416.html>

The health and social care plan has identified the priority for entry and Retention in the Health and Social Care Sector, and there is an intention to re-frame and enhance the image of the sector and attract a more diverse local workforce; this action will contribute to the New Anglia Skills Manifesto by Linking to the New Anglia work inspiration offer to ensure that all young people have access to the information they need to make informed decisions about their future. This includes supporting employers to better communicate their current and future skills needs to schools, colleges, universities, and government and helping to increase the supply of high-level apprenticeships, which the KLYRP also wants to achieve.

NALEP Sector Skills Plan – Advanced Manufacturing & Engineering, January 2018

<https://newanglia.co.uk/wp-content/uploads/2021/05/Advanced-Manufacturing-and-Engineering-final-5th-March-2018.html>

This project contributes to the priorities for action to build on and co-ordinate careers advice and guidance so that more young people, at every age from primary to post graduate level, consider a career in the AME sector, with a particular focus needed in attracting females to an industry which is still male dominated. New Anglia Advanced Manufacturing and Engineering (NAAME) provides a business-led voice and secures income to deliver business support programmes, pilot innovation programmes and support for business start-ups. The group works with the LEP on skills and innovation projects. By bringing businesses together, NAAME aims to improve facilities, raise attainment and aspiration & encourage inward investment. The proposed NAAME programme 'Careers for the Future', cited as an intervention in the sector skills plan, will focus on this, with particular strengths in this sector for West Norfolk businesses, and the young people in the area.

Future skills investment for the Advanced Manufacturing and Engineering sector has a major overlap with other key sectors of the New Anglia economy including in particular the traditional use of mechanical systems built by engineers and supplied by AME companies to 'end users' in the agrifood tech, life sciences and the bio- economy, ports and logistic and energy sectors. These 'end user' sectors have also closely link to ICT and digital sector.

NALEP Sector Skills Plan – Agri Food Tech

<https://newanglia.co.uk/wp-content/uploads/2021/05/New-Anglia-LEP-Agri-Food-Tech-Sector-Skills-Plan-FINAL-26th-Sept-2017-002-1.html>

Agriculture and food production features strongly in the King's Lynn and West Norfolk areas, particularly for crop production, New Anglia is arguably the most productive farming region in the UK, with the most profitable farms. As gateway to the Fens, and with links to Lincolnshire and Level 3 Agritech training provision in Spalding, there is an opportunity for those in the area to join this thriving industry which details skills shortages at a number of levels, including those of a higher technical nature.

New Anglia AgriFood Tech Skills Group was commissioned to facilitate five targeted skills actions:

- to co-ordinate sector careers promotion
- develop new progression routes to higher education in agrifood tech
- develop a new higher education center to meet the shortfall in technical higher education in the industry
- develop the supply of trainers to meet the needs of the agrifood tech sector
- develop a workforce development programme to equip the sector with the skills needed for growth

Several of these objectives supported directly through the King's Lynn Youth and Retraining Pledge.

APPENDIX 3

REDACTED

APPENDIX 4

King's Lynn Youth Retraining Project – Terms of Reference

KING'S LYNN & WEST NORFOLK SKILLS GROUP

Terms of Reference

August 2021

PURPOSE

This Skills Group has been established to increase the youth participation, transition to employment and raise workforce skills across the KLWN locality. In addition, the group also provides a mechanism to review the activities delivered within the Borough, providing oversight and promoting collaboration amongst stakeholders and Delivery organisations.

The skills working group will hold the following responsibilities:

- To maintain oversight of skills delivery across the King's Lynn locality which supports improved attainment and creates awareness of emerging activity.
- To maximise the impact of current and emerging projects, promoting collaboration and service alignment wherever possible.
- To support the capacity of the King's Lynn Youth Retraining Pledge and ensure that the project serves the purposes of individuals and businesses in King's Lynn & West Norfolk.
- To provide advice and support for employment and skills projects and services delivered within the locality.
- Support the collaboration amongst stakeholders and delivery agents across King's Lynn.

What role do members of the King's Lynn & West Norfolk Skills Group perform?

- Understand the aim, purpose and aspirations of the group.
- Support the delivery of skills interventions in the locality and provide insight into strategic alignment. For example – supporting current and emerging projects in their contribution the New Anglia Local Skills Plan, the Norfolk and Suffolk Economic Strategy, Skills Advisory Panel objectives and the New Anglia COVID-19 Renewal plan.
- Review progress of the King's Lynn Youth Retraining Pledge, providing project steer and recommendations for delivery areas and performance.
- Be an advocate for the project by doing what they can to promote its outputs.

Membership & Appointments

The Skills Group will comprise of representatives from key stakeholders supporting employment & skills services the locality. This includes representation from local authorities (county and borough), Department of Work and Pensions (DWP), Careers Support Services, VCSE organisations, Employers and Education providers. On occasion, invitations may be extended to other representatives when expertise or knowledge in specific areas is required and/or beneficial.

MEETING FREQUENCY AND REPORTING

Meetings will be held quarterly and are anticipated to be 1-2 hours in duration. Norfolk County Council will provide secretariat duties.

An agenda for steering group meetings will be circulated to all members in advance of the meeting.

The minutes of meetings will be circulated to all members at least 1 week after the meeting.

MEMBERSHIP

Thomas Humphries, Norfolk County Council
Kerry Dunham, Norfolk County Council
Ruth Royle, Norfolk County Council
Becky Box, BCKLWN
Denise Saadvandi, Adult Learning
Jemma Curtis, BCKLWN
Duncan Hall, BCKLWN
David Pomfret, CWA
Debbie Gates, BCKLWN
Carl Fiander, Adult Learning
Julia Nix, DWP
Anita Jones, Freebridge
Laura Bowater, UEA
Nicci Broughton, DWP
Stuart Durrell, DWP

The group's composition is defined more by the organisations represented rather than the individuals from those organisations; therefore, steering group members may nominate a 'deputy' for attendance as long as these are from the same organisation and it does not impact the function of the group.

APPENDIX 6

Risk Register

Key			
Probability and Impact		Risk Rating	
Descriptor	Rating	Descriptor	Rating
Low	1	Low	1-3
Medium	2	Medium	4-6
High	3	High	7-9

Kings Lynn Youth Retraining Pledge Risk Register									Kings Lynn Youth Retraining Pledge Risk Register	
ID number	Date Raised	Name/Description of Risk	Category	Probability	Impact	Risk Rating	Approach	Status	Mitigations/Actions	Owner
1		Project purpose and need is not well-defined.	Planning	1	3	3	Prepare	Inactive	Business Case clearly defines purpose.	ProjectManager
2		Project design and deliverable definition is incomplete	Planning	1	2	2	Prepare	Inactive	Business Case includes well designed and deliverable definition is complete.	Project Manager NCC Sponsor
3		Project schedule is not clearly defined or understood	People	1	2	3	Prepare	Inactive	Business Case includes a comprehensive project management plans showing timings and schedules. This is then communicated at appropriate levels via a shared Stakeholder Management Plan.	Project Manager
4		No control over staff priorities	Planning	1	3	3	Prepare	Inactive	Staff dedicated to the project	NCC Project Manager
5		Delays in staff recruitment	Combination of factors	2	3	6	Reduce	Inactive	Recruitment to roles planned in advance with sufficient time to recruit. Use networks across stakeholders, as well as NCC mechanisms, to share vacancies and promote widely.	Project Manager NCC HR
6		Lack of communication, causing lack of clarity and confusion	Combination of Factors	1	3	3	Reduce	Inactive	Ensure regular communication is undertaken using following plans and activities: Stakeholder Management Plan Weekly Team Meetings Monthly Partner Meetings Quarterly Steering Group Meetings Newsletters PL Attendance at relevant regional meetings e.g. SSGs, District meetings etc.	Project Lead
7		Wide variety in regional skills offer creates confusion over offer or individual eligibility or double counting	Combination of Factors	2	2	4	Reduce	Inactive	Manage through effective communication as ID#6 mitigations. Ensure project offer is clearly defined as per ID#1&2 mitigations. Establish strong links between KLYRP and other projects. Agree these boundaries, share project outlines and processes to avoid double counting etc.	Project Manager Project Lead
8		Unplanned work that must be accommodated.	People	2	1	2	Reduce	Inactive	Frequent Stakeholder communication to ensure accurate horizon scanning. Project Management Plan Monitoring	Project Manager
9		Scope Creep	Quality	1	3	3	Avoid	Inactive	Clear parameters of project adhered to through monitoring processes and stakeholder management using: - Stakeholder Management Plan - Weekly Team Meetings - Monthly Partner Meetings - Quarterly Steering Group Meetings - Project Management Plan Referencing of original Business Case if project evolves.	Project Lead
10		Project conflicts not resolved in a timely manner.	People	1	3	3	Avoid	Inactive	Effective stakeholder management delivered through: Stakeholder Management Plan Weekly Team Meetings Monthly Partner Meetings Quarterly Steering Group Meetings	Project Lead
11		Brexit	Political	1	3	3	Accept	Inactive	Continue to monitor impact on local issues such as key skills shortages to maximise opportunities and minimise risk.	Project Lead
12		Delay in earlier project phases jeopardises ability to meet targets	Combination of factors	2	2	4	Reduce	Inactive	This situation has occurred as project has had delayed start. Risk will be reduced by production of a PCR post-PIV acceptance Milestones re-evaluated to ensure compliance with project intent and end date.	Project Manager
13		Added workload or time requirements because of new direction, policy, or statute	Combination of factors	1	2	2	Prepare	Inactive	Effective communication from NCC Management/Stakeholders/Partners to PL to allow for forward planning in this event.	Project Lead

Kings Lynn Youth Retraining Pledge Risk Register									Kings Lynn Youth Retraining Pledge Risk Register	
ID number	Date Raised	Name/Description of Risk	Category	Probability	Impact	Risk Rating	Approach	Status	Mitigations/Actions	Owner
14		Acts of God leads to loss of resources, materials, premises etc.	Environmental	1	3	3	Prepare	Inactive	Business Continuity Plans in place	Project Manager
15		Stakeholder action delays project.	People	2	2	4	Reduce	Inactive	Risk reduced through effective stakeholder management with: Stakeholder Management Plan Weekly Team Meetings Monthly Partner Meetings Quarterly Steering Group Meetings Risk reduced if occurs by effective re-planning of activities to ensure project schedule is maintained	Project Manager
16		Covid-19 negatively impacts the capacity of the project to deliver results.	Environmental	1	3	3	Prepare	Inactive	This risk is global and will continue to be monitored. The impact of the risk could be severe if dangerous variants occurred. However, to manage low-medium project impacts that are more likely, mitigations in place that include: -Continuity Plans -SharePoint site for transparency of actions to ensure continuity of project mitigations e.g. electronic signatures -Vaccinations for staff available -Shared plans e.g. stakeholder management plan to ensure opportunities for continuity in event of staff sickness	Project Lead
17		Failure to recruit SMEs impacts success of project	Combination of factors	2	3	6	Reduce	Inactive	Risk reduced through: -Stakeholder management to support engagement across their networks -Steering Group Members to raise awareness of the project -Comms - strong branding across assets with clear messages and regular communications -Development of external sites to support e.g. Chamber site -Partner/Staff Performance Management	Project Lead Project Team Business Connectors Steering Group Partners
18		Failure to recruit participants impacts success of project	Combination of factors	2	3	6	Reduce	Inactive	Risk reduced through: -Stakeholder management to support engagement across their networks -Steering Group Members to raise awareness of the project -Comms - strong branding across assets with clear messages and regular communications -Development of external organisation to support e.g. schools -Partner/Staff Performance Management	Project Lead Project Team Business Connectors Steering Group Partners
19		Match Funding is delayed or withdrawn	Economic	1	3	3	Avoid	Inactive	Risk avoided through agreement for match gained prior to project and fund ring-fenced for delivery	Project Manager

APPENDIX 7

Project Communications Plan

Communications Plan King's Lynn Youth Retraining Pledge (KLYRP)
<p>Background</p> <p>The King's Lynn Youth Retraining Pledge (KLYRP) brings together a unique partnership of local organisations – with leadership and support from local councils – to transform the prospects of some of the most marginalised young people in the town.</p> <p>Our partnership will ensure that more than 400 young people facing the most significant barriers to accessing learning and work are able to recognise their talents and realise their potential, while providing a support framework that will increase the skills within our local workforce.</p> <p>The project will develop a range of engagement and support activities for young people, raising aspirations and promoting accessible support activities, specialist training provision and employment opportunities.</p> <p>It will provide –</p> <ul style="list-style-type: none">• A conduit to Careers/IG and youth support services,• A central information point and referral mechanism, maximising local engagement with regional/countywide provision such as European Social Fund and prospective Shared Prosperity Fund programmes,• A co-ordinating agency for education and business links in the locality, increasing opportunities for young people and developing a local response to workforce skills requirements.
What are the key milestones and approximate timescale?
<ul style="list-style-type: none">• Implementation phase: November 21- March 22• Launch phase: April 22• Main delivery phase: July 22 – December 23• Exit phase: January-March 2024• Project close: 31st March 2024• Financial completion: 30th June 2024• 2.25 year duration.
Communications and Engagement Tools and Tactics
<p>Phased Approach:</p> <p>Pre- Implementation</p> <p>Networking - SME Networks/Youth Engagement network meetings Stakeholder networks Education stakeholders – key contacts Regular/timed release info about the project Develop advertising/newsletter/flyer templates/creating generic email templates - prior to launch Social Media (Success case studies/stories/pictures) – Indicative cases Exposure to Growth Skills Hub Portal</p>

Launch:

Using network connections as per above in the phased approach to then target new business

Using templates as mentioned above to announce the project

Businesses to commit to almost a subscription method with “x number’ of project activities/ placements quarterly

Social Media:

Liaise with Norfolk CC/ KLWNBC – ascertain access/control

LinkedIn/Twitter/Facebook/Instagram/TikTok

Creating LinkedIn page as well as group/network page for Employers to have sight of everything, those engaged and ones that are not.

Facebook business pages - assign admins

Events

NCC to co-ordinate at key points across the project to disseminate and share information with internal and external stakeholders. This would include evaluation information and opportunities to celebrate success.

Newsletter

E-newsletter to share information with stakeholder groups targeted to audiences.

Target Audiences
The target audiences for promotional activities include: <ul style="list-style-type: none"> • Participants • Employers
Participants
Profile <ul style="list-style-type: none"> • Young people aged 16-24-years-old • Additional needs • Barriers to engagement • Living in a priority ward • At risk of NEET
Engagement Strategy <ul style="list-style-type: none"> • Partners such as Youth Offending Teams, Children’s Services, DWP • Voluntary organisations working with young people • Schools/Colleges/Students • IAG services
Proposition Educate young people about the benefits of engaging with opportunities provided by the KLYRP and gaining practical, hands-on support and persuade them to engage in activities at a level that suits them.
Tactics/Channels <ul style="list-style-type: none"> • Organic social media posts inc. Insta, TikTok as well as using LinkedIn and Twitter etc to engage professionals supporting young people • Press release for project launch • E-flyers available for partners and organisations who may engage with young people

- Email newsletters
- Case studies as project evolves

Key Messages – Young People

- Bespoke support will be available to help you engage and prepare for the world of work
- Activities are available that will suit you
- You can get individualised support to help you move forward
- Trained professionals will provide you with information, advice and guidance unique to you
- You will work through a programme of support that links together multiple agencies to give you the best support

Opportunities will be available from employers to help you get a job or prepare you for the workplace

Call to Action – Young People

- Visit website
- Get in touch with your existing support team
- Get information from our Hub based in KL Town Centre
- Pick up information from DWP/CoWA

Ask in school for more information

Employers

Profile

- Based in the KL catchment area
- Open to all sectors but the project is focussing support on the key King's Lynn sectors (Advanced Manufacturing/Engineering, Health & Social Care) and sectors facing challenge throughout COVID-19 renewal (contracted), such as retail, hospitality and the visitor economy.
- SMEs??
- Capacity to offer opportunities to support young people

Engagement Strategy

- Utilise opportunities raised through YPfe
- Growth Hub
- LEP
- Chambers
- BCKLWN connections
- KL Business and IP centre

Proposition

Educate employers about the needs of young people in the area and the benefits that young people can bring to the world of work and the impact that guiding young people can have on an organisation. From this, persuade them to get involved with the KLYRP in a way that suits their business whilst creating sustainable support.

Tactics/Channels

- Organic posts across LinkedIn and Twitter
- Press release for Project launch
- Growth Hub, LEP and district networks
- E-flyers for circulation
- Chamber website for videos, text and podcasts
- Email newsletters

- Case studies as project evolves

Key Messages - Employers

- The project is supporting businesses to open up opportunities for young people to gain real world industry-based experiences by way of industry learning opportunities, work experience and employment or training.
- The project is supporting businesses to co-develop innovative training solutions for staff with lower qualifications, raising their employee skills, productivity and value to the organisation.
- KLYRP is aiming to raise the levels of participation in learning for young people/Young adults across King's Lynn, increasing attainment (qualification) levels and career opportunities.
- KLYRP is aiming to support the transition of young people into further training (Further and Higher education) and into employment with training, removing personal barriers to progression - utilising a range of employability, training and positive activities.
- The project is focussing support on the key King's Lynn sectors (Advanced Manufacturing/Engineering, Health & Social Care) and sectors facing challenge throughout COVID-19 renewal (contracted), such as retail, hospitality and the visitor economy.
- Fresh ideas, recruitment pipeline, energy and enthusiasm, evidencing a business's commitment to the local community, broaden the pool of potential workforce that they may have not considered before.
- Support for employers to delve and be recognised for their youth friendly employment practice
- Inspire young people to pursue a career in their sector, debunk any common 'myths' about working in your sector

Call to Action - Employers

- Visit website
- Email us
- Speak to the Business Connector for your area to find out how your business could participate

Visit our page on the [icanbea... website](#) to find out how we can help you get involved

Activity Planner

Date	Type of activity	Target	Activity	Details	Responsibility
Nov 21- Feb 22	Project Comms Assets	Project & Comms team	Work with Comms team to develop	Assets to include: <ul style="list-style-type: none"> • Programme Branding 	Project Team/ NCC comms

		All stakeholders	range of assets including:	<ul style="list-style-type: none"> • Email signatures • Print posters • E and print ready flyers • Images suitable for a range of uses e.g., Social media, newsletters etc • PP template with logos • Standardised reporting templates 	
March 22	Develop webpages	All stakeholders	Work with Comms to develop webpages	Develop stand-alone microsite to act as 'single front door' to the project	Project Team/ NCC comms
01/04/22	Media press released issued to local press	Businesses and Participants	Press release issued to local press	Information about the KLYRP with quotes from councillors and delivery partners	NCC Comms
April 2022	Promotion	Businesses and Participants	Partners share assets across networks	<ul style="list-style-type: none"> - eflyer with press release sent across networks - Print media released for use in public spaces e.g. poster in CoWA 	Project Team Partners Delivery Partners
April 22 –March 24	Quarterly newsletters	Businesses and participants	Newsletters produced for different audiences and shared across networks	E newsletter circulated across stakeholder networks	Project Team

	Weekly Social Media posts	Employers	Organic posts to be developed by project team	LinkedIn Twitter Facebook	Project Team
		Participants		Insta Tiktok	Project Team
		Groups supporting participants		LinkedIn Twitter Facebook	Project Team
April 22 –June 24	Events and Briefings	All stakeholders	Events and Briefings for different stakeholder groups	<ul style="list-style-type: none"> - Project launch - Internal and external events - Held at key points across project - Evaluation findings - Celebration 	Project Team to co-ordinate

APPENDIX 8.

BENEFICIARY JOURNEY

