



Interreg France (Channel Manche) England: C-Care Evaluation for Norfolk & Suffolk

Prepared for New Anglia LEP

October 2021



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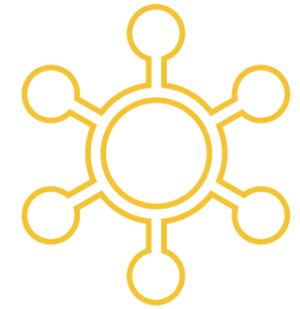
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Caroline Hawkes – TCHC

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Executive Summary



The pandemic hit... It was unprecedented.

No existing emergency plans were suited to the circumstances - although the response structures that were in place proved extremely valuable.

Everyone in public service moved into social support – forced to understand the wider needs of the people they were aiming to serve.

People moved quickly to establish how existing support – projects, groups, websites, newsletters could be adapted to meet emerging needs.

Government were quick to announce significant recovery measures, but better communication locally and more consideration around implementation would have improved perceptions and delivery.

The spirit engendered was inspirational and everyone involved recognised the challenges were beyond individuals' power to act. Administrators were now colleagues in adversity, "in this together", new teams were forming, norming, storming and performing.

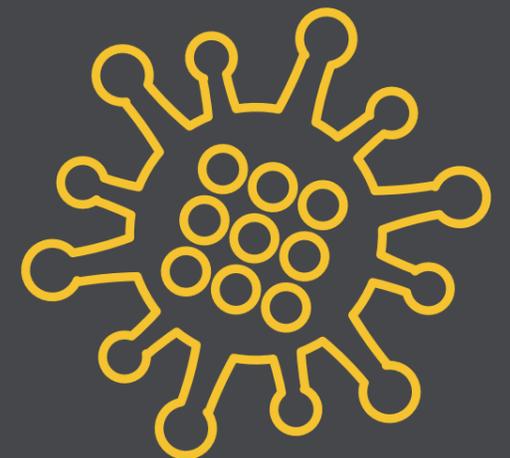
Many partners scored the LEP 9/10 for flexibility and the speed and quality of its convening of local partners, speedily assembling key individuals and creating working groups. The LEP was invaluable in piecing things together.

Established local government processes sometimes prevented faster progress. However, council officers did an outstanding job in terms of delivering the extensive new requirements which were placed on them.

In many arenas, Norfolk and Suffolk were amongst the first regions to act and it helped secure additional resources as a result.

The LEP team and all partners were forced to broaden their reach both in relation to partnership working and in supporting individuals and businesses not previously well connected to public support.

Although nothing completely new was put into place as a result of the pandemic, some new ideas were triggered and successfully exploited – and so innovation did occur.



This evaluation is important work, memories are fading fast

Resume Analytique



Une pandémie sans précédent nous a frappé.

Une pandémie sans précédent nous a frappé. Aucun plan sanitaire d'urgence n'était de taille à affronter les circonstances, bien que les structures mises en place pour y répondre se soient montrées extrêmement importantes.

L'intégralité du service publique a basculé vers l'assistanat social, contraint d'identifier les besoins plus grands de la population qu'il tentait d'aider.

Il y eut une réaction rapide afin de définir comment des supports existants (projets, groupes, sites internet, newsletters) pouvaient être adaptés afin de pallier les besoins émergents.

Les gouvernements ont rapidement annoncé des mesures de relance, mais une meilleure communication locale et un plus grand soin apporté à leur mise en place en auraient amélioré la perception et la réception.

L'esprit créé a suscité l'inspiration et tous les acteurs impliqués ont réalisé que les obstacles à affronter allaient au-delà de la capacité à agir individuelle. Les administrateurs étaient à présent des collègues face à l'adversité « dans le même bateau », de nouvelles équipes se sont formées, normées, ont travaillé en symbiose afin de performer.

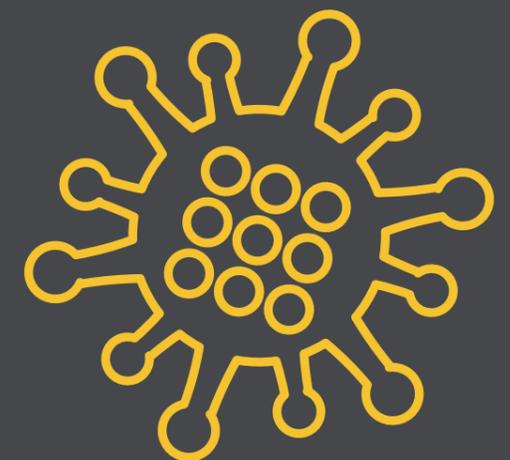
De nombreux partenaires ont obtenu la note de 9/10 au LEP pour la flexibilité ainsi que la rapidité et l'efficacité avec laquelle ils ont rassemblé les partenaires locaux ; les acteurs clés ont vite été réunis et les groupes de travail rapidement créés. Le LEP a eu un rôle de premier ordre dans la mise en place et l'harmonisation des projets.

Les procédures des autorités locales établies ont parfois été un frein à une avancée plus rapide, cependant, les agents municipaux ont su remplir les nouvelles tâches qui les incombaient avec brio.

Dans bien des domaines, Norfolk et Suffolk ont fait partie des premières régions à répondre présent, ce qui a permis l'obtention de ressources supplémentaires.

Les équipes du LEP ainsi que tous les partenaires ont été contraints d'élargir leur champ d'action, à la fois en termes de leur relation avec le travail en partenariat, mais également en termes de l'aide apportée aux individus et aux entreprises qui ne jouissaient pas jusque-là d'une bonne connexion à l'assistance publique.

Bien que rien de totalement nouveau n'ait été mis en place en réponse à la pandémie, certaines nouvelles idées ont vu le jour et ont été mises en place avec succès ; il y a donc bien eu de l'innovation.



Cette analyse est importante, la mémoire est très éphémère.



Introduction

The pandemic hit. It was unprecedented. No existing emergency plans were fit for purpose. Few foresaw it. The Government's initiatives were sometimes disconnected from the local plans, and ministerial aspirations to be seen to act inevitably led to clashes between national and local work.



Challenges

- Supply side life (any organisation delivering a publicly funded support) altered from business or individual support interventions to social care - people were scared, anxious, nervous, had lost confidence, were suffering from the effects of isolation
- The vulnerable/hard to reach became more vulnerable and even harder to reach
- GDPR hampered communication
- Businesses just wanted funding
- ERDF and ESF are inflexible in a normal world and whilst there was some allowance made, still proved restrictive
- There were too many new schemes
- The personal stresses and damage to well-being were also present in the supply side. The whole system lost people, individuals were on the edge, working long hours, often out of their comfort zones – 12-hour days and weekends.
- Everyone had to adapt to new ways of working – video technology improved collaboration but meant meetings were now more frequent than ever
- There was capacity, but not necessarily capability, redeployment resulted in a huge increase in capacity not normally possible (corporate staff rolling up their sleeves and librarians helping out)
- The large volume and wide variation in HMG responses demanded an active mapping of what was available. This could have been done more efficiently at a national level
- Resourcing was uncertain
- Naturally, resources were allocated to other activities
- Partners often didn't have the answers
- Everyone was faced with urgent demands
- There was little data available
- Beneficiaries were facing new problems
- The pandemic was not a normal emergency – it wasn't specific, or sectoral – it was a threat to everyone.

More Positively

- A normal reaction to a requirement for more effort or changed behaviour would be "that's not my job" – but here, individuals stepped up to the plate
- The pandemic triggered a "Dunkirk" spirit/ a war mentality, people were in the same boat, sharing the same fears.
- Standing emergency procedures helped in terms of mobilising the key organisations
- Teams prepared to alter their focus

People Were Empowered To:

- Have helpful conversations about how to respond
- Connect better to those in need
- Introduce new collaborations
- Improve communication
- Be more open to the exchange of information
- Work harder at relationship building
- Open their eyes to the possible
- Change their behaviour



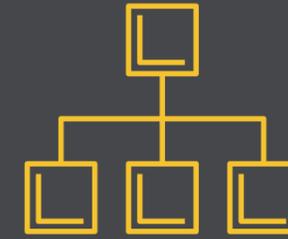
What did the LEP and local response look like?

The LEP team and local partners immediately recognised it needed to:

- Create new groups
- Extend existing groups
- Produce quick fix strategies
- Allocate responsibilities
- Setup working groups
- Work from home
- Bring in additional people
- Redeploy people

People brought their individual experience, competence, networks, ability to innovate, project processes, capacity, and resources. As the situation was unprecedented, responses needed to be built bottom-up – exploring how existing processes could be adapted:

- Enquiry capacity
- Marketing and communication channels
- Existing information and data
- Existing groups and committees
- Standing committees
- Individual tasking
- Group tasking
- Private contractor procurement
- Websites
- Newsletters



Networks

People moved to use existing networks, broaden existing networks, build new networks. They considered using existing resources (projects) and marshalling new resources (but there was no new money)



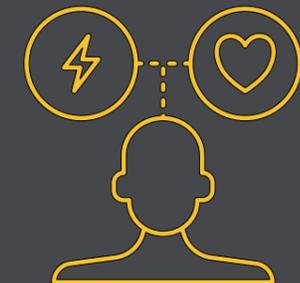
Groups

Groups can provide ongoing leadership, group leaders offer convening skills planning and instructions, group members bring a variety of skills. Groups have a perception of risk and a level of discretion, and established groups have existing confusions and inefficiencies.



Innovation

The pressure to act was intense – programmes were formed from typical support models (grants, advice, food parcels, brokerage, signposting) with incremental innovation and improved delivery of service, effecting either speed, scale, or quality.



Leadership

The quality of leadership is pivotal in this kind of context and its appetite for risk.

UK Government

The focus of our evaluation work has been on the LEP and local partner responses, however, we believe it's important to recognise that much what the local partners did was operating within a complex national context. HMG created vast amounts of programmes of support and dedicated a lot of resource, but the management of implementing those programmes and the associated policy often left partners, companies and individuals confused and frustrated.



With that in mind, there are a number of areas where HMG could reflect and improve:

- More flexibility in altering a projects obligations
- Fewer more focussed initiatives
- Only announce funding when the associated policy, resource and guidance is established, and the scheme is ready to be rolled out locally
- Better, and earlier briefing for partners – preferably prior to the public announcement so comms teams have time to prepare
- Produce local level data and mapping to support local delivery partners – national pictures are less helpful
- Consider whether supporting established local initiatives through increased funding would have greater impact than creating a competitor in the market
- Work with local partners to improve the quality of data and information
- Given the volume and breadth of new initiatives – consider producing a map to help partners navigate the landscape
- Look at how existing initiatives could be repurposed to support any response – unburdening them from requirements or obligations that may no longer be relevant or appropriate, especially complex programmes such as ESIF.
- Ensure any national response is flexible to the needs of the beneficiaries it is targeting – work with partners to understand what these are



Local feedback suggested:

- The real difficulties were in identifying and reaching people to provide help
- Employers often didn't want national schemes
- Locals often didn't want more national schemes

The LEP team was widely praised for its speedy response and leadership in convening key partners and (in Norfolk) creating the Economic Recovery Group supported by Cells (working groups to facilitate joint working):

1. Business intelligence
2. Business support
3. Local grants
4. Workforce
5. Inward investment sectors and supply chain
6. Economic impact
7. Communications
8. Recovery

There was an expectation the LEP would be providing resources, but the LEP itself was given no additional funding, having to see how it could exploit and adapt existing funding streams to assist.



The Partnership

Local partners in Norfolk saw the value of the LEP role, its capacity to coordinate and add value and what it could add in terms of integrating economic activity in response to the pandemic. In Norfolk, Cells were created to deal with the key aspects of the emergency and the LEP was asked to lead the Economy

Cell. The situation in Suffolk was different. Economic response was largely coordinated through the Suffolk Growth Partnership. Suffolk partners collaborated with each other extensively and selected the areas where they felt collaboration with the LEP or colleagues in Norfolk were most appropriate.



Innovation

We are interested in innovation in public administration. In theory, innovation works best when your back is against the wall. However, when your back is against the wall you are least likely to take risks, less likely to try something new.

What do most people do when their backs are against the wall?

They take proven actions. They are reluctant to change established / proven processes because it carries too much risk. In an emergency, innovation only occurs when people realise their normal approaches won't work, they need something different, something new.

If the circumstances mean **you must** do something new, then it would be beneficial to understand how innovation works in an administrative context. With this knowledge, you are much better prepared to try something new and your confidence in making it work will be higher.

This is where knowledge of how innovation works in public services can help. In spite of all the pressures to act in any crisis, if you really understand how innovation works, you will have the confidence to pause and test your ideas before you implement them. You will have ways of assessing where you are on the journey to successfully implementing your ideas, and you'll have the tools and techniques which exist to aid you. You will be in a much better position to assess whether your ideas are good ones, find ways to quickly test them (lowering the risk of failure) before you go for full implementation.

Knowing the key characteristics of innovation in administration can also help individuals and teams generate more impactful innovations – even when the pressure is on. And a mastery of innovation is valuable for everyone even when there is no crisis.

We have asked: To what extent did the administrative behaviour in the pandemic response involve innovation or was it “more of the same”, rather than “different and better”? Where was the linkage between the actions taken and Social Innovation? How did the processes adopted drive innovation?

In the normal administrative working-world individuals are often starved of the opportunity for creativity and satisfaction by being told how to do things. Few public organisations are open to actively foster external connections or encourage different perspectives. The supply side accuses business managers of “working in the business” rather than “on the business”, but public sector organisations exhibit exactly the same behaviour.



We think that a positive effect of the pandemic in Norfolk and Suffolk was that people saw what could be achieved if they pulled together. They came up with inspirational missions “No one in need of food from any cohort is left without essential supplies” (The Food Parcel Project). They shared a vision and values, and they deepened their understanding of the wants and needs of those they are aiming to serve. And because they were permitted – they innovated:

- Paying businesses in advance of need
- Finding simple low-cost solutions and quick fixes
- Providing funding to help rescue businesses (not normally an option)
- Developing new more flexible grant responses
- Abandoning conventional wisdom on sector eligibility
- Local authorities created property-based business grants from scratch
- Resources were pooled
- People adopted a fun tone at a difficult time
- Councils moved to delivering online
- Mentors and advisors undertook counselling from their cars
- Councils fast-tracked licences
- Multi-disciplinary groups brought fresh perspectives and new ideas
- People invested more effort and aimed to do things faster

Almost all the actions taken that were innovative were within the rules. People were generally not challenging programme regulations or realised it would hold things up if they did so. Rules are powerful. However, they were much more driven by a deeper understanding of the wants and needs of those they are paid to serve and that drove innovative behaviour. They spoke to clients more often and in more depth. They listened more and responded to their needs more.

Some of the regular criticisms of public administrative processes are:

- Lack the ambition to be excellent
- Lack of understanding of client wants and needs
- Focus on words not numbers
- Inflexibility
- Lack of empathy
- Slow speed of response
- Low on innovation

We believe the pandemic triggered a bridging of the gap between “doing things right” (normal public administrative behaviour) and “doing the right things” (not necessarily what public organisations routinely consider):

As taxpayer’s money was involved, risks were (quite correctly) still a brake on innovation





Doing Things Right/ Doing the Right Thing

Doing Things Right	Doing the Right Thing
Resources are allocated and fixed	What can we do with what we have got?
Targets are clear	What <u>should</u> we be doing?
The answers are known	We need to find out
Urgency is not present	We need to make this happen quickly
Data is available	We need to find out
Dissemination is established	Who <u>should</u> know about this?
The problems are known	What is the real problem here?
Things are in control	Act first, control later
Relationships are relatively fixed	Can anyone else help?
Needs are assumed	What do they really need?
Decisions take time	We need faster pragmatic decisions
The world is full of risks that need to be managed	Higher tolerance for risk
This is the way it's done	Increased creativity
Stick to the rules	Bending the rules
It would be useful to know	Minimum burden
Working in silos and silos within silos	Actively open to pursuing collaborations
Working standard hours	Working longer hours (increased commitment)
Political manoeuvring	Putting down the weapons
Information is power	Actively exchanging information
Personal self-interest	Setting aside self interest
Organisational self-interest	Setting aside organisational interest
Internal focus	Openness to change and making new connections = learning from elsewhere
We know all we need to know	Seeking new connections mean new perspectives and expertise
We aren't allowed to share that	Let's share what we know

We believe the pandemic triggered a bridging of the gap between “*doing things right*” (normal public administrative behaviour) and “*doing the right things*” (not necessarily what public organisations routinely consider)



The quality of response was determined by the experience and quality of individual leaders and their appetite for risk, individual qualities (leadership), experience, competencies, policies, networks, level of innovation proficiency, established processes, existing initiatives.

Necessity is the mother of invention and urgency delivered some innovations, but increased innovation proficiency would probably have better results.

What we have witnessed is people seeing the power of pulling in the same direction with a shared purpose which was important to everyone. People in disparate functions and organisations suddenly become part of a bigger team – a bigger thing, a wider aspiration and their supply chain shared the same

aims and value – even though they were not explicitly agreed and codified.

That's why people are already grieving. The world is slowly reverting to doing things right – obeying longstanding organisational rules and norms, behaving in the same old way, rather than seeking ways to work together in a common cause and being open to change for the better. People are grieving for the loss of common purpose which the pandemic triggered – that drove new motivations and created new team dynamics.

When organisations have better innovation processes, they always see threats earlier. Seeing them sooner means they are addressed more quickly and therefore there is less disruption. We believe the case for increasing innovation is strong.



Our Brief

- Work to identify the most effective local responses and analyse why they work well
- Map and review the processes and best practices and aggregate them at a strategic level within prescribed themes
- Lay the foundations for even more efficient and effective future practice
- Identify lessons which might inform future support

The brief was unique and ambitious and presented its own challenges. We have not attempted to review all interventions, nor speak to every individual involved – In some way, Covid affected every project and every person. But we have selected those projects/schemes/programmes

which allowed us to develop a detailed but also broad view of what happened, the impact it had, and the lessons learnt for the future.

Over the course of this work, we have spoken to 58 individuals via either one-2-one or group consultations, reviewed 18 interventions, and conducted a large amount of desk research – reviewing strategies, delivery plans, presentations, and policies.

This approach has allowed us to identify a large number of specific learnings across each of the themes and against specific interventions. This detail should be of significant benefit to colleagues designing similar interventions. In addition, when looking at these specific learnings, we have identified a number of trends and consistencies that are not just relevant to a Covid response - but are important to the design and delivery of all public support.



The Themes



Skills & Employability



Business Support



The Visitor Economy
(Including Town
Centres)



Community and
Voluntary Services



Skills & Employability



The Challenges

No face-to-face contact possible, programmes written for classrooms in delivery establishments, IT competence, the potential for 15% unemployment, the ratio of candidates to vacancies rising from 2:1 to 10:1, companies closed, job opportunities declining, Universal Credit claimants rising exponentially, engagement difficulties, no referrals from Job Centres, disconnected and disengaged young people, mental health and well-being issues, employers (understandably) not interested in connecting to training opportunities, new difficulties emerged in connecting to employment opportunities, large numbers of self-employed displaced, self-employment seen as an opportunity for those with no experience of it, advisors personal fears and concerns.

Social: crisis in the care sector, excluded groups excluded further (ex-offenders, ex-serviceman) anxiety, isolation, loss of confidence, a system that sometimes doesn't understand multiple and severe needs - often oversimplified or overlooked, a new cohort – those forced to work from home, being laid off, experiencing pay reductions or even termination.



The Interventions

This Skills Advisory Panel took the strategic lead in the region with officer level work done via the LEP's Workforce Workstream group. Interventions:

- The Skills Advisory Panel itself - a group of intermediaries, employers, skills providers, local authority, and HMG representatives aiming to support an inclusive economy in New Anglia
- Kickstart – HMG funding to create jobs for 16-24-year-olds on universal credit who were at risk of long-term unemployment
- BEST - Bringing Employment and Skills Together – an umbrella brand for two skills and employability actions - Recruit, Retain, Reward – financial incentives to encourage employers to support apprenticeships and ETIP – financial incentives to encourage businesses to train
- The Employment Platform – an online resource created by Norfolk County Council and then hosted on the LEPs website - aiming to promote employment opportunities across key sectors such as social care and agriculture

There were few new jobs. There was no appetite for skills development in businesses. The supply side moved into social care. All the barriers which individuals faced in the past were still there, and now there were more – people were disconnected from services and the supply-side had problems in connecting with them. There were more people needing support. There was a disconnect between national response programmes (which were often seen as slow and inflexible) and local responses which were much easier to adapt and re-purpose.





What Worked Well and Why?

- The Employment Platform connected individuals with opportunities
- ESF employability projects including the Building Better Opportunities group and 'Work Well Suffolk' helped young people overcome barriers to training, education and employment
- Home learning was encouraged and supported to keep young people engaged
- Digital / IT skills were acquired as services moved online
- Different ways to engage and promote were developed
- The culture was less guarded and more collaborative, encouraging innovation and creativity
- Free laptops were an incredible asset in low-income households
- Those involved in supporting young people found several innovative initiatives to encourage youth participation: producing cooking videos, organising well-being walks in woods and parks, both in actuality and even over the phone
- The use of Community Hubs helped maintain connections
- Listening became more regular than instruction
- Kindness and empathy replaced the obsession with targets
- People had an appetite for new ideas and creative solutions



Lessons for Future Support

- Private contractors adapted extremely quickly to online delivery and IT access
- The LEP's provision of laptops was extremely useful, and they have been managed well as project assets since
- Many of the actions agreed as a result of the efforts of the Workforce Workstream continue
- The recognition that it is possible to achieve new and effective things with no additional funding or personnel may influence future behaviour



Business Support



The Challenges

For businesses: Closures, GDPR, difficulties for businesses in keeping up, lost and declining sales, threat of closure, need for diversification or digitisation, difficulties in raising finance, challenges of operating COVID safe, missing staff, disrupted internal processes, closed reduced or disrupted supply chains, unavoidable delays (missing people both internal and external), slower decision-making, material shortages, increased costs, slow payments by creditors, slower construction, contraction of retail, a damaged tourism / visitor economy, high streets and fisheries.

Supply Side: No details supporting national initiative announcements, lack of clarity about whether grant funding should be automatic or required justification, desperation and fraud, staff lacking commercial experience endeavouring to support distressed business people, insufficient time for due diligence and background checks.



The Interventions

- The Growth Hub (including the Small Grants scheme)
- The Business Growth Programme Start-Up initiatives
- The Business Support Script
- How HMG grants worked in supporting COVID responses
- The Fisheries Project
- The Employment Platform
- Go Digital - digital audits and action plans for business
- PPE – efforts to link suppliers and potential suppliers to care homes and other users
- The Business Recovery and Resilience Scheme
- Government Grants (please see below)
- A view from an intermediary (please see below)



Government Grants

We consulted a number of Economic Development Officers in Norfolk and Suffolk, and they provided the following insights:

Multi-occupancy buildings: Tenants of multi occupancy buildings missed out on those crucial early grants because landlords hadn't notified councils of renting out buildings to multiple companies and therefore there was no separate assessment on rates. These small businesses really suffered yet were in the same position as a company occupying a single use building.

Could landlords be forced to record annually the occupants of space in a building so that individual rates can be calculated and recorded by the Council, ensuring those individuals can access this kind of funding in the future, should it be required?

More considered scheme launches: Nearly all grant schemes that were announced by Government, did so with not enough detail. This caused huge problems with businesses who were expecting funding to be available once it was announced by ministers.

Striking the balance between flexibility and consistency: Districts enjoyed the flexibility and felt they were positioned to be able to tailor grant schemes for their local businesses. However, this view was probably in contrast with businesses, who want consistency in the market.

Guidance on use of grant: There was a need (and probably an appetite) for some guidance on how best to use the grant funding. Some companies spent it on paying off creditors but then had no cash to operate. A guidance document may have helped with expert advice, or access to advice and support. Capacity may be an issue.

Collaboration is key: The districts organised themselves and worked together effectively, regularly communicating and sharing data, launching a shared business survey. They didn't need organising by the region, they managed it themselves and proved that having that level of connectivity and coordination can be really effective.

The Business Consultation (A Chamber)

Lobbying and Signposting: Attention shifted immediately to the needs of the members, focussing on two things – firstly, taking enquiries from members and signposting to relevant support. Secondly, lobbying and influencing policy to change the business environment and ensure businesses who weren't perhaps part of support packages, were considered. Sometimes this was via British Chambers, but also directly to government, and both Suffolk and Norfolk have had secretaries of state in their constituencies.

Collaboration: It was a collective effort. Chambers across the country worked together to lobby – as well as other organisations – CBI, FSB, LEP Network, Make UK, Port User Association. The usual parochial nature of the supply side disappeared, and it became a collective effort, all working for the same cause – to help business.

This was made more apparent when people didn't collaborate. There were a lot of duplicated events by different organisations. The Growth Hub did an event on what grants were available, and the week after there was another by someone else.

Incremental Innovation: Events moved online, and their nature changed – rather than “come and listen to the CEO of the Council” it was, increase productivity at home, support mental health of your workforce, make digital work – all about how we could help businesses. There were 2-day turnaround times to respond to business when it used to be a week. Businesses were allowed flexibility on membership payments if they were struggling.

Lessons for Future Support

- Young businesses with great potential and a good model often missed out on support because they hadn't been trading long enough. Whereas mature businesses who were not profitable or even unsustainable got grants.
- Discretionary grants at district level caused problems – it was too granular, and there were too many differences in the offer. It just doesn't work for business. Business is already confused about who can offer support (LEPs, LAs, Growth Hub, etc.) – and that's at a regional level. Going to district level can cause even more problems.
- Collaboration on the PPE database was really effective.
- The scale of government support was vast – but funding should only be announced when the associated policy, resource and guidance is established, and the scheme is ready to be rolled out locally
- The Chamber will be more membership focussed from now on and will shout about their achievements more.
- People are thinking more local – in terms of supply chains, appreciating local sector strengths and supporting local businesses more.



What Worked Well and Why?

- The Business Recovery and Resilience Scheme – unconstrained by restrictive policies, the LEP team were able to create a flexible, accessible scheme with fast response times
- The Business Support Script, a comprehensive resource (updated weekly) for Growth Hub Advisers, Economic Development Officers, and other front-line business support staff – allowing the inexperienced and amateurs to quickly become relative experts
- PPE – someone needed to step in and co-ordinate supply and demand and the evidence suggests the portal was valuable to a number of users
- The role played by the Manufacturing and Engineering Group in addressing PPE shortages through their existing networks
- Furlough – kept many local businesses functioning
- The Suffolk Growth Partnership business grant management process - the volume and speed of their grant awards was praised, with SCC and local partners regarding their approach as speedy, systematic and integrated
- Suffolk's business webinars were also extremely successful - involving public health officials to give practical expert advice to businesses
- The level of discretion / freedom HMG allowed in terms of grant giving was highly valued at District Council level allowing adaptation to local circumstances
- The supply side engaged with sectors with which they were not traditionally connected - fisheries, poultry producers – welcomed by the sectors involved
- The work with established LEP sector groups, for example the Agri-food Industry Council



Lessons for Future Support

- The pandemic triggered a more open-minded approach to the eligibility of sectors for support and this has stimulated new connections and learning
- The LEP and partners robust and well-integrated business intelligence and networking arrangements helped inform local partner and HMG decision making
- Ensure the Growth Hub is embedded equally with networks and partners across all areas in Norfolk and Suffolk
- There is a case for considering if the resources deployed have gone to the right individuals and businesses
- There were often good justifications for allowing businesses payment in advance of need and this practice could be carried forward - Grant 'pump priming' gave some businesses the confidence to invest in difficult times
- Attitudes to the acceptability of support for some sectors and the traditional parameters for financial support should be reviewed
- There is almost certainly a case to incentivise businesses to update rate system information
- It should be noted that the potential for fraud and opportunism always exists, and a small proportion of individuals and businesses are likely to attempt fraud in emergency circumstances
- The pandemic has highlighted supply chain management issues, and these are likely to endure
- The partnership has learned more about sectors, more about individual business manager needs and connected with new kinds of expertise – this level of openness could be used to inform future project development
- Whilst the districts enjoyed the added discretion with grants – it caused frustration with businesses and further complicated an already over-complicated business support landscape



The Visitor Economy (Including Town Centres)



The Challenges

Visitor Economy: Major components of the region's economy were shut down overnight – hotels, tourist attractions, leisure, hospitality, and town centres – The visitor economy is vital to Norfolk and Suffolk, with the sector providing 89,000 jobs (11% of the workforce), 7,000 businesses and contributing £2.5bn to the local economy.



The Interventions

- The Tourism Recovery Plan
- The Reopening High Streets Safely Fund which was later renamed the Welcome Back Fund
- Explore Safely - marketing resources to attract reluctant visitors to the area
- Norfolk Strategic Fund - Tourism Funding

The Norfolk and Suffolk Visitor Economy Recovery Plan was designed to help restart the visitor economy through delivery of a partner developed model that would drive collaboration, promotion, and new programme activity. Tourism was the hardest hit aspect of the region's economy and whilst overseas tourism will not quickly recover, the increased demand for staycations in 2021 and beyond provides the LEP with the opportunity of positioning the region as the best rural and coastal destination in the UK. This recovery plan was the result of collaboration between New Anglia LEP, Visit East of England, local authorities, and destination organisations. The Visitor Economy network existed prior to the pandemic, but with the onset of COVID its routine conversations turned into emergency responses.





What Worked Well and Why?

- The evidence suggests that as a result of its speedy response New Anglia was the first region to secure HMG funding to boost the damaged visitor economy
- The effectiveness of the tourism promotional / marketing campaigns which resulted seem beyond doubt
- The LEP regularly scored 9/10 by partners in terms of the speed of its action in convening the partnership
- Local authorities were commended for the speed with which they managed the distribution of funding to the sector
- The joint activity was invaluable in piecing together the local picture
- The integration of effort has meant the region now has a seat at the table in national discussions
- Covid-19 forced the integration of effort in a sector which had been traditionally fragmented
- Local councils helped with fast-track licences
- The aligned consultation process allowed the full exploitation of local knowledge
- Its harsh, but business is a competition, and the pandemic speeded the demise of some weaker firms - hopefully the firms that survived are likely to be stronger as a result
- Visitor economy businesses were forced to innovate and adapt in order to survive, bringing forward long planned and often delayed actions and innovations
- The sector now has the potential to continue to speak with a collective voice



Lessons for Future Support

- Local council processes did sometimes hamper progress
- The desire for autonomy at the district level clashes with the need for economies of scale
- It was felt LEP teams occasionally worked in silos when there could have been a more integrated approach
- Being ready for the opportunities proved beneficial and that behaviour is now being repeated in the sector



Community and Voluntary Services



The Challenges

The hard to reach became even harder to reach, those at risk of exclusion became more vulnerable, unemployment, low wages/in poverty, low digital capability, high deprivation, and food poverty, the poorer were more likely to be affected and the least likely to be able to work from home, the least likely to have digital services/capability and those in rural coastal areas were particularly vulnerable. Individuals were more likely to be excluded from the labour market, isolated, suffer loss of income, have problems handling home schooling burdens, with damage to health and well-being and public services

Food poverty - ill-health, obesity, insufficient money, food banks, co-ops, community cafes, coaching and nutrition courses, markets, school breakfast and lunch clubs, Shielding, mobility, dietary and health, individuals not connected to the system



The Interventions

- Food poverty/parcels – getting food to those in need
- Flavours Connexions - coordinating the food supply chain in emergency circumstances





What Worked Well and Why?

In the community, voluntary organisations, creatives, neighbourhood resources and partnerships, community assets, colleges, Advice Centre Associations, local health and well-being centres and Job Centres all needed to adapt. They regularly knew the opportunities and had ideas about what local communities needed to do.

In Norfolk, the development of the Community Resilience Delivery Group was key to creating a strategy and facilitating activity in the region. The group had 5 key themes:

- Identifying our Vulnerable People – creation of criteria, coordination of list, reconcile data, outbound call activity
- Food and Medicine – Securing food for shielding population, develop links with suppliers, manage donations, manage distribution
- Volunteer and Donations – Drive uptake of volunteers, manage resources, coordinate volunteers, allocate grants
- Local Capacity and Support – develop consistent approach, deployment of volunteers at district level, support towns, parishes and local groups, help local groups to access support, deliver hardship funds
- Customer Contact – develop outbound and inbound call protocols, facilitate technology, agree communications, develop processes (e.g. volunteer ID card)

The aim of the group was clear – keep residents safe and well at home. The role was to organise and facilitate action either by volunteers, community groups or redeployed council staff. In practical terms, it involved:

- Wellbeing: weekly check ins, befriending services, contact with community groups, support to register as vulnerable, reassurance and advice on staying well, guidance on keeping active
- Home: Arranging emergency home and heating repairs, advice on keeping warm, making properties safe, housing and homelessness advice, registering for assisted bin collections
- Necessities: Food ordering, collection and delivery, collection of prescriptions, pet walking, sharing benefits and financial support, advice on what to do in an emergency, access to hardship funds
- Other: Employment support, issues relating to self-isolation (MOTs), accessing online services, acquiring documents and NHS numbers, debt support, general advice, and signposting

The CRD group was very successful. As of July 2020:

- 41,000 shielded residents were proactively contacted
- 3,500 food parcels had been distributed

- 10,000 prescriptions were delivered
- 12,000 calls were received
- 3,200 volunteers were recruited
- £1.6m in donations were deployed locally

The group was well organised and very effective. There is a lot of experience inside the groups when it comes to coordinating large volumes of resource to tackle community issues. The groups were efficient, effective and provided a welcome sense of support not just for the communities but for those working in the groups as well. It provided those on the front line with an outlet – which is crucial when working in any role, but particularly those on the front line.

In Suffolk the already established Collaborative Communities Board (CCB) which coordinates the Suffolk approach to tackling strategic issues in communities, refocussed on a system wide emergency response, focussed around 7 key areas of work:

- Housing – including homeless and rough sleeping, providing secure temporary accommodation
- Foodbanks – coordinating a response, supporting the Suffolk Foodbanks network to ensure access to food and supplies
- Hardship – connecting to the local welfare assistance scheme, Winter Grant Fund and advice and support services
- Engaged Communities – deploying volunteers to work with communities around government messaging and vaccine roll out messaging
- Data – access, manage and coordinate data sharing
- Voluntary and Community Sector – free funding advice, training, and support for local groups to reopen
- Communications – provision of information across communities

The group, and the sector in general, came together quickly, engaged with the right issues early, and put projects in place. There was a sector mapping exercise which helped understand the communities where responses didn't exist. That was a key piece of work which would be valuable under normal circumstances.

Norfolk and Suffolk Community Foundations were both pivotal in raising additional finance. £100m was raised nationally and this was matched locally on a 1:1 or 2:1 basis. Suffolk received around £850k which rose to almost £3.2m – initially spent on the emergency food response. It was later used to fund some of the wider issues in the community, such as isolation and mental health.



Lessons for Future Support

The pandemic forced a deeper understanding of the needs of the disadvantaged,

exploiting existing knowledge and expertise in supporting the vulnerable and hard reach

The food parcel project did what it set out to do – but the team acknowledge that they weren't able to learn as quickly as they would have liked, mainly because they were caught in the eye of the storm. The processes could have been smoother, and it would be beneficial to develop a process map in more detail for future reference.

There is a huge knock-on effect in the community, with many groups unable to operate, but who provide critical services to the local community. For example, an Outdoor Sailing Trust who specialise in working with people with mental health issues. Other groups – lunch clubs for pensioners – still can't open in a Covid secure way yet. So the people who are most vulnerable are even more isolated. In a way, these groups are being hit from all directions, they can't raise finance in their usual way because they can't open, but they are seeing a dramatic increase in demand. They have fewer staff because they relied on volunteers who are often those who are most vulnerable. In a way, Covid created the perfect storm for the Voluntary, Community and Social Enterprise Sector (VCSE).

Getting the community sector and people in the community to adopt digital has been a major breakthrough.

The view within the VCSE sector was that they weren't as actively included in LEP thinking as they would have liked. The pandemic has changed that - with the VCSE sector now more embedded in LEP work. It also triggered a response to mental health issues in organisations own staff, and Mind – the mental health charity - delivered a presentation to staff. People are now more aware of the issues and that could create a positive long-term impact on people.

Interviewees acknowledged that the sector does not do a great job in talking up the benefits of what it does and how it could help the private sector. The creation of case studies and engaging directly with companies to explore the impact working with VCSE organisations can have on a business. Danone connected with a women's CIC that helps women get into the workforce as they wanted help retaining female employees. This is an issue across many sectors (Health and Social Care for example). In much the same way that large commercial organisations have taken services into businesses that are often delivered by community groups (Headspace have residencies in large US corporations to teach mindfulness) – the VCSE sector could do more of this type of activity if it worked on its messaging and engagement.

The creation of the Suffolk Information Partnership was a major innovation that could provide a platform not just for the VCSE sector, but for the public sector in general to solve an ongoing problem about cross referring. An individual can sign up with Citizens Advice Bureau and agree for their details to be shared with other named services to provide additional support. This model has allowed the sharing of information across a number of organisations who then pro-actively engage the person and keep records of the support delivered –

creating a genuine 'no wrong front door' approach. More VCSE groups are joining the system – and the Council are trialling a payment system which sees groups who pro-actively pick up a referral receive £20. This is to be grown organically and the team are already looking at something similar in terms of mental health.

It took too much time to engage with certain demographics, particularly ethnic minorities and Eastern European communities who prefer face to face contact to build trust, as opposed to online. This highlighted the issues with the governments 'Digital by Default' solution – making digital so easy that everyone uses it. But there are lots of families who can't afford broadband, there are others who can only afford 1 laptop to share amongst a family of 5.



Shaping Future Support

Over the course of this evaluation, we have reviewed 18 programmes either designed or adapted to support the Covid Recovery response in Norfolk and Suffolk. We have interviewed over 50 people who were involved in the response, and have consulted multiple documents, papers, processes, and strategies.

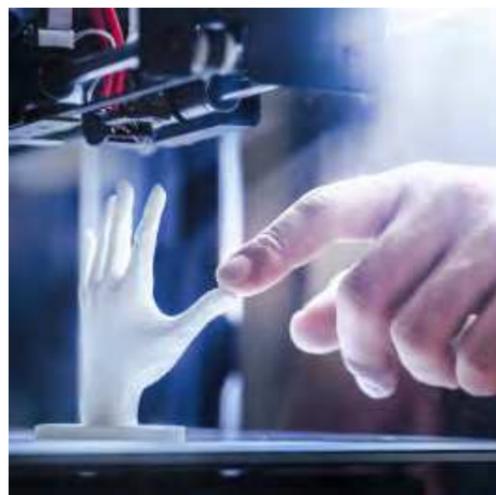
Our work has covered the themes of business support, skills and employability, the visitor economy, voluntary, community and social enterprise, and digital. Over the course of that work, we uncovered scores of examples of best practice, lessons learnt, strengths (and weaknesses), positive outcomes and life changing benefits.

We began to notice a pattern – and after spending some time analysing everything we’d learnt – we noticed that there were five key themes that consistently appeared, regardless of where we looked. We believe these five themes should form the foundations and guiding principles, not just for how C-Care programmes are designed, but for how the public sector and supply side approach project, programme, and service design across all areas.

Alongside these principles, there are of course specific learnings which are relevant to certain types of support. These can be found throughout this document, and in more detail in each of our deep dive and light touch reviews. But we believe that if the principles are adopted, best practice will follow – supporting C-Care practitioners to create ground breaking programmes that continue the path to Covid recovery.

Five Principles of C-Care Programme Design

Principle 1: Innovation



As we have already stated earlier in this report, Innovation is something the supply side often talks about, but is rarely visible in its processes, services, or culture. The public sector is risk averse, conscious of the financial or reputational damage if something is going wrong. The responsibility to 'protect the public purse' weighs heavy, and stifles creativity. As such, we see lots of programmes designed based on what went before, on conventional wisdom or custom and practice.

Under 'Business as Usual' conditions, individuals are rarely given the chance to be creative in their delivery, with much of their role prescribed to them. Fostering external connections is difficult

because of organisational 'silo' mentality. Often the public sector exhibit the very behaviours they are encouraging business to give up.

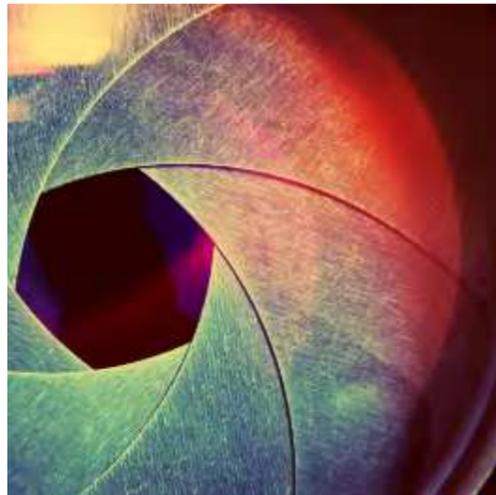
Innovation is at its most powerful when peoples' backs are against the wall. During the pandemic, we witnessed exactly why that is. We saw organisations set aside self-interest and individuals come together as teams with a shared vision, empowered to creatively explore and experiment with a beginners' mindset. Programmes were able to prototype, fail, learn from that failure, and iteratively improve. All within the context of a human centred approach – focussed on need, with a clear, shared vision.

The reason Innovation is principle number 1, and probably the key principle – is that it cuts across all activity, programme design, internal processes, administration, developing people, working with partners, management and governance, communication and more. The other 4 principles are all key facets of innovation - focussing on need, equipping (or empowering) staff, collaborating, measuring (and focussing) on impact. We feel they are so important, that they deserve to be highlighted as key principles in their own right – but they're all founded in innovation.

local fishers who were left without customers to sell their products to.

Five Principles of C-Care Programme Design

Principle 2: Focus on Need



There has long been an issue in public support, that the supply side almost always starts with the presumption that they know what the need is. This often results in doing something that can work for both sides – but might not be really addressing the root need. What we don't see is anything like the commercial behaviour of trying to get a deep understanding of the direct need of the business or individual, or the things that people expect of a service – quality, satisfaction, or delight.

What we witnessed in many covid responses was the opposite – we saw a pro-active approach to understanding need, whether it was calling up individuals about what they needed in their food parcels or

hosting engagement events during the design of the Go Digital project to understand the barriers to moving a business online (and then designing the programme to address that need).

Projects challenged existing rules and regulations to make support easier to access. They attempted to understand response times – a grant that may normally take 4-8 weeks to appraise was being done in no longer than 5 days.

We accept that the public sector is different – there is always more than one customer, and the funder, whether it's the EU Commission, UK Government or an intermediary, prescribes much of what is required. But during Covid, when the funder often got out of the way and handed

over more freedom and discretion to local teams, they were free to focus on need.

Retaining the focus on the need of the beneficiary, trying to understand the 'customer' better, and designing programmes, processes, and services with the beneficiary in mind can only improve the success of public support, and its perception on the ground.

Five Principles of C-Care Programme Design

Principle 3: Foster Collaboration



We believe that a positive effect of the pandemic in Norfolk and Suffolk was that people saw what could be achieved if they pulled together. They came up with inspirational missions “No one in need of food from any cohort is left without essential supplies”. They shared a vision and values, and they deepened their understanding of the wants and needs of those they are aiming to serve.

We saw the power of the wild card effect – when someone from outside the space comes in with a fresh pair of eyes and adds real value. We saw people talking to public health officials who had something they could influence. We saw individuals and teams from different

organisations work together, freed from the usual ‘local’ policy constraints, and step outside their organisational silos.

The pandemic also forced organisations to connect via video calls – something which was incredibly rare pre-Covid. This had a really positive effect on collaborative activity and is likely to continue now that everyone has adapted to working in this way.

It didn’t always work perfectly - little regard was given to the volume of collaboration which was required to fix the problem – and it was all done on a subconscious level. What determined the level of collaboration seemed to be

determined by pre-existing groups. In innovation terms there was no thinking about whether something was incremental or relative.

Nationally, Government designed schemes in isolation before announcing them to the Country. In some cases, we believe that partners constrained themselves by being less collaborative and more insular. World class organisations are open to learning from others, building open relationships, and working on shared goals. The public sector should seek to adopt some of these principles and continue to collaborate as effectively as they did during Covid.

C-CARE P3

Five Principles of C-Care Programme Design

Principle 4: Measure Impact



Traditionally the supply side are poor at understanding impact, with much of the focus on moving the resource and counting the outputs. But there is a responsibility to the tax payer to understand how their investment has been spent and what it has achieved. In the Covid response, we heard lots of anecdotal impact stories, but there was very little in terms of understanding the direct and indirect impacts on the business, individual or place. Too often programmes are focussed on features (how much money is available, what can it be spent on, who is eligible to apply) as opposed to the benefits. But the benefit is crucial – it's the bit that convinces people to buy things.

We know that measuring impact increases the burden on the very people you're trying to serve. But realistically – there is no excuse for not understanding what happened. Impact can be understood across several areas:

- Individual (confidence, knowledge transfer, skills)
- Business (R&D, Waste, Profitability, Survival)
- Economy (Jobs, GVA)
- Social (Environmental, Place, Disadvantaged groups)

- Understanding impact also helps on a number of levels:
- To quantitatively and qualitatively measure the success of an intervention
- To design more impactful programmes in the future
- To evidence success in order to secure future funding
- To build stronger marketing and communication messaging to highlight the benefit of an intervention

Five Principles of C-Care Programme Design

Principle 5: People Capability

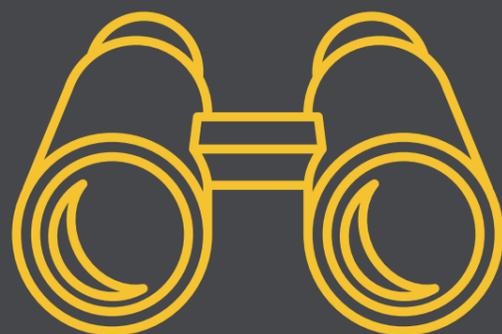


People are always your most important resource in any situation. Understanding what they need to not just do their job, but develop their career, has multiple benefits for delivery, and for recruitment and retention. There are some simple things that can be done, such as producing quality guidance, detailed briefing sessions on new projects, and ongoing development.

The 'Partnerships with People' framework is a great place to build a more holistic approach to the way in which people can thrive in any organisation. Its five paths to sustained success – Shared Goals, Shared Culture, Shared Learning, Shared Effort and Shared Information are best practice.

But the answer may also lie outside of the organisation – we saw good examples of this with the Food Supply Chain project in which The Lively Crew built a new supply chain when producers were left with millions of pounds worth of food at the start of Lockdown, and again, with the Fisheries project – which engaged a consultant to work with local fishers who were left without customers to sell their products to.

Evidence of the Principles in Delivery



Paying businesses in advance of need – huge impact on cash flow
(Focus on Need)

Independent appraisal – 2 out of 3 people to agree. Any challenges happened by email in first instance with an online meeting if required. This sped up the appraisal process, delighting customers. Companies receiving offers/payment in 1-2 weeks.
(Process Improvement – Innovation)

Creating good quality guidance for businesses and advisors is crucial – it reduces/eliminates errors, and the need for constant reworking of forms.
(People Capability / Process Improvement - Innovation)

Improve collection and dissemination of impact. It helps understand whether a scheme is working, and it provides content (case studies, statistics, benefits) for marketing the scheme to others.
(Measure Impact)

Combining revenue and capital can help ease pressure on companies, because it's almost impossible to make a capital investment without consuming revenue costs.
(Product Improvement - Innovation)

There is a preference to have more time during design to liaise with partners, host engagement or Q&A events with businesses, and spend more time with advisors to build understanding of the process.
(Focus on Need / People Capability)

Using experienced teams, with established processes – or working with teams in advance to ensure all processes are understood results in a more efficient project.
(People Capability / Innovation)

Different advisors have different strengths – and we should play more into those strengths. Advisors who are good at managing grant applications can make all the difference to a smooth application

process. Alternatively, train advisors in the application process properly before the project starts.
(People Capability / Innovation)

Businesses needed a joined-up approach to provision of support. Different organisations were sending out different messages or were hosting duplicate events.
(Collaboration)

Go Digital hosted two engagement events (attended by nearly 100 businesses) to understand need and help shape delivery. This not only helped design a programme that overcame the barriers, but also helped with acquisition – and the programme has always been oversubscribed.
(Focus on Need)

The Go Digital team have worked closely with the district teams, maintaining good relationships. Most districts have provided top up funds to the scheme.
(Collaboration)

The Go Digital team spend time matching advisors to companies. They also listen when a match goes wrong and are willing to rematch where necessary.
(Focus on Need)

Online delivery of business support has increased attendance levels at workshops and events. Different types of companies/individuals are attending – it overcomes some of the key barriers (time for businesses, transport for individuals) and has engaged more rural businesses. There are drawbacks – networking has decreased, and the interaction with peers – but this can, and has, been managed through good use of software, break out groups, and careful management.
(Product Improvement – Innovation, Focus on Need)

The employment platform is simple and effective – but is not very sophisticated or cosmetically attractive. This could turn people off from using it. A better system may be more usable, more accessible,

and more attractive.
(Product Improvement – Innovation)

There are a host of programmes delivering skills and employability support. The bigger problem is reaching the individuals – particularly those that are the hardest to reach. Investing in that may be more beneficial than investing in new schemes.
(Reach more Individuals – Focus on Need / Innovation)

Collaborating across the partnership would have helped in terms of getting the message out there, but also taking on some of the workload. In addition, collaborating with partners gives a better sense of everyone being in it together.
(Collaboration)

Kickstart could have done better at reaching out to young people, and particularly those who could self-serve.
(Focus on Need)

With Kickstart there was a lot of bureaucracy and early teething problems. Young people missed out on placements because of technicalities – which wasn't really in the spirit of what the scheme was trying to achieve. This happens all too often with public support, where there isn't enough discrepancy or appreciation of the real world.
(Tackling Bureaucracy – Innovation)

Kickstart did little consultation with the local areas before launching, and as such created a scheme which clashed with many local offers. Government then put pressure on local partners to refer to Kickstart as opposed to local schemes. All this does is make the support landscape more complex and the partnerships more fractured. Investment in reaching individuals would have been more welcome.
(Collaboration / Focus on Need)

There was a realisation that much of the data held by councils on its individuals was wrong – the process for maintaining that information

does not exist and needs to be improved.
(Process Innovation)

The food parcel project allowed the team to better understand the individuals living in the area. They found people who had gone under the radar, or who needed additional support. By engaging in the right way and visiting people, they uncovered needs that they didn't know existed. A Community Conversations Movement emerged as an important service in the community.
(Focus on Need / Collaboration / Innovation)

The Food project also helped the Council understand their own team better. There were a host of untapped or transferable skills in individuals that were highly beneficial.
(People Capability)

Collaborating with people from other teams really inspired, and it triggered lots of innovation – just having fresh eyes on something, and using people from different backgrounds, stimulated fresh ideas. This is much the same way that Global Design firm IDEO work – utilising different skill sets, professions, and backgrounds to solve problems and create new ideas.
(People Capability / Innovation / Collaboration)

When you devolve trust down to people, things get done much quicker and better. Allowing people to take risks, prototype solutions and learn from failure – it empowers people and creates ownership and passion.
(Innovation)

We have thought about the future and concluded:

- There won't be additional support
- The challenges will be largely the same (albeit there may be new attitudes to supply chains and individual constraints such as social distancing)



Summarised Recommendations

1. Increased innovation proficiency (knowledge, skills, tools) would be valuable whatever the future holds, it may have delivered better results in the pandemic, and it could deliver valuable thinking in the event of a future emergency. Effort should be invested in rethinking "normal" supply-side behaviour. Ask: is the innovation competence of public administrators sufficient?
2. With that in mind, organisations and local leaders should consider how they can provide their people with more freedom to act and let go of fears of experiment and rapid prototyping,
3. Local leaders should work to harness the culture engendered during the crisis
4. Everyone involved should recognise the power of genuinely integrated collaborative effort
5. Local partners could be even more ambitious in terms of innovation and excellence
6. Partners should continue to invest effort in achieving a deep understanding of beneficiary needs
7. Partners should continue to be open to new relationships and perspectives
8. HMG should be lobbied to create much better discussions around national scheme development
9. Government needs to appreciate that local partners have valuable knowledge and capability
10. Perhaps a pause in the preparation of new initiatives would increase their effectiveness
11. Partners should consider the creation of a post COVID Innovation Team tasked with identifying and transferring best practice in innovation and continuous improvement in public administration



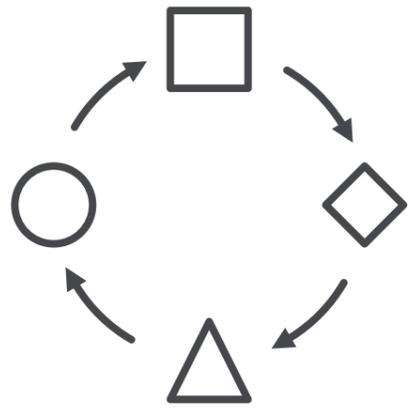
Survey Results

The survey has been sent to 90 individuals from the LEP, County and District Councils, Universities and Community Sector Organisations who played key roles in the management or delivery of the Covid response in the region. We have also used our own connections to seek the views of other organisations in the local area.



Practitioners Roles During the Pandemic

The survey demonstrated that over half of practitioners were working on a new initiative created to mitigate the effects of the pandemic in their thematic area. We also see that no one worked on a project that required only minor adaptations with 20% working a project that required significant modifications to become relevant in the response. The 22% of 'Other' responses includes practitioners who stated they were working in communications and grants schemes. One respondent was not employed by the organisation at the time.

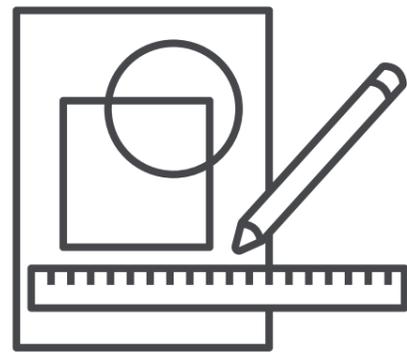


27%

Making **Significant** Adaptations to an Existing Initiative

0%

Making **Minor** Adaptations to an Existing Initiative



50%

Creating a New Initiative

23%

Other

Thematic Areas

Business Support

61%



Skills & Employability

14%



The Visitor Economy

14%



High Streets

7%



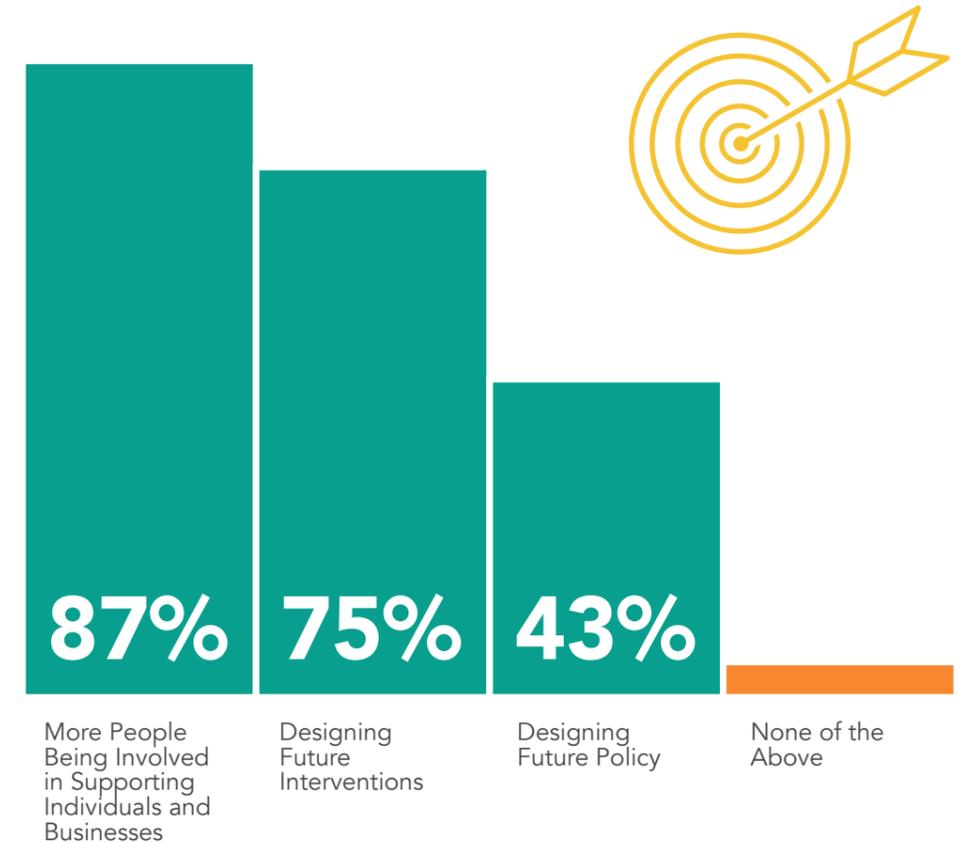
Community & Voluntary

4%



The Medium and Long-Term Impacts of Closer Regional Collaboration

70% of all respondents feel there will be medium and long-term impacts in at least two of the three choices provided which includes more people supporting businesses, and individuals and designing future interventions/policies.



A breakdown of survey respondents by Thematic Area.

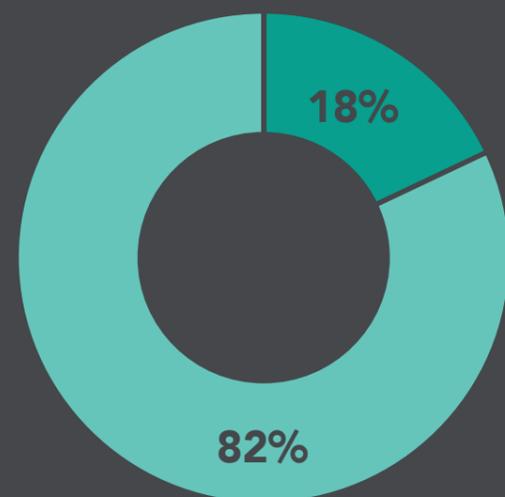


Theme Specific Survey Questions

Business Support

70% of survey respondents thought the New Anglia Growth Hub had the greatest positive impact during the pandemic. This was followed by the Businesses Resilience and Recovery Scheme (BRRS) at 56%, the Supply of PPE at 44% and Go Digital at 38%.

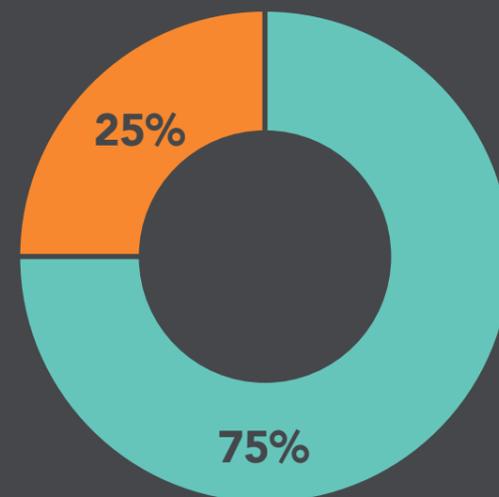
The Effectiveness of the Regions Approach in Supporting Business



Skills & Employability

The survey found that three quarters of respondents within this thematic area of Skills and Employability thought Bringing Employment and Skills Together (BEST) and the other Apprenticeship programmes had the greatest positive impact throughout the pandemic.

The Effectiveness of the Regions Approach in the Provision of Skills and Employability Initiatives



The Visitor Economy (Including High Streets)

We have only had two respondents to this thematic area, both thought the Tourism Recovery Plan and Welcome Back Fund had the greatest positive impact during the pandemic.

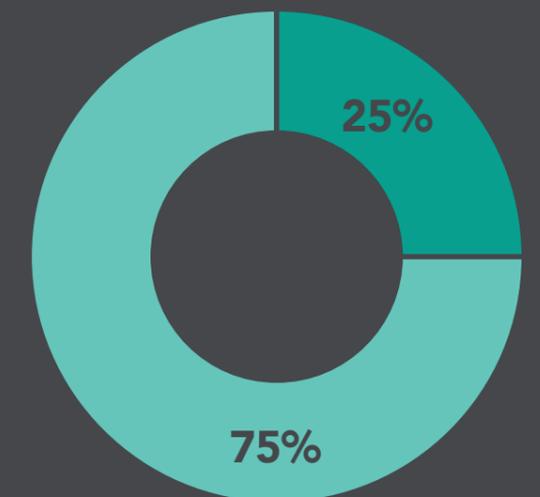
The Effectiveness of the Regions Approach in the Area of the Visitor Economy (Including High Streets)



Community and Voluntary Initiatives

Of the responses we received in this thematic area, there was a direct split with 50% reporting that both Coordinating the Food Supply Chain and the Food Parcel Project had the greatest positive impact during the pandemic. Two respondents also felt Neighbourhood Support Groups and Cross Sector Partnerships for the coordination of volunteer initiatives were effective during the response.

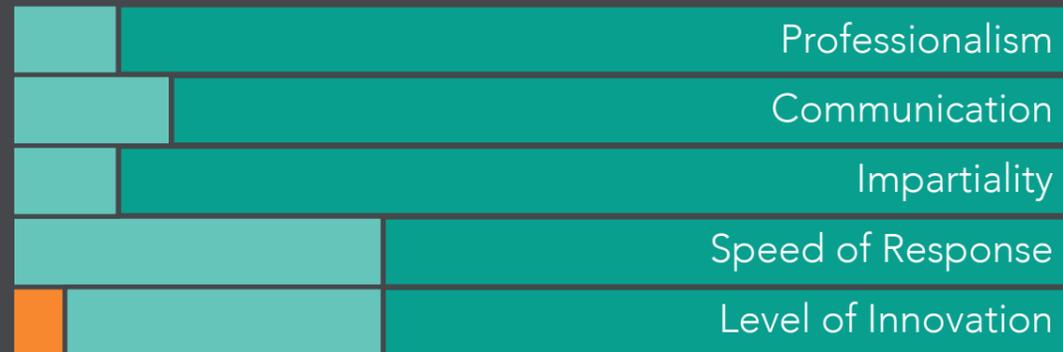
The Effectiveness of the Regions Approach in the Area of Community and Voluntary Initiatives



● Highly Effective
● Effective
● In-effective

Perceptions of New Anglia LEP, Collaborative Working and Effectiveness

The overall response in relation to perception of New Anglia LEPs in light of the pandemic is highly commendable. Only one respondent rated one aspect of team's performance (Level of Innovation) as poor/very poor with over three quarters saying professionalism (92%), communication (83%) and impartiality (87%) were all good/excellent.



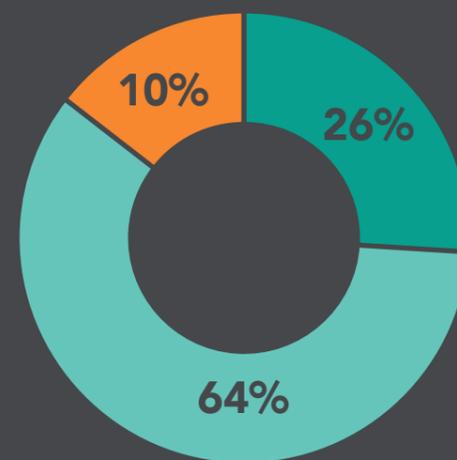
90%

of survey respondents reported joint working during the pandemic has **increased their likelihood to actively collaborate with the LEP in the future**. This includes a rating of a lot/completely from over half of practitioners.



The Effectiveness of New Anglia LEPs Response to the Pandemic

In regard to effectiveness, 90% of respondents score the LEP response as effective/highly effective.



- Highly Effective
- Effective
- In-effective

Lessons Learned

A key aspect of the survey was seeking to understand respondents' views on the lessons learned through the delivery of services and schemes during the pandemic. These findings have been broken down by Thematic Area where they were provided by respondents:

Business Support

- Praise for the Business Support Script and joined up approach at the start of the pandemic including the use of shared CRM systems
- Increasing the need to collaborate with a wide range of partners
- The ability to deliver interventions quickly with an element of flexibility in criteria
- Responsiveness in delivery and closer collaboration
- The minimisation of bureaucracy to improve response times
- Increased process efficiency due to the high pressure and quantity of applicants for schemes
- Collaboration on a coherent and accessible offer

Skills and Employability

- Partnership working
- Listening to business to truly understand their needs
- Flexibility and empowering business to allow them to decide what would work best for them
- Better knowledge of schemes, initiatives, and organisations in the region to effectively signpost business

Community and Voluntary Initiatives

- Formal/informal Neighbourhood Groups were extremely proactive and important to the region's response
- When encouraged to do so, communities, businesses and individuals can pull together and be effective
- Increasing partnership working to maximise impact



