

Business and Property Committee

Minutes of the Meeting held on Thursday, 18 January 2018 at 10:00 am in the Edwards room at County Hall

Present:

| | |
|---------------------------|--------------------|
| Mr K Kiddie (Chairman) | |
| Mr S Aquarone | Mr A Jamieson |
| Ms C Bowes | Mr F Eagle |
| Mr R Brame | Mr M Kiddle-Morris |
| M Chenery of Horsbrugh | Mr J Timewell |
| Mr D Douglas | Mrs K Vincent |
| Mr B Iles (Vice-Chairman) | Mrs C Walker |

The Chairman opened the meeting by wishing the Committee a Happy New Year and thanking them for their support in 2017.

1. Apologies and Substitutions

- 1.1 Apologies were received from Mr C Smith (M Chenery of Horsbrugh substituting). Mr Douglas had given apologies that he would be late to the meeting.

2. Minutes

- 2.1 The minutes of the meeting held on the 20 November and 11 December 2017 were **AGREED** as an accurate record and signed by the Chairman subject to an amendment to change "Town Centre Management Board" at paragraph 3.2 to "Area Management Board".

3. Members to Declare any Interests

- 3.1
- The Executive Director of Finance and Commercial Services declared a non-pecuniary interest as a Non-Executive Director of Equinox Enterprises at Great Yarmouth Borough Council;
 - Mr Jamieson declared a non-pecuniary interest as a Director of Norse;
 - Mrs Vincent declared a non-pecuniary interest as a NCC Shareholder Representative for Norse;
 - Mr Timewell declared a non-pecuniary interest as he was part of a company which rented property at Scottow Enterprise Park;

4. Urgent Business

- 4.1 The Chairman requested an update from the Executive Director of Finance and Commercial Services about Carillion; he confirmed that Norfolk County Council (NCC) had no contracts with Carillion. NCC owned part of Carillion through money invested in a ftse tracker fund as part of its pension fund but Officers had found this was £8000, a small amount of the total investment of the pension fund.

- 4.2 Mr Jamieson reported that Norse was actively pursuing contracts with local Councils that Carillion was working with to add to existing capability where relevant and appropriate.

5. Public Questions

- 5.1 A question and a supplementary question were received from Mr Cousens; see appendix A. The Chairman added that, if in future access to Newton House could be gained, this may afford the possibility to create a heritage site or room.

6. Member Questions

A question was received from Cllr Kemp; see appendix A. The Chairman added that a meeting was planned with NCC, LEP (New Anglia Local Area Partnership), Norwich City Council and Unilever on 3 February 2018 to continue with talks on this matter.

7. Verbal update/feedback from Members of the Committee regarding Member Working Groups or bodies that they sit on.

- 7.1 The Chairman updated members on:
- A meeting he attended in Great Yarmouth about the Energy Enterprise Zone involving NCC, universities, apprenticeship providers, training organisations, LEP, Sajid Javid and others. A presentation was given about the potential of Great Yarmouth and the renewable energies sector set there;
 - The “Sync the City” event in Norwich Cathedral sponsored by NCC and the University of East Anglia;
 - A visit to the Local Government Association headquarters in London with Officers to bid for Scottow for the awards process for Business Enterprise. He wished to publicly recognise Simon Coward and Sarah Rhoden’s presentation for this bid.
- 7.2 The Vice-Chairman had resigned from the Broads Authority before Christmas 2017.
- 7.3 Mrs Walker was disappointed to report that the Area Board Committee meeting planned for the 14 December 2017 had been cancelled.
- 7.4 Mr Brame reported that the Greater Thetford Development Partnership was now set up in a new format with a new Chairman and Vice Chairman; they had asked if the Chairman of Business and Property Committee could meet with them to discuss investment in the Gateway to Norfolk. He **agreed** to do so.

8. Agritech programme board

- 8.1 Ms Bowes had indicated her intention to step down from the Agritech Programme Board. Mr Eagle nominated himself for the role seconded by the Chairman.
- 8.2 The Committee **AGREED** to appoint Mr F Eagle as the Committee’s representative on the Agritech Programme Board.

9. Forward Plan and Delegated Decisions

- 9.1 The Committee reviewed and **NOTED** the forward plan and delegated decisions taken by officers.

9.2 Mr D Douglas arrived at 14:21pm

10. Economic Development update

- 10.1 The Committee received the report providing an overview of the work of the Economic Development team reflecting work being done at that time, the ambition to plan work around national strategy, industrial strategy and Brexit and around securing funding.
- 10.2.1 Update was requested on LEADER funding available through the rural development plan. The Interim Head of Economic Development reported that the department was ahead of spend profile in 3 of the 5 Local Action Group (LAG) areas and behind in the 2 new ones; it was the first time County-Wide coverage had been achieved. An expected additional £3m funding announcement for the programme had not been received. Cllrs could help by promoting the funding and website.
- 10.2.2 It was noted that the Borough Council of King's Lynn and West Norfolk (BCKLWN) had also been part of the Greater Cambridgeshire Greater Peterborough (GCGP) LEP area from the outset. The GCGP LEP had now been absorbed into the office of the Mayor which in future would only focus on its core area. Going forward the BCKLWN would fall solely within the New Anglia LEP; the impact of this was queried. The Interim Head of Economic Development clarified that there was no impact of these changes since economic partnerships did not control LAG money coming into NCC from Defra through the LEADER programme.
- 10.2.3 Support for companies seeking to transition from oil and gas to renewable energy was queried. The Economic Development Manager clarified he was part of a task group set up and chaired by the LEP, which included Brandon Lewis MP, when the oil and gas crisis hit in 2016. One of the outcomes was the establishment of an oil and gas transition fund for companies wanting to diversify into the renewable energy sector or another sector such as transport, utilities or engineering; around 10 grants had been awarded but he believed the oil and gas sector was starting to recover and the need for this grant was diminishing.
- 10.2.4 Mr Timewell queried how NCC could improve business in Norfolk, how dynamic and innovative they were in their approach and willingness to attract companies; he proposed that Officers brought a report and proposal for a stronger Economic Development department tasked with bringing more development to Norfolk. The Interim Head of Economic Development discussed how funding was used for business and job creation, encouraging more highly paid jobs and to attract inward business; lagging performance in wage levels would be tackled through attracting higher level jobs. He acknowledged more could be done but recognised the limitations of the resources available.
- 10.2.5 The Apprenticeships Training Agency was now set up, run by Traac, aimed at young people in care and with significant educational and learning difficulties. The first cohort would be recruited in the next 4-6 weeks and a pilot would run for a year to 18 months to identify if the model was suitable for the cohort.
- 10.2.6 Apprentices would be employed by Traac and apprenticeships available Norfolk wide. Some of the cost paid to employers as apprenticeship contribution by NCC would include transport costs for apprentices.

an amendment to these minutes was made at the meeting of the 3 July 2018. Please see the minutes of that meeting to see the amendment made

- 10.2.7 The Interim Head of Economic Development clarified that targets shown in table 2 of the report were long term and reviewed annually. Regular meetings were held about the delivery strategy, which would be brought to the Committee when finalised.
- 10.2.8 It was **suggested** that Officers considered how to make information easily available to SMEs (Small and Medium (business) Enterprises).
- 10.2.9 **The Norfolk Infrastructure Delivery Plan stated the Norwich North East Link Rd, also known as the East-West link road, was ready to proceed with a start date of 2017. Mrs Vincent requested, as the date had passed, that an update was given. This road infrastructure was not only essential to deliver planned housing growth north of Norwich but also link employment centres at Norwich Airport and Broadland Business Park**; the Interim Head of Economic Development **agreed** to bring detail on progress of this at a later date.
- 10.3 The Committee **NOTED** the ongoing work of the Economic Development team.

11. Key economic sector developments in Norfolk – Inward Investment Activity

- 11.1 The Committee discussed the report providing an overview of Norfolk County Council's approach to attracting and retaining investment
 - 11.2.1 It was suggested that parts of the Norwich Research Park were not accessible via public transport; the Economic Development Manager reported that infrastructure investment would be undertaken as development progressed, which would include improvements to current public transport provision as well as walking and cycling; complex funding issues needed to be overcome to enable further development on the site. He **agreed** to provide further information to Mr Douglas on this issue. Officers had been encouraging the Research Park to consider travel for the site as part of their infrastructure package and had already funded infrastructure changes for public transport, walking and cycling.
 - 11.2.2 It was **suggested** that a bus link between Kings Lynn and Hunstanton was added into the infrastructure plan.
 - 11.2.3 The Economic Development Manager confirmed that Kings Lynn and Lowestoft Ports were owned by ABP (Associated British Ports); having spoken in 2017 with a director of ABP, it was clear that they understood the capabilities of their ports.
 - 11.2.4 It was confirmed that 5 property acquisitions had been made by the Great Yarmouth Development Company on the South Denes in the past year and no compulsory purchase orders had been made; a meeting of the board was being arranged.
 - 11.2.5 Officers had looked at redevelopment and investment on Norwich Airport site, and lobbied for resurrection of the redevelopment scheme to establish new bus routes.
- 11.3 The Committee **NOTED** the contents of the report.

12. Scottow Enterprise Park – vision for future development

- 12.1.1 The Committee received the report seeking Member's views on potential future projects in the context of developing the future direction of the site, and heard a presentation (see appendix B).
- 12.1.2 The Executive Director of Community and Environmental Services requested the Committee's thoughts, aspiration and concerns to support with bringing together the business case.

- 12.1.3 The Managing Director of Hethel Innovation gave a presentation, see Appendix B:
- 65% businesses were in STEM (science, technology, engineering and maths);
 - The Managing Director of Hethel Innovation updated members on changes to the Scottow Enterprise Park team;
 - There were now approximately 100 tenants on the site;
 - It was necessary to meet Energy Performance Certificate ratings of E and above;
 - There was a target to achieve 500 jobs on site in 2018;
 - Large, difficult to rent buildings, would be split into small offices as this had been shown to have a higher level of success in occupancy;
 - Space was now becoming limited so there were plans to build more buildings;
 - Capital grant funding was being sought;
- 12.2 The Managing Director of Hethel Innovation confirmed that photos of RAF personnel from the land's previous use as an RAF base were displayed on the Scottow site. The Hamlet had been removed when the RAF moved from the site but it was being investigated whether the Front House could be purchased to create a heritage site.
- 12.3 Mrs Walker **proposed** that the Committee commend the report as received. The Committee **AGREED** the proposal.
- 12.4 The Committee **CONSIDERED** and **COMMENDED** the approach and potential future projects set out in this report.

13. Disposal, Acquisition and Exploitation of Properties

- 13.1 The Committee received the report outlining proposals for exploiting properties surplus to operational requirements, pro-actively releasing property assets with latent value where the operational needs can be met from elsewhere and strategically acquiring property to drive economic growth and wellbeing in the County
- 13.2.1 The Bircham Covenant was queried; the Head of Property clarified that a detailed title search was needed after which Officers would write to any holders of the Covenant. The schedule to get section 71 consent could be lengthy.
- 13.2.2 The Chairman **proposed** to take all 11 recommendations together unless any concerns were raised by Members.
- 13.2.3 The Head of Property reported that the asset at recommendation 10 had increased in value from 50p per sq ft to £3 per sq ft.
- 13.2.4 The property team had been looking at the most economically viable methods of disposal for those previously agreed by Committee.
- 13.2.5 A column showing the final sale figure of each disposal was **requested**. The Head of Property **agreed** to bring this on a quarterly basis.
- 13.3 The Committee:
- i) **FORMALLY DECLARED** Abbott Farm Barns, Binham surplus to County Council requirements and **INSTRUCTED** the Head of Property to dispose of the property. In the event of a disposal receipt exceeding delegated limits the Head of Property in consultation with the Executive Director of Finance & Commercial Services and Chair of Business and Property Committee is authorised to accept the most advantageous bid and report the fact at a subsequent Business and Property Committee meeting.

- (ii) **ENDORSED** the amendment to the boundaries of the previously disposed land adjoining Low Farm Buildings, Postwick Lane – Brundall
- (iii) **FORMALLY DECLARED** the Land at Brancaster Road, Docking surplus to County Council requirements and **INSTRUCTED** the Head of Property to dispose of the property. In the event of a disposal receipt exceeding delegated limits the Head of Property in consultation with the Executive Director of Finance & Commercial Services and Chair of Business and Property Committee is authorised to accept the most advantageous bid and report the fact at a subsequent Business and Property Committee meeting.
- (iv) **FORMALLY DECLARED** this parcel of land rear of Rear of Church Road, Hilgay surplus to County Council requirements and **INSTRUCTED** the Head of Property to dispose of the property to the adjoining owner. In the event of a disposal receipt exceeding delegated limits the Head of Property in consultation with the Executive Director of Finance & Commercial Services and Chair of Business and Property Committee is authorised to accept the most advantageous bid and report the fact at a subsequent Business and Property Committee meeting.
- (v) **FORMALLY DECLARED** Oaklands Farm House, Sidegate Road, Hopton on Sea surplus to County Council requirements and **INSTRUCTED** the Head of Property to dispose of the property. In the event of a disposal receipt exceeding delegated limits the Head of Property in consultation with the Executive Director of Finance & Commercial Services and Chair of Business and Property Committee is authorised to accept the most advantageous bid and report the fact at a subsequent Business and Property Committee meeting.
- (vi) **FORMALLY DECLARED** the Land at Martham Estate, amounting to 8.22 acres, surplus to County Council requirements and **INSTRUCTED** the Head of Property to dispose of the property. In the event of a disposal receipt exceeding delegated limits the Head of Property in consultation with the Executive Director of Finance & Commercial Services and Chair of Business and Property Committee is authorised to accept the most advantageous offer and report the fact at a subsequent Business and Property Committee meeting.
- (vii) **FORMALLY DECLARED** this parcel of land rear of 5/6/7 Blanks Close, Mautby surplus to County Council requirements and **INSTRUCTED** the Head of Property to dispose of the property to the adjacent owner for £46,000.
- (viii) **FORMALLY DECLARED** Part of Covert Farm (also known as Decoy Farm), Woodland Area, Mautby surplus to County Council requirements and **INSTRUCTED** the Head of Property to dispose of the property to tenant A. In the event of a disposal receipt exceeding delegated limits the Head of Property in consultation with the Executive Director of Finance & Commercial Services and Chair of Business and Property Committee is authorised to accept the most advantageous offer and report the fact at a subsequent Business and Property Committee meeting.
- (ix) **FORMALLY DECLARED** the Land at Back Lane, Rollesby surplus to County Council requirements and **INSTRUCTED** the Head of Property to dispose of the property to the licensee. In the event of a disposal receipt exceeding delegated limits the Head of Property in consultation with the Executive Director of Finance & Commercial Services and Chair of Business and Property Committee is authorised to accept the most advantageous offer and report the fact at a subsequent Business and Property Committee meeting.
- (x) **AUTHORISED** the Executive Director of Finance and Commercial Services Head of Property to arrange for NCC to enter in to a lease with Swift Aircraft Ltd for hanger 2 at Scottow Enterprise park.

(xi) **FORMALLY DECLARED** Wash Farm Premises, Dexter Road, Stow Bardolph surplus to County Council requirements and **INSTRUCTED** the Head of Property to dispose of the property. In the event of a disposal receipt exceeding delegated limits the Head of Property in consultation with the Executive Director of Finance & Commercial Services and Chair of Business and Property Committee is authorised to accept the most advantageous offer and report the fact at a subsequent Business and Property Committee meeting.

(xii) **NOTED** the progress of the property disposal programme.

14. Finance Monitoring

- 14.1 The Committee received the report providing them with information on the budget position for services reporting to Business & Property Committee for 2017-18.
- 14.2 The Executive Director of Finance and Commercial Services reported that a modest underspend was expected for the year 2017-18. To date, £10m of the capital budget had been spent which was deemed positive.
- 14.3 The Committee **NOTED** the report.

15. Performance Management

- 15.1 The Committee received the third performance management report based upon the revised Performance Management System.
- 15.2.1 It was suggested that Officers worked with SME's regarding apprenticeship work.
- 15.2.2 It was suggested that financial yield shown against value would be helpful. The Executive Director of Finance and Commercial Services confirmed this would be relevant for some portions of the estate but would not be suitable for others.
- 15.3 The Committee **REVIEWED** and **AGREED** the performance data, information and analysis presented in the vital sign report cards.

16.1 Strategic and Financial Planning 2018-19 to 2021-22 & Revenue Budget 2018-19

- 16.1.1 The Committee received the report setting out proposals to inform Norfolk County Council's decisions on council tax and contribute towards the Council setting a legal budget for 2018-19.
- 16.1.2 The Executive Director of Finance and Commercial Services highlighted to Members proposals B&P001 "Return from property development company – Repton Property Developments Ltd", B&P002 "Property further centralisation of existing property budgets in services will allow maximisation of savings opportunities" and P&R027/P&R058/P&R060 "property savings".
- 16.2.1 Mrs C Walker had reservations about taking money from the investments and projects as proposed in the report, and asked for it to be noted that she agreed the recommendations with these reservations.
- 16.3 The Committee duly:
 - 1) **NOTED** the new corporate priorities – Norfolk Futures – to focus on demand

management, prevention and early help, and a locality focus to service provision as set out in section 2 of this report.

2) **CONSIDERED** and **AGREED** the service-specific budgeting issues for 2018-19 as set out in section 5 of this report.

3) **CONSIDERED** and **COMMENTED** on the Committee's specific budget proposals for 2018-19 to 2021-22, **NOTING** the findings of public consultation in respect of the budget proposals set out in section 8 of this report.

4) **CONSIDERED** the findings of equality and rural impact assessments detailed in section 9 of this report and in doing so, **NOTED** the Council's duty under the Equality Act 2010 to have due regard to the need to:

- Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act;
- Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
- Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

5) **CONSIDERED** and **AGREED** any mitigating actions proposed in the equality and rural impact assessments;

6) **CONSIDERED** the recommendations of the Executive Director of Finance and Commercial Services, and:

- a. **RECOMMENDED** to Policy and Resources Committee that the Council's budget includes an inflationary increase of 2.99% in council tax in 2018-19, within the council tax referendum limit of 3.0% for 2018-19;
- b. **NOTED** that the Council's budget planning includes an increase in council tax of 3.0% for the Adult Social Care precept in 2018-19, meaning that no increase in the Adult Social Care precept would be levied in 2019-20.

7) **AGREED** and **RECOMMENDED** to Policy and Resources Committee the draft Committee Revenue Budget as set out in Appendix 4 including all of the savings for 2018-19 to 2021-22 as set out.

For consideration by Policy and Resources Committee on 29 January 2018, to enable Policy and Resources Committee to recommend a sound, whole-Council budget to Full Council on 12 February 2018.

8) **AGREED** and **RECOMMENDED** the Capital Programmes and schemes relevant to this Committee as set out in Appendix 5 to Policy and Resources Committee for consideration on 29 January 2018, to enable Policy and Resources Committee to recommend a Capital Programme to Full Council on 12 February 2018.

17. Risk Management

17.1 The Committee considered the report providing the Committee with the latest departmental level property risks as at January 2018 following the latest review conducted in December 2017.

17.2 The Risk Management Officer updated the Committee on risk RM14200, "failure to meet NCC carbon reduction target"; the target date was 2020, and progress was monitored on a quarterly basis. The Risk Management Officer **agreed** to verify details on the target and progress towards meeting it and report back to the Committee.

17.3 The Committee **CONSIDERED** and **AGREED**:

- a) the risk reported by exception (in paragraph 2.2 and Appendix A of the report), and the other departmental risks relating to Property (in Appendix D of the report);
- b) that the recommended mitigating actions identified in Appendix A of the report are appropriate.

18. Land Acquisition process – Norwich Distributor Road (NDR)

- 18.1.1 The Committee received the report reviewing and clarifying the process for remaining purchases.
- 18.1.2 The process for land acquisition for road schemes was formulaic and likely to involve lots of small acquisitions in excess of 100. Therefore the report recommended delegating these to the Executive Director of Community and Environmental Services in order to avoid lots of small acquisitions coming to Committee.
- 18.2 The Committee **AGREED** to delegate responsibility for all land acquisition decisions for the NDR scheme to the Executive Director of Community and Environmental Services, in consultation with the Head of Property, Executive Director of Finance and Commercial Services, Chair of Business and Property Committee and Chair of Environment Development and Transport Committee.

19. Exclusion of the public

- 19.1 The Committee **AGREED** to exclude the public for discussion of items 20, County Farms Estate Management Update, and 21, Exempt Minutes.
- 19.2 Mr Jamieson left the meeting at 15:50

20. County Farms update

- 20.1 The Committee received the report by the Executive Director of Finance and Commercial Services.
- 20.2 The Committee **AGREED** the recommendations set out in the report.

21. Exempt Minutes

- 21.1 The exempt minutes were agreed as an accurate record and signed by the Chairman.

The Meeting ended at: 16:10

**Mr Keith Kiddie, Chairman,
Business and Property Committee**



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MEMBER/PUBLIC QUESTIONS TO BUSINESS AND PROPERTY COMMITTEE : THURSDAY 18 JANUARY 2018

5. PUBLIC QUESTIONS

5.1 Question from Mervyn Cousens

In the year that the Royal Air Force celebrates its centenary, it is vital for Norfolk that plans are made for former RAF Coltishall to ensure that the county provides and encourages public understanding of RAF Coltishall's role and its uniquely special place in Norfolk. It should also ensure that the site remains a key asset in the cultural and historical heritage of the county. It would therefore be helpful to understand what use the Council is making of the several recognised groups (including the RAF Station Coltishall Heritage Trust, SoCA and others) to secure and develop a permanent location on the site to house the RAF Coltishall Heritage Collections.

Response by Chairman of B&P Committee

We recognise the historical and heritage importance of the area, and continue to be committed to promoting and celebrating this in an appropriate way. We are part of a strategic heritage partnership with the Spirit of Coltishall Association, through which we are planning a number of events to commemorate and celebrate the history/heritage of RAF Coltishall in 2018. We will also continue to hold heritage open days and continue to develop the web based virtual tour on our website at <http://www.scottowenterprise.com/heritage/>.

5.2 Supplementary Question from Mervyn Cousens

Will the committee confirm that it supports the aim of establishing a heritage centre at former RAF Coltishall with a view to educating the public in the history of RAF Coltishall and has or will establish a full working dialogue with all interested Heritage and community groups (including the RAF Station Coltishall Heritage Trust SoCA, and others) that have a vested interest in such a worthwhile project.

Response by Chairman of B&P Committee

The focus of Scottow Enterprise Park is on supporting business and economic development in Norfolk, in particular through start-ups and advanced engineering and high value manufacturing.

At this stage, there is no building on the Park suitable to use for a heritage centre, or similar. You will see that the Business and Property Committee is considering a report at the meeting today on the vision for the site. This includes reference in section 4.5 to potential future uses for buildings currently outside the boundary of Scottow Enterprise Park, including Newton House. It is possible that Newton House may be able to

incorporate a small heritage centre of some type, and is in a suitable location. However, the County Council does not own or have access to this building.

6. MEMBER QUESTIONS

6.1 Question from Cllr Alexandra Kemp

Norfolk is the County of the Future, through its strategic major ports and access to international export markets, through its quality of life as a place to work and grow; and through its developing infrastructure invested in by Norfolk County Council; would the Committee call on Britvic and Unilever to transform plans that risk West Norfolk jobs, as well as Norwich jobs and would take £16 million in spending power out of the local economy, and ask them instead to stay in the heart of Norwich where they both belong?

Response by Chairman of B&P Committee

The County Council, along with its partners the City Council and the Local Enterprise Partnership have had regular and open dialogue with both Britvic and Unilever since the announcement last year. We have also met with growers' representatives. Our aim was to retain the jobs of workers at the plant and maintain the strong brand presence in Norfolk. We asked them to stay.

Britvic chose to close their operation here and do not believe there is any alternative outcome that could be achieved. Subsequently, the much-publicised issues that Unilever faces have led to their decision to relocate some of their functions to Burton-on-Trent and Germany.

I believe we presented the strongest case possible and I am as disappointed as anyone that we were unable to compete with the alternative options. However, there are a number of positives to be drawn from the outcome, not least the commitment by Unilever to continue to source local mustard and mint, retaining some of the Unilever operations in the Norwich area, working with local landowners and developers.

We will continue to work with the growers and with Unilever to offer whatever support we can to them, affected supply chain businesses and most importantly the staff who will unfortunately lose their jobs.



START OF THE JOURNEY

HISTORY

- 1938 PLANS FOR SCOTTOW AIRFIELD ANNOUNCED
- BECAME FIGHTER STATION IN JUNE 1940
- 1950S / 1960S RAF COLTISHALL DESIGNATED A V BOMBER DISPERSAL AIRFIELD
- 1974 LIGHTNINGS LEAVE AND SEPECAT JAGUARS ARRIVE
- 1987 CONCORDE LANDS
- BASE CLOSED ON 30TH NOV 2006 AFTER 66 YEARS SERVICE
- 2009 SITE PASSED TO MINISTRY OF JUSTICE & HMP BURE BUILT
- REMAINDER OF SITE PURCHASED BY NORFOLK COUNTY COUNCIL IN 2012
- SCOTTOW ENTERPRISE PARK OPENED IN 2013

0 SITE PURCHASE



PHASED DEVELOPMENT



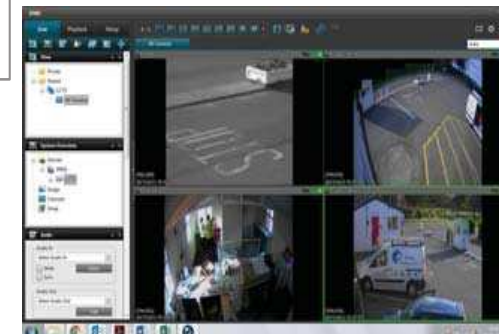
| KEY PHASES | | KEY OBJECTIVES | | |
|------------|-----------------------|---|---|--|
| 1 | BUILD THE FOUNDATIONS | REPAIR / REBUILD INFRASTRUCTURE & BUILDINGS | EMBED ROBUST & EFFECTIVE SYSTEMS | RECRUIT SKILLED, FLEXIBLE & ADAPTABLE TEAM |
| 2 | MARKET THE OFFER | DEVELOP CLEAR VISION & OFFER | RUN BUSINESS OPEN DAYS / VISITS / CONSULTATION | DELIVER EFFECTIVE COMMUNICATION THROUGH NEWSLETTERS / WEB / SOCIAL MEDIA |
| 3 | ENCOURAGE ENTERPRISE | DELIVER STARTUP MASTERCLASSES & ENTERPRISE OPEN DAYS | LAUNCH ON SITE INCUBATION SPACES | LAUNCH NORTH NORFOLK MANUFACTURING GROUP & GROWTH SUPPORT PROGRAMS |
| 4 | ENGAGE COMMUNITIES | WITH SOCA PARTNER DELIVER HERITAGE INVESTMENT & DELIVERY PLAN | DELIVER SCHOOL / COLLEGE / UNIVERSITY ENGAGEMENT PROGRAM | OPERATE COMMUNITY & ENTERPRISE FUNDS |
| 5 | NEW BUILD EXPANSION | UNDERTAKE SITE MASTERPLAN | BUILD TO MEET DEMAND OF GROWING BUSINESSES | DEVELOP ASSOCIATED SERVICES & FACILITIES |
| 6 | AN ENGINE OF GROWTH | SUPPORT BUSINESSES CREATING INNOVATION & TECHNOLOGY PLATFORMS | FACILITATE COLLABORATIONS BETWEEN BUSINESSES & ACADEMIA / RESEARCH INSTITUTIONS | PILOT SCIENCE, RESEARCH & TECHNOLOGY PROJECTS |

1 BUILD THE FOUNDATIONS

REPAIR & REBUILD INFRASTRUCTURE

ACTIONS COMPLETED

- NEW WATER SYSTEM INSTALLED TO 47 BUILDINGS
- 122 ASBESTOS SURVEYS COMPLETED (TARGET: 129)
- ASBESTOS REMOVED FROM 9 OF 14 BUILDINGS
- PHASE 1 & 2 PV FARM INSTALLED
- REPAIRS TO 11000V HIGH VOLTAGE SYSTEM
- INSTALLED NEW GAS SYSTEM
- SECURITY PHASE 1 INSTALLED
- DEMOLITION OF CIRCA 12 PORTACABINS



REPAIR & REBUILD INFRASTRUCTURE



NEXT ACTIONS

- INSTALL BATTERY STORAGE
- FURTHER REPAIRS 11000V HIGH VOLTAGE SYSTEM
- INSTALL PHASE 2 SECURITY
- INSTALL ADDITIONAL SIGNAGE & BARRIERS
- DEMOLITION OF REMAINING 2 BUILDINGS



1 BUILD THE FOUNDATIONS

REPAIR BUILDINGS

ACTIONS COMPLETE

- 121 UNITS HAVE BEEN BROUGHT BACK TO LIFE
- TARGET IS TO REPAIR IN TOTAL 140 UNITS IE 550,000 SQFT OF OFFICE / LAB / WORKSHOP SPACE
- THERE IS AN ADDITIONAL 5 YARDS THAT ARE BEING CLEANED UP
- A SMALL CONTAINER PARK IS BEING IDENTIFIED
- SO FAR, THE SEP TEAM HAS SPENT JUST OVER £700K IN MAKING 121 UNITS LETTABLE IE £5800 PER UNIT

ACHIEVEMENTS

- 86% OCCUPIED
- 390 PERSONS EMPLOYED
- 99 TENANTS



HANGAR 2
REFURBISHMENT



1 BUILD THE FOUNDATIONS

REPAIR BUILDINGS



1 BUILD THE FOUNDATIONS

GROW THE TEAM

SCOTTOW ENTERPRISE TEAM

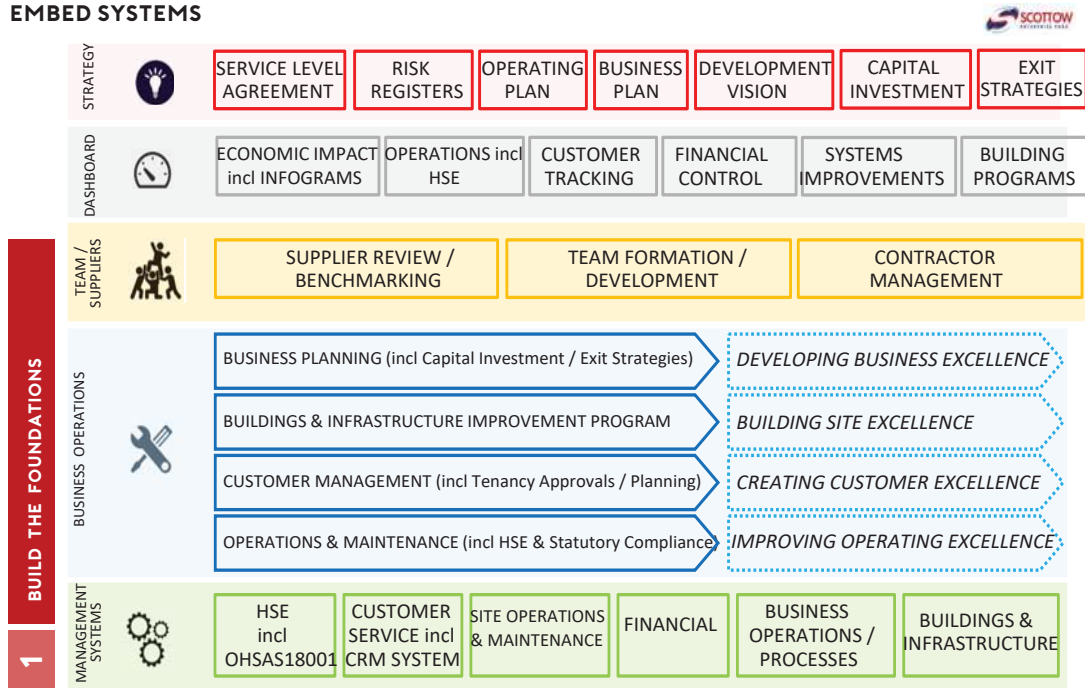
- ELIOT SOUTHAM – BUSINESS COORDINATOR
- PETER KERRISON – PLANNING / FUNDING BIDS / SYSTEMS
- PETER GARROD – ENGINEERING & INFRASTRUCTURE MANAGER
- SAM CURRAL – OPERATIONS MANAGER



SUPPORTED BY HETHEL INNOVATION TEAM AT HETHEL ENGINEERING CENTRE

1 BUILD THE FOUNDATIONS

EMBED SYSTEMS



THE VISION

SCOTTOW ENTERPRISE PARK VISION

- CREATE A SECURE BUSINESS PARK
- RESPECT & GAIN VALUE FROM THE CONSERVATION & HERITAGE VALUE OF THE SITE
- FOCUS ON ENTERPRISE & STEM SECTOR GROWTH
- PROVIDE INCUBATION & GROW ON SPACE
- DELIVER BUSINESS STARTUP & BUSINESS GROWTH PROGRAMS
- ENCOURAGE ENGAGEMENT WITH LOCAL COMMUNITY GROUPS
- INSPIRE FUTURE GENERATIONS OF ENTREPRENEURS & INNOVATORS
- CONNECT TO GROWTH CORRIDORS AND BUILD ADDITIONAL CAPACITY
- SEEK TO MINIMISE THE ENVIRONMENTAL IMPACT OF CURRENT & FUTURE INFRASTRUCTURE & BUILDINGS GROWTH
- BE AN ECONOMIC ENGINE OF GROWTH IN NORTH NORFOLK
- DELIVER FINANCIAL RETURNS TO SHAREHOLDER



COMMUNICATING THE OFFER

ACTIONS COMPLETED

- RUN MORE THAN 12 ENTERPRISE OPEN DAYS
- HOSTED VISITS FROM PRINCESS ANNE & SHERIFF OF NORWICH
- SECURED LOTS OF STORIES IN LOCAL MEDIA, SUCH AS EDP & RADIO NORFOLK

ENTERPRISE OPEN DAY + DROP-IN SESSION

Norfolk's Scottow Enterprise Park shortlisted in local government awards

Start-ups flourish on park

Savvy Mums Business aims to help women create their ideal job to fit around the family

WEB SITE / ENEWSLETTERS / EMAGS

ACTIONS COMPLETED

- WWW.SCOTTOWENTERPRISEPARK.COM WEB SITE CREATED
- ENEWSLETTERS GOING OUT QUARTERLY AND SEP EMAG GONE OUT TO TENANTS

SCOTTOW ENTERPRISE PARK UPDATE - DEC '18

SEP PERFORMANCE CONTINUES TO SOAR

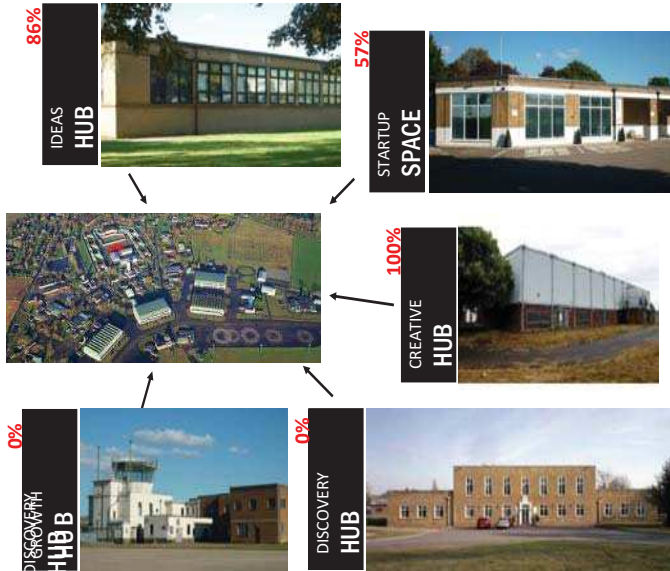
| | | | |
|----------|----------|---------|-----------|
| 390 | 22 | 99 | 86% |
| EMPLOYED | STARTUPS | TENANCY | OCCUPANCY |

- With the help of our startup masterclass programme, Activate, SEP have now facilitated 22 startups.
- The next Startup Masterclass Program: Activate is running for four sessions starting 1st March 2018 ... contact SEP team for more info or register [here](#)
- There are now 390 persons employed on site since opening
- SEP has now achieved 86% occupancy and has 99 businesses in tenancy

BUILDING INCUBATORS

ACTIONS COMPLETED

- IDEAS HUB UP & RUNNING
- STARTUP SPACE SECURED CAPITAL FUNDING & WILL BE FINISHED MAR 18
- CREATIVE HUB UP & RUNNING WITH OCTOBER FILMS
- GROWTH HUB GOES LIVE JAN 18
- DISCOVERY HUB WILL BE LAUNCHED IN Q2 18
- MORE HUBS TO FOLLOW ...



3 ENCOURAGE ENTERPRISE

3

DELIVERING SUPPORT

ACTIONS COMPLETED

- SEP IS PART OF NEW ANGLIA LEP'S ENTERPRISE ZONE, AND AS A RESULT HAS SECURED £2.9M OVER THE NEXT 25 YEARS
- ENTERPRISE ZONE STATUS GIVES MANY TENANTS ZERO BUSINESS RATES FOR 5 YEARS
- MONTHLY ENTERPRISE OPEN DAYS
- QUARTERLY STARTUP MASTERCLASS PROGRAMS IE ACTIVATE
- ACTIVATE WILL BE RUNNING SOON AT CROMER LIBRARY
- LAUNCH OF NORTH NORFOLK MANUFACTURING GROUP
- START OF INNOVATE TRAINING PROGRAM, HELPING BUSINESSES LEARN HOW TO INNOVATE ...
- DURING NEXT EASTER HOLIDAY WILL DELIVER ENTERPRISE BREAKTHROUGH PROGRAM WITH STUDENTS



3 ENCOURAGE ENTERPRISE

3

ENGAGING STUDENTS & SCHOOLS

ACTIONS COMPLETED

- STUDENT STEM BREAKTHROUGH PROGRAM BEING LAUNCHED IN 2018
- FORMULA GOBLIN EVENT SUCCESSFULLY RUN IN 2017 ... TO BE REPEATED IN 2018
- TEACHER TRAINING WORKSHOPS DELIVERED AT SEP



4 ENGAGE COMMUNITIES

4



RESPECTING THE PAST

4 ENGAGE COMMUNITIES

ACTIONS COMPLETED

- SEP HAS SIGNED AN MOU WITH THE SPIRIT OF COLTISHALL ASSOCIATION ... TO WORK TOGETHER TO RESPECT AND CELEBRATE THE HISTORY AND HERITAGE OF THE SITE
- SEP IS NOW DEVELOPING A HERITAGE INVESTMENT PLAN
- ANNUAL HERITAGE TOURS ARE DELIVERED IN PARTNERSHIP WITH SOCA
- HISTORICAL AND HERITAGE RELATED ASPECTS OF CERTAIN BUILDINGS ARE BEING SYMPATHETICALLY REPAIRED / REFURBISHED

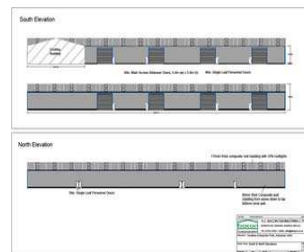
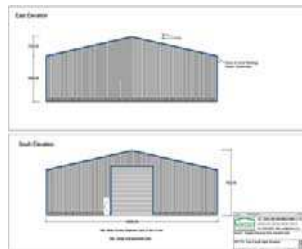
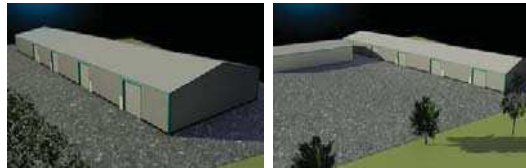


NEW BUILD

5 NEW BUILD EXPANSION

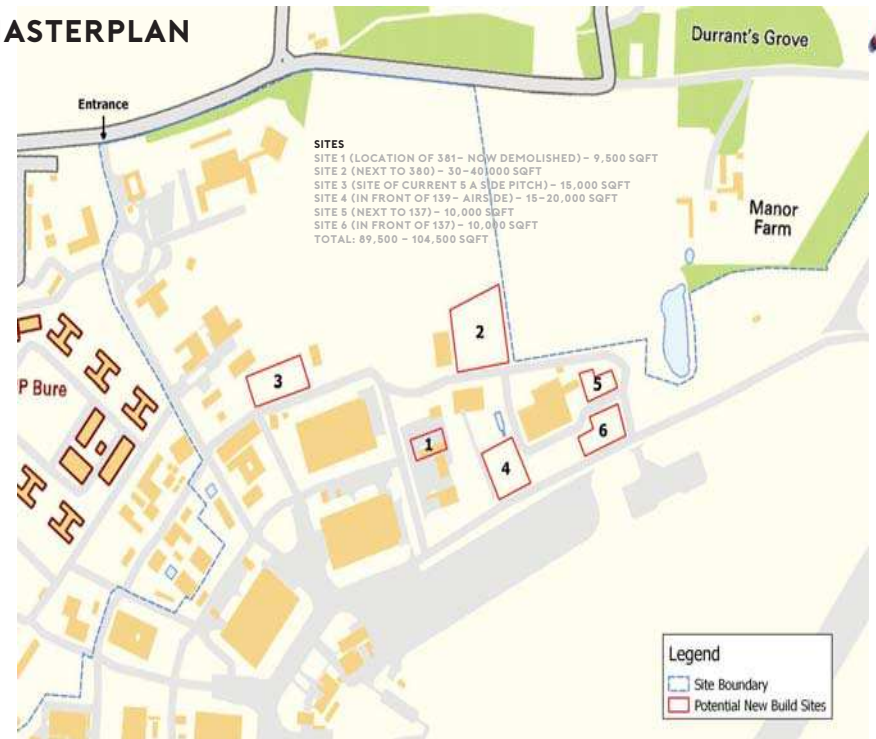
ACTIONS COMPLETED

- WITH DEMAND FOR SMALL WORKSHOPS OUTSTRIPPING SUPPLY, SEP TEAM HAS STARTED WORK ON PULLING TOGETHER COSTS FOR BUILDING 20 – 25,000 SQFT WORKSHOP, TO BE SPILT INTO 5/6 SMALL WORKSHOPS
- COSTS ARE BEING PULLED TOGETHER INTO A BUSINESS PLAN



MASTERPLAN

5 NEW BUILD EXPANSION



DELIVERING BEYOND SEP

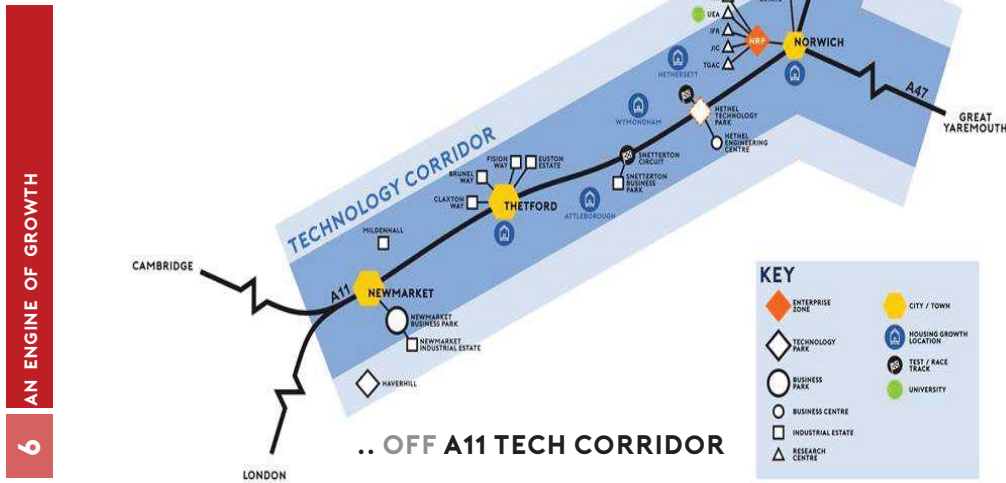
ACTIONS COMPLETED

- THROUGH THE NORTH NORFOLK MANUFACTURING GROUP ... BRING TOGETHER ENGINEERING & MANUFACTURING BUSINESSES TO CONNECT / NETWORK / SHARE BEST PRACTICE
- ACTIVATE: STARTUP MASTERCLASS PROGRAM WILL BE RUNNING SOON AT CROMER LIBRARY ... & HOPEFULLY OTHER LIBRARIES ACROSS NORTH NORFOLK
- DURING NEXT EASTER HOLIDAY WILL DELIVER ENTERPRISE BREAKTHROUGH PROGRAM WITH STUDENTS, HOPEFULLY IN PRIMARY / HIGH SCHOOLS ACROSS NORTH NORFOLK



6 AN ENGINE OF GROWTH

CONNECTING TO GROWTH CORRIDORS



ECONOMIC IMPACT



| | Dec-15 | Dec 17 | June 18 | April 19 | April 20 |
|--|---------|----------------|---------|----------|-----------|
| Occupancy | 23% | 86% | 90% | 95-100% | 100% |
| Total Rentable Floor space (sqft) | 401,833 | 533,500 | 550,000 | 600,000 | + 650,000 |
| No of Tenants | 24 | 99 | 105 | 110 | + 115 |
| No of Lettable Units | 70 | 121 | 128 | 133 | + 133 |
| Persons employed on Site | 60 | 390 | 420 | 480 | + 520 |
| No of Startups | 3 | 22 | 24 | 30 | + 35 |
| No of Enterprise Open Days | 0 | 12 | 15 | 27 | 39 |
| No of Start up Masterclasses | 0 | 4 | 6 | 10 | 14 |
| % STEM Tenants | | 54% | 57% | 60% | 65% |

CONNECTING TO GROWTH CORRIDORS



FINANCIAL IMPACT



| | 2015/16 | 2017/18 |
|--|----------------------|----------------------|
| • REVENUE (£/YR) | 728.6K | 1,330K |
| • INCREASE OF 83% | | |
| • OVERHEADS (£/YR) | 1,093K | 802K |
| • REDUCTION OF 27% | | |
| • SURPLUS (£/YR) | -364.4K | 528K |
| • INCREASE OF 245% | | |
| • CAPITAL GRANT FUNDING SECURED | £96K | |
| • ENTERPRISE ZONE FUNDING | SECURED £2.9M | OVER 25 YEARS |

THE FUTURE

SCOTTOW ENTERPRISE PARK SEEKS TO:

PHASE 5

- BUILD ADDITIONAL WORKSHOPS / OFFICES TO ACHIEVE FIRST GOAL TO CREATE 650 JOBS
- THROUGH NEW BUILD ACHIEVE TARGET OF CREATING 750K-1000KSQFT OF RENTABLE SPACE
- ULTIMATELY, TO REACH GOAL OF CREATING A SITE THAT EMPLOYS CIRCA 750-1000

PHASE 6

- DEVELOP INTO A INNOVATION PARK THAT CAN DEMONSTRATE WORLD LEADING TECHNOLOGY DEVELOPMENT IN SUCH AREAS AS:
 - SUSTAINABLE FARMING EG VERTICAL FARMING
 - SUSTAINABLE HOUSING EG MODULAR HOUSE BUILDING
 - SUSTAINABLE ENERGY EG RENEWABLE POWER FROM PV & BATTERIES

