

Economic Development Sub- Committee

Minutes of the Meeting held on 21st January 2016 at 10.30am in the Chapman Room, Hethel Engineering Centre

Present:

Mrs C Walker (Chair)

Ms C Bowes

Mr M Castle

Mr J Childs

Mr G Plant

Mr B Spratt

Mr J Timewell

Mr A White

Mr M Wilby

1 Apologies and Substitutions

- 1.1 Apologies received from Mr S Clancy (substituted by Mr G Plant) and Mr T Jermy (substituted by Mr M Castle).

2 Minutes

- 2.1 The minutes of the meeting held on the 26th November were agreed as a correct record and signed by the Chairman.

2.2 Matters Arising:-

- In reference to point 4.3 members asked that Highways England were informed on the importance of works on the entire A47 not just the Acle Straight.
- In reference to point 6.3 the members were informed that Scottow was still in negotiations with the pedal park, it was an exciting opportunity but there was still much to be resolved and members would be kept updated.
- Members raised concerns regarding County Farms and were advised that as there was an ongoing enquiry it was not appropriate to discuss at the meeting and that management of County Farms was through the Interim Assistant Director of Property, Dinesh Kotecha.

3 Declaration of Interest

- 3.1 No declarations were made.

4 Items of Urgent Business

4.1 No items of urgent business

5 Local Member Issues / Questions

5.1 No Local Member questions were received.

6. Update from Outside Bodies.

6.1 Scottow Enterprise Working Group

- Phase 2 of the solar farm had begun.
- There was a strong pipeline of inquiries and the interest in Scottow was very strong, in particular the hangars were attracting a lot of interest.
- The EDP had reported that Scottow had only broken even for the last financial year but the Sub-Committee were advised that with agreement from the member steering group that any surplus would be reinvested in current projects to avoid the costs of borrowing.
- The Chairman advised the Sub-Committee that Mr B Spratt had replaced Mr M Baker on the Scottow Enterprise Working Group.
- Mr M Wilby proposed, seconded by Mr A White that the membership of the Scottow Enterprise Working Group be updated to include 2 new members, Mr A White and Mr S Clancy. The Sub-Committee Agreed.
- The next meeting of the Scottow Enterprise Working Group would be the Monday 26th January 2016.

6.2 Norfolk, Suffolk, Essex China Partnership

- There were currently no visits planned and the next meeting of the partnership was scheduled for April.

7. Apprenticeships Update

7.1 The Sub-Committee received a verbal update from the Employment and Skills Manager, Jan Feeney.

7.2 The following points were raised during the update and discussion:-

- The number of apprenticeships that had started this year had increased by 16% on last year, the figures were broken down to show that there was an increase of 13% on a national scale and 14% on a regional scale. In actual terms of new apprenticeship starts this equated to 6270 starts last year and 7290 this year.

- Following up on a point raised at the last meeting around low levels of apprenticeships in leisure and travel and tourism, members were informed that a piece of work was being undertaken to investigate this further.
- In response to a query regarding the Levy increase due to come in April 2017, members were informed that the team were working with colleagues across the Local Enterprise Partnership to ensure that this would be effectively dealt with. There would be implications for public sector organisations when the levy was introduced due to the requirement that 2.3% of public sector workers had to be apprenticeships.
- The purpose of creating the new Enterprise Zones was to attract new businesses to establish themselves there. Clearly any new companies may have a need for apprentices, so this could be an area for future joint working.
- Members requested that a report on the performance of colleges across the county and their involvement in apprenticeships be produced, officers agreed.
- The Chairman advised the Sub-Committee to make contact with the apprentices currently at NCC as they were doing a fantastic job.

7.3 The Sub-Committee thanked Jan Feeney and her team for their hard work and noted the update.

8. Next Stage of development for Hethel Engineering Centre/Hethel Innovation Ltd

8.1 The Sub-Committee received a presentation (Appendix A) from Mr Simon Coward, Managing Director, Hethel Centre/ Hethel Innovation Ltd.

8.2 The following points were discussed:-

- The work at Hethel was largely focussing on high tech start-up companies, engineering companies were usually very agile in their approach to dealing with the markets.
- Members raised concerns regarding the significant losses reportedly being made by Lotus and whether any changes they made would impact on Hethel; officers advised that the location of Hethel and the land surrounding it had been taken into consideration when locating here, as it was seen as an attractive location for other organisations to locate to.
- The goal has been to grow Hethel into a technology park; a technical centre that had the ability to create between 700-800 jobs and the key to this is working closely with other local organisations such as the universities and the Norwich Research Park.

8.3 The Sub-Committee thanked Mr Coward for his presentation.

9. Finance Monitoring Report

9.1 The Sub-Committee received the report from the Executive Director, Community and Environmental Services, which provided the financial position for the service to the end of December, including the planned use of reserves.

9.2 The Sub-Committee noted the report.

10. Norfolk Rail Group

10.1 The Sub-Committee received a report from the Head of Democratic Services and approved the proposed amendments to the terms of reference (Appendix B) of the Group. The changes would have the effect of removing the requirement for the Chairman of this Sub-Committee to be a member of and chair the Rail Group. The report also proposed that the Group elect its Chairman from amongst the four elected Members nominated by Norfolk County Council.

10.2 The Sub-Committee further agreed that the Chairman would be appointed at the next Rail Group meeting.

11. Forward Plan

11.1 The Sub-Committee received the report from the Executive Director, Community and Environmental Services which set out the items and decisions to be brought to this Sub-Committee for consideration in relation to economic development issues in Norfolk.

11.2 Members asked for an item regarding the new ownership of the East Port UK in Great Yarmouth. Officers advised that they had met with the new operations manager and felt that the meeting went well and that there could be positive relationships built in the future but that the company should be given a bit more time to settle before inviting them to the Sub-Committee to provide an update.

11.3 The Sub-Committee agreed the forward plan.

The meeting closed at 11:50am.

Chairman



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BUILDING THE KNOWLEDGE ECONOMY INNOVATION NORFOLK

SECTOR STRATEGY THE NORFOLK PICTURE

Emerging Sectors	Definitions	Economic Instruments
<ul style="list-style-type: none"> Clean Tech (Green Energy, Low Tech, Adv. Materials, ... LOVI) Agri Tech (Green Bio Tech) Info Tech (Big Data, Smart Systems) Food & Health (White and Red Bio Tech) 	<p>Emerging sectors are knowledge intensive activities that have a base in cutting edge scientific research and its application or commercialisation into the private sector.</p>	<p>...to accelerate sector growth</p> <ul style="list-style-type: none"> Create knowledge intensive networks Increase access to resources (UK funding / Innovation Vouchers) Develop innovation led support programs Create international / national branding around global competitiveness strengths Develop innovation hubs, science & technology parks, and associated infrastructure Create innovation / technology corridors and clusters
Enabling Sectors	Definitions	Economic Instruments
<ul style="list-style-type: none"> Energy Construction Engineering / Manufacturing ICT 	<p>Enabling Sectors which support growth across a large part of the economy or which generate significant paid-through-of key goods and services. Supported by broad supply chains often requiring large skilled/ semi skilled workforces.</p>	<p>...to accelerate sector growth</p> <ul style="list-style-type: none"> Grow sector networks that share best practice Accelerate job creation through business coach grants (BFG) Develop sector / cross sector supply chain development programs & knowledge transfer partnerships Build brand through growth / enterprise notes, corridors, clusters Develop physical / virtual support hubs on industrial estates / business centres Skills - communicate career opportunities, increase work experience opportunities, improve market employability
Underpinning Sectors	Definitions	Economic Instruments
<ul style="list-style-type: none"> Finance Legal / IP Creative Digital Tourism 	<p>Underpinning Sectors are business sectors which underpin economic growth across the wider economy through the provision of business services and financing.</p>	<p>...to accelerate sector growth</p> <ul style="list-style-type: none"> Develop local / national brand Link to business centres and local enterprise support Facilitate small grants for growth Facilitate local networking Encourage collaboration through working in partnerships

SECTOR - FOCUSED ECONOMIC GROWTH

Why do we focus on and seek to grow specific sectors?

- We are seeking to:
- achieve a balanced economy
 - create the greatest value
 - be globally competitive
 - create jobs ... high skilled jobs
 - increase exports
 - raise productivity
 - develop new products, processes and services

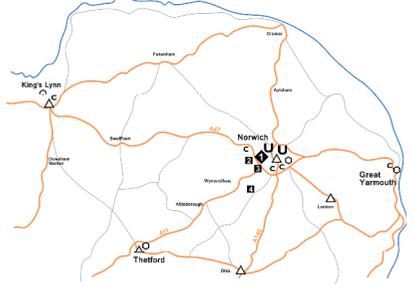
We should seek to be more entrepreneurial and innovative



'JUST 6PERCENT OF HIGH GROWTH COMPANIES GENERATED HALF OF THE UK'S EMPLOYMENT GROWTH BETWEEN 2002 AND 2008'

ENTERPRISE & INNOVATION SUPPORT INFRASTRUCTURE IN NORFOLK

- Science & Technology Parks**
 - 1. Norwich Research Park
- Innovation Hubs**
 - 2. East Anglian Centre
 - 3. UK Enterprise Centre
 - 4. Hethel Engineering Centre
 - 5. Orla Energy
- Business Centres**
 - Norwich: Norwich Business Centre, Norwich Enterprise Centre
 - Theford: Theford Business Centre
 - King's Lynn: King's Lynn Enterprise Centre, King's Lynn Innovation Centre
 - Diis: Diis Business Centre
 - London: London Business Centre
 - Great Yarmouth: Great Yarmouth Business Centre
- Managed Workspaces**
 - Norwich: Norwich Business Centre, Norwich Enterprise Centre
 - King's Lynn: King's Lynn Enterprise Centre, King's Lynn Innovation Centre
 - Theford: Theford Business Centre
- Universities**
 - University of East Anglia
 - Norwich University of the Arts
- Colleges**



- NATIONAL SUPPORT PROGRAMS**
 - BUSINESS GROWTH SERVICE
 - UK Trade & Investment
 - Innovate UK
- LOCAL SUPPORT PROGRAMS**
 - NEW ANGLIA GROWTH HUB
 - INNOVATION adap+
 - norfolk knowledge
 - ANGLIA CAPITAL GROUP

ENABLING SECTOR ADVANCED ENGINEERING & HIGH VALUE MANUFACTURING

Norfolk & Suffolk's World Class Manufacturing

Norfolk and Suffolk: The Statistics

8% is the UK average for employment in manufacturing. In Norfolk and Suffolk, manufacturing accounts for 10% of all employment.

Manufacturing is the 3rd largest employer in Norfolk and Suffolk (10.1%)

What types of manufacturing are there in Norfolk and Suffolk?

Other	29%
Textiles	2%
Food & Drink	2%
Chemicals	7%
Other	14%
Electronics	14%
Plastics, Metals & Services	21%

Manufacturing in Norfolk and Suffolk

Automotive - The UK's automotive industry is one of the most successful in the world and Norfolk and Suffolk are key players. The region's expertise in precision engineering, advanced materials and design has made it a hub for the industry. As one of the most advanced manufacturing sectors in the world, it has a high reputation for quality and innovation.

Food & Drink - Norfolk and Suffolk are well known for their food and drink production and have a long history of excellence in this sector. The region's expertise in food safety, quality and innovation has made it a hub for the industry.

DR, Gas and Chemicals - Norfolk and Suffolk are well known for their expertise in the production of drugs, gas and chemicals. The region's expertise in advanced materials and design has made it a hub for the industry.

The UK picture

11th in the world

The UK is the 11th largest manufacturing nation in the world.

50% of exports

Manufacturing accounts for 50% of all UK exports.

72% of R&D

Manufacturing accounts for 72% of research and development spending in the UK.

2.6 million people

Manufacturing directly employs 2.6 million people across the UK.

ENABLING SECTOR NETWORK FOCUS



Chairman of NAAME Board
 Jamie Thums
 Operations Director, Lintott & STEMNET Ambassador

- NAAME seeks to focus on:
- **Lobbying** to ensure engineering / manufacturing businesses needs are heard
 - **Innovation** to help businesses exploit ideas & develop new products & services
 - **Productivity** through embedding lean manufacturing
 - **Skills** to ensure a skilled & experienced workforce for both now & the future
 - **Export** to identify new opportunities & grow sales
 - **Networking** to identify new partners, customers & suppliers
- For more information please visit www.naame.net



ADVANCED MANUFACTURING & ENGINEERING NEW ANGLIA

What is NAAME?

NAAME works with:

- Business** - Support for small and medium enterprises to grow and succeed.
- Students** - Support for students to gain the skills and experience needed for the industry.
- Organisations** - Support for organisations to improve their performance and productivity.

HETHEL INNOVATION

OUR VISION

- Build** - a Technology Park
- Develop** - 'Research Intensive Clusters'
- Grow** - the Knowledge Economy

OUR AIM

- Exploit** - Develop new ways to exploit the innovation potential in organisations
- Learn** - Pilot and develop novel innovation tools and techniques
- Challenge** - Facilitate challenge led innovation

OUR OBJECTIVES

- Collaboration** - Work in open / collaborative partnerships
- Skills** - Deliver innovation learning programs
- Networks** - Create innovation / technology centric networks
- Enterprise** - Incubate hi tech start ups / create high skilled jobs
- Innovation** - Embed a culture of open / challenge led innovation

HEC SUSTAINABLE SOLUTION

- Challenge - was to achieve what was not possible inside the box
- Secured £7.8M ERDF funding / NCC loan
- Built a BREEAM Excellent Manufacturing Centre
- Created Hethel Innovation Ltd as the 'vehicle'
- Through a combined capital & revenue ERDF bid, created a team to deliver an 'innovation led business support program'



Incub8 Hethel Innovation <ul style="list-style-type: none"> 72 Incubators 71,500 sqft of space Coffee Forum / Meeting Rooms / Hot Desks / Pods 	Activ8 Hethel Innovation <ul style="list-style-type: none"> Business start-up master classes to help in the early stages 	Acceler8 Hethel Innovation <ul style="list-style-type: none"> Program of support to help more established businesses achieve accelerated growth 	LAUNCHPAD Hethel Innovation <ul style="list-style-type: none"> Offers start ups rent free accommodation & tailored support
Innov8 Hethel Innovation <ul style="list-style-type: none"> Innovation led support for businesses, academia & government 	Collabor8 Hethel Innovation <ul style="list-style-type: none"> Facilitating collaborations between the knowledge base & SMEs 	NEWANGLIA ADVANCED MANUFACTURING & ENGINEERING Hethel Innovation <ul style="list-style-type: none"> Supporting engineering businesses in Norfolk & Suffolk 	Educ8 Hethel Innovation <ul style="list-style-type: none"> Building bridges between schools, colleges and SMEs

CASE STUDY



Zenos are a brand new automotive business building exciting and innovative new cars.

- Support Overview**
- Launchpad gave Zenos an affordable space to work out of
 - Support with supply chain development
 - Help with locating and securing vital skills and knowledge
 - Support with funding including assistance in securing a grant through the Growing Business Fund
 - Continued support through their expansion into a dedicated premises.

"I am not overstating when I say we would not be where we are today without the backing from you, the HIL team"

Ansar Alli (Managing Director, Zenos Cars)

CASE STUDY



Ansible Motion creates Driver-in-the-Loop simulators for the world's leading ground vehicle manufacturers and motor sports teams.

- Support Overview**
- Launchpad gave Ansible an affordable and flexible space to work out of
 - Development support to help find the right partners to build their advanced simulator
 - Access to new clients and markets

BUSINESS IMPACT



Quote from Ian Buxton (Chairman of Innovation Martlesham) ...

Hethel Innovation have been leading the way across the region in promoting the benefits of innovation.

Although Innovation Martlesham is in a completely different sector we have worked and collaborated with Hethel Innovation in order to promote Business to Business and cross sector innovation projects which have opened the eyes of many of the SME's operating in both clusters to opportunities they had not considered. **The open, collaborative and proactive leadership from Hethel Innovation bodes well for the future.**

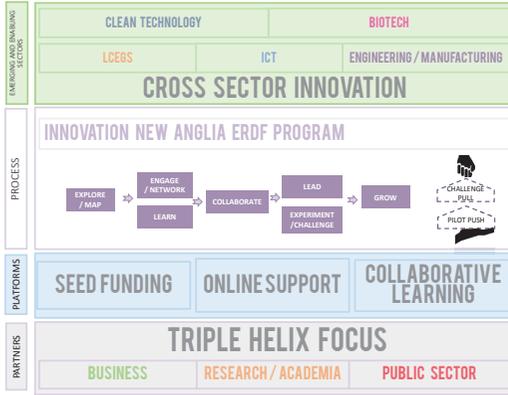
SECURING FUNDING IMPACT



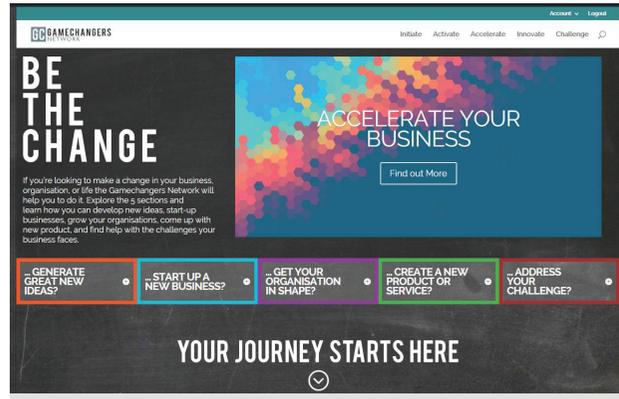
Quote from Simon Coward (Managing Director of Hethel Innovation) ...

Hethel Innovation have been leading the way across the region in securing funding, particularly from the European Union.

Securing EU funding has enabled Hethel Innovation to build phase 3, deliver free business support and build value-adding links to experts across Europe.



ENTERPRISE & INNOVATION SUPPORT
ONLINE SUPPORT PLATFORM



CROSS SECTOR IMPACT



Quote from George Freeman MP (Parliamentary Under Secretary of State for Life Sciences)

'After a fifteen year career building innovative businesses here in the East, as MP I have spent the last five years championing the idea of an 'Innovation Economy' in East Anglia, with our world-leading companies powering a new cycle of local growth. Nothing illustrates this better than **Hethel**, a fast growing hub of innovative small businesses.'

Many of the highest growth businesses of tomorrow are small start-ups like the companies at Hethel. We face many challenges as a country, but **with pioneering centres like Hethel we can be reassured that our region has a bright future ahead of it**, making East Anglia and the A11 Innovation Corridor an enterprise hub for skills, opportunities and economic growth.'

EDUCATION IMPACT



Quote from High School Teacher ...

The introduction by Hethel Innovation was fantastic.

It was able to show to everyone that we are all responsible in ensuring that children are excited by maths and to be inspirational teachers.

It is our responsibility to have high aspirations of our pupils both now and for the future and to communicate this message to the families we serve as well.

GC GAMECHANGERS NETWORK GROWING FUTURE INNOVATORS

www.thegamechanger.eu
THE GAMECHANGERS NETWORK



The *Enterprising Schools* framework provides a structure that students, teachers and leaders can use to understand how their school can support enterprise better, and move towards a more entrepreneurial school experience that prepares children and young people for the changing demands of the modern world.

The key components of the framework are:



ES ENTERPRISING SCHOOLS

ABOUT THE ENTERPRISING SCHOOLS MODEL

This framework, together with the

- Tools
- Platforms
- Training modules

makes up the

ENTERPRISING SCHOOLS MODEL

ES ENTERPRISING SCHOOLS

UNIVERSITY IMPACT



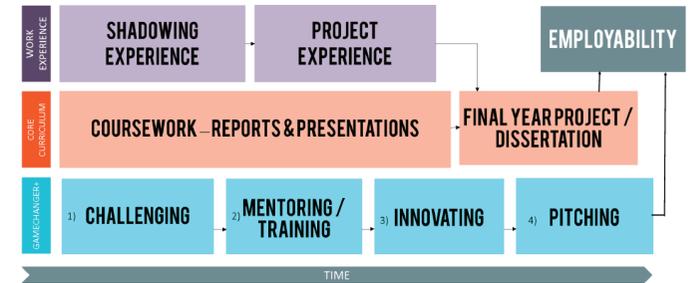
Quote from Thomas Burke (UEA Environment Science Graduate) ...

"With increasing numbers of people going to university an industrial work placement was a fantastic way to gain invaluable sector specific work experience but equally important was the positive impact I was able to have on my host company.

The project put me in direct contact with key members of Norfolk County Council, local companies and a business support hub which combined have led to my current employment at Proeon Systems Ltd".

GC+ GAMECHANGERS+

22% OF EMPLOYED 2020 GRADUATES HAD PREVIOUS WORK EXPERIENCE WITH THEIR NEW EMPLOYER
 58% OF EMPLOYERS RATED WORK EXPERIENCE AS THE MOST VALUABLE QUALIFICATION
 GRADUATES WITH NO WORK EXPERIENCE HAVE LITTLE OR NO CHANCE OF RECEIVING A JOB OFFER



LOCAL GOVERNMENT IMPACT

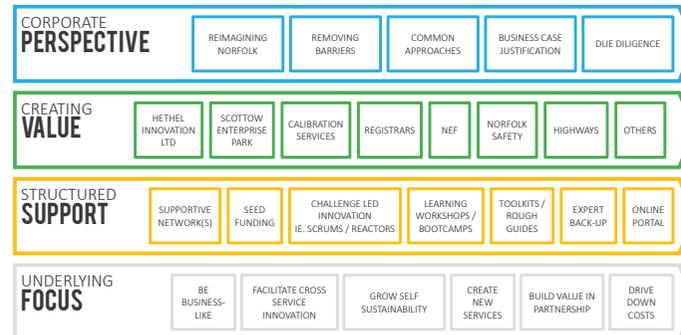


Quote from Tom McCabe (Executive Director of Community & Environmental Services) ...

"Hethel Innovation has made that difficult transition from public sector concept to becoming a key player in the thriving A11 innovation corridor. It is helping start-up businesses make those important first steps and has established a strong reputation as Norfolk's technology hub."

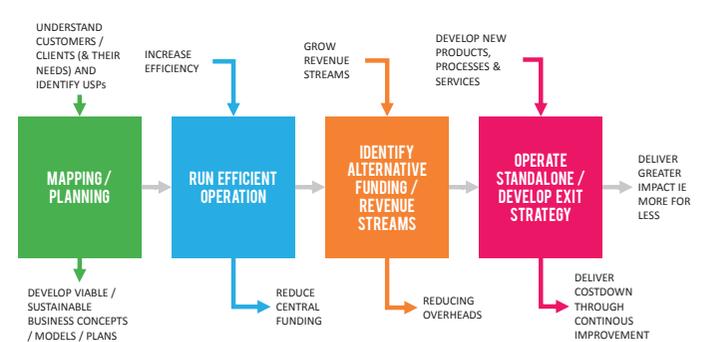
PROGRAM OVERVIEW

CLG COMMERCIALISING LOCAL GOVERNMENT



PROCESS OVERVIEW

CLG COMMERCIALISING LOCAL GOVERNMENT



BUSINESS MODEL CONCEPT



PROCESS STEP 1
STAGE 1

KEY QUESTIONS:

- DO YOU HAVE THE RIGHT PEOPLE?
- DO YOU KNOW YOUR MARKET?
- WHAT IS YOUR UNIQUENESS?
- HAVE YOU DEVELOPED A BUSINESS MODEL?
- IS IT FINANCIALLY VIABLE?
- WHAT ARE THE RISKS?
- DOES IT ALIGN STRATEGICALLY?

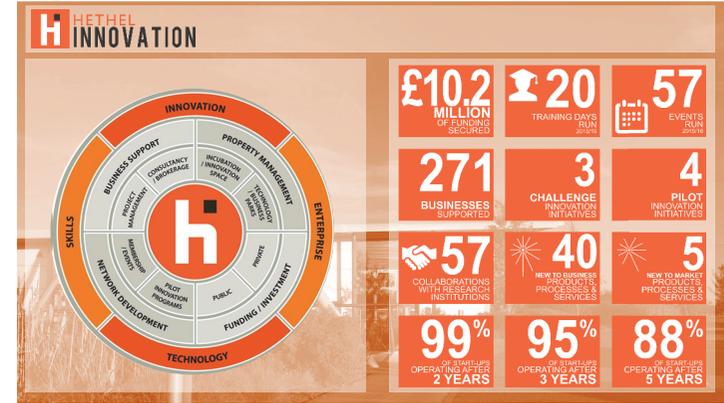
NATIONWIDE IMPACT



Quote from Dr George Graham (Plymouth University) ...

Just wanted to say thanks for the innovation training course that you ran for UEA ENV-East last week. I travelled all the way up from Plymouth for it, and had a great time. It was fantastic to meet you and your team, and find a group with such enthusiasm and vision for linking business and research.

Thank you very much for spending time with me during the coffee/lunch breaks discussing ways in which it might be possible to generate a similarly exciting innovation hub in Plymouth. I've come away from the course inspired to build a Plymouth-based network of like-minded innovators to help transition research into business.



" The challenge is not to hide behind trade barriers or engage in a 'race to the bottom' but to invest in the future in areas such as:

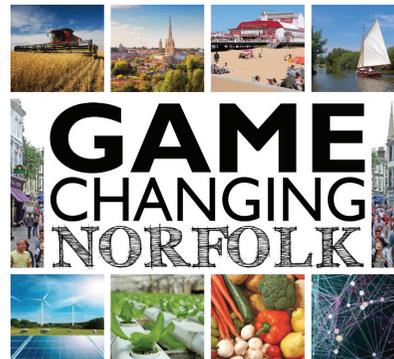
- knowledge generation,
- innovation,
- education,
- retraining, and
- technological infrastructure.



We can be one of the winners in 'THE RACE TO THE TOP' but only if we run fast "
- Lord Sainsbury (2007)



" If you're not WINNING ... you're not TRYING "
- Colin Chapman (1928 – 82)



Appendix B

Norfolk Rail Group Terms of Reference

The name of the group shall be the Norfolk Rail Group. It shall act as a special interest group to support the strategic case for improvements to rail for the benefit of the county.

The Group shall achieve its objective by:

- Supporting Norfolk County Council, the New Anglia Local Enterprise Partnership (LEP), the Greater Cambridge Greater Peterborough LEP
- Developing clear evidence-based advice and business cases to support the strategic case or as requested by Norfolk County Council or LEPs
- Co-ordinating support of local interests to assist in providing evidence or other help to support advocacy
- Forming strategic alliances along rail corridors, including with other LEPs, local authorities, the rail industry, communities and other advocacy groups.

Meetings will not be advertised as a public meeting or as a meeting of Norfolk County Council. Individuals or representatives of outside organisations will be permitted to attend meetings and participate in discussions at the discretion of the chairperson.

Membership of the Group shall comprise:

- Four elected Members nominated by Norfolk County Council
- One elected Member nominated by each District Council within Norfolk
- One elected Member nominated by Waveney District Council
- One elected Member nominated by East Cambridgeshire District Council
- One elected Member nominated by the Broads Authority
- One elected Member from the board of Community Rail Norfolk
- One Officer from each local authority to support the elected Members.

Each elected Member of the Group shall be entitled to one vote.

[The Chairman shall be elected by the Rail Group from amongst the elected Members nominated by Norfolk County Council](#)

The vice-chairperson shall be elected by the Rail Group

The Chairman of the Group shall have a casting vote

Nominated substitutes may attend and elected Member substitutes may vote.

Non-voting participants from the following organisations are invited to attend each meeting:

- Network Rail
- Train operating companies running the Greater Anglia franchise, the King's Lynn to London King's cross route and the Liverpool to Norwich route
- A representative from each of the Local Enterprise Partnerships in Norfolk (New Anglia, and Greater Cambridge Greater Peterborough)

Deleted: <#>The Chairman of the Economic Development Sub Committee (who shall also act as Chairman)†

Deleted: <#>Three additional

- A representative from an organisation representing people with disabilities
- Rail interest groups including Passenger Focus, Railfuture, Fen Line Users' Association, Norwich to Peterborough Rail Users' Group.

Representatives from other organisations and sectors (including MPs, private rail operators, freight interests and other local authorities) will be invited to participate in discussions where relevant items are included on the agenda.

A report from the Norfolk Rail Group will be taken to the relevant Norfolk County Council Committee or Sub Committee for consideration or decision if required.

The Norfolk Rail Group will normally meet at least twice each year (spring and autumn).

Meetings will normally be held at County Hall. Each organisation represented at the meetings will be expected to pay all expenses incurred by their representatives.