

Economic Development Sub-Committee

Date: Monday, 21 September 2015

Time: 10:00

**Venue: Edwards Room, County Hall,
Martineau Lane, Norwich, Norfolk, NR1 2DH**

Persons attending the meeting are requested to turn off mobile phones.

Membership

Mr R Bird Mr B Spratt
Mr J Childs Mr J Timewell
Mr S Clancy Mrs C Walker (Chair)
Mr T Jermy Mr M Wilby
Mr I Mackie

**For further details and general enquiries about this Agenda
please contact the Committee Officer:**

Anne Pickering on 01603 223029
or email committees@norfolk.gov.uk

Under the Council's protocol on the use of media equipment at meetings held in public, this meeting may be filmed, recorded or photographed. Anyone who wishes to do so must inform the Chairman and ensure that it is done in a manner clearly visible to anyone present. The wishes of any individual not to be recorded or filmed must be appropriately respected.

A g e n d a

1. To receive apologies and details of any substitute members attending

2. To agree the minutes of the meeting held on 13th July 2015

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3. **Declarations of Interest**

If you have a **Disclosable Pecuniary Interest** in a matter to be considered at the meeting and that interest is on your Register of Interests you must not speak or vote on the matter.

If you have a **Disclosable Pecuniary Interest** in a matter to be considered at the meeting and that interest is not on your Register of Interests you must declare that interest at the meeting and not speak or vote on the matter

In either case you may remain in the room where the meeting is taking place. If you consider that it would be inappropriate in the circumstances to remain in the room, you may leave the room while the matter is dealt with.

If you do not have a Disclosable Pecuniary Interest you may nevertheless have an **Other Interest** in a matter to be discussed if it affects

- your well being or financial position
- that of your family or close friends
- that of a club or society in which you have a management role
- that of another public body of which you are a member to a greater extent than others in your ward.

If that is the case then you must declare such an interest but can speak and vote on the matter.

4. **Any items of business the Chairman decides should be considered as a matter of urgency**

5. **Local Member Issues/ Member Questions**

Fifteen minutes for local member to raise issues of concern of which due notice has been given.

Please note that all questions must be received by the Committee Team (committees@norfolk.gov.uk) by **5pm Wednesday 16th September 2015**. For guidance on submitting public question, please view the Consitution at Appendix 10.

6. **Member Working Group Update**

Verbal Update by Members

- 7. Developing Norfolk's Future Workforce** **Page 13**
To receive an update on the apprenticeships programme.
There will also be a presentation on apprenticeships given by two apprentices.
- 8. Scottow Enterprise Park update** **Page 23**
1. Update on progress on-site against agreed Business Plan

2. Member approval for the suite of Change of Use Planning Applications and Overarching Statement due to be submitted to NNDC and BDC

3. Member approval for the new Logo and Branding
- 9. Finance Monitoring report** **Page 57**
To review the service's financial position in relation to the revenue budget, capital programme and level of reserves.
- 10. Forward Plan** **Page 65**
To review the Committee's forward plan and agree any amendments/additions.

Group Meetings

Conservative	9:00am Conservative Group Room, Ground Floor
UK Independence Party	9:00am UKIP Group Room, Ground Floor
Labour	9:00am Labour Group Room, Ground Floor
Liberal Democrats	9:00am Liberal democrats Group Room, Ground Floor

Chris Walton
Head of Democratic Services
County Hall
Martineau Lane
Norwich
NR1 2DH

Date Agenda Published: 11 September 2015



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Economic Development Sub- Committee

Minutes of the Meeting held on 13th July at 10.00 am at County Hall.

Present:

Mrs C Walker (Chairman)

Mr R Bird
Mr J Childs
Mr S Clancy
Mr T Jermy

Mr B Spratt
Mr J Timewell
Mr A White
Mr M Wilby

Also Present:

1 Apologies and Substitutions

Apologies received from Mr I Mackie (substituted by Mr A White).

2 Minutes

- 2.1 The minutes of the meeting held on 20th May 2015 were agreed as a correct record and signed by the Chairman.

3 Declaration of Interest

- 3.1 No declarations were made.

4 Items of Urgent Business

- 4.1 The Chairman allowed Mr B Spratt to raise a matter regarding the disruption to email service for Members for the last 7 days and asked that a paper be provided to explain the reasons for this.
The Sub-Committee **Agreed** that ICT should report to all members the reasons for the disruption to the email service.
- 4.2 The Chair allowed Mr M Wilby to raise a query regarding the re-opening of Great Yarmouth Racecourse as any delay would cause disruption to local businesses. Mr J Childs informed the Sub-Committee that he had been made aware that the Racecourse should re-open on 30 August 2015.

5 Local Member Issues / Questions

5.1 No Local Member questions were received.

6. Update from Member Working Groups

6.1 The Sub-Committee received updates from the following member working groups and recent Member activities:-

- Mrs C Walker informed the Sub-Committee that the next meeting of the Norfolk, Suffolk, Essex and China Partnership was due to be held on the 18th August.
- Mrs C Walker also reported that she had been to a meeting at the House of Commons with Mr D Dukes, organised by EEEGr (East of England Energy Group) to raise the profile of the energy sector in our area with ministers and civil servants. The new decommissioning facility at Great Yarmouth, which the County Council had supported, was also announced.
- In response to a comment from Mr S Clancy about the need to lobby for the third river crossing in Great Yarmouth, she reported that the Chair of the LEP, Mark Pendlington, had offered to support the business case for the Crossing and would attend an all-party meeting with the minister responsible – to be requested.
- Mr Clancy proposed, seconded by Mrs C Walker that the Chair write to the LEP and to Brandon Lewis MP to show that the Norfolk County Council Economic Development Sub-Committee supported this important issue and to help gain support from the local MP. This was **Agreed** by the Committee.

7. Internal and External Appointments

7.1 The Committee received the report from the Head of Democratic Services which outlined the outside and internal appointments relevant to the Economic development Sub-Committee.

7. The Committee **RESOLVED** to appoint the Members as set out in **Appendix A**.

8. Scottow Enterprise Park Update

8.1 The Sub-Committee received the report from the Executive Director, Community and Environmental Services which provided the Sub Committee with information regarding discussions that were taking place concerning the formation of a heritage trust at the former RAF Coltishall site..

8.2 The officer presented to the Sub-Committee the option to engage with a heritage trust for the Scottow Enterprise Park; this would be an independent trust that would lease heritage assets from Norfolk County Council to then run. The Sub-Committee **agreed** that the Scottow Working Group should nominate the representatives.

- 8.3 Mr J Timewell as Chairman of the Scottow Working Group raised a query about the detailed process for agreeing contracts and leases for the Scottow Enterprise Park. The Committee noted the current decision making processes, including the type of decisions that would be made by the Economic Development Sub Committee.
- 8.4 The Sub-Committee heard that all the significant assets at the Scottow Enterprise Park were being used. Three of the hangars were being used as storage and one was being used by a manufacturing company. The runway was being well used on a regular basis and that the Enterprise Park was in a good place financially.
- 8.5 The Sub-Committee noted the update and **Agreed** that:
- In the event a Charitable Heritage Trust is formed in relation to the former RAF Coltishall, the Sub-Committee would wish to nominate three representatives to act as Trustees and representatives of the Council. The Scottow Working Group should nominate these representatives.

9. Economic Opportunity in North West Norfolk

- 9.1 The Sub-Committee received the report from the Executive Director, Community and Environmental Services which outlined the proposed approach for the new task and finish group.
- 9.2 The Sub-Committee were informed that officers for the working group still had to be agreed; an invitation to Mr M George from King's Lynn and West Norfolk had been made but the Borough Council was considering who to put forward to work with the group. Jose Socao and Michelle Burdett from North Norfolk Council had agreed to participate.
- 9.3 Mr S Clancy suggested that the Chairman of the working group could approach the LEP (Local Enterprise Partnership) to see if they would offer an appointee as this would be helpful.
- 9.4 Members discussed how this group was crucial for creating a framework that could be used in other areas of the county.
- 9.5 The Sub-Committee **Agreed**:
- That the proposed list of officers and Members to be involved in the new task and finish group would be e-mailed to the Sub-Committee Chair and that the Group starts with a review of the economic opportunity in an area of North West Norfolk, to be defined at the first meeting, reporting back to the Sub-Committee in due course.

10. East Anglia Rail Franchise

- 10.1 The Sub-Committee received the report from the Executive Director, Community and Environmental Services which outlined the current position of the East Anglia Rail Franchise.
- 10.2 The Sub-Committee discussed that the report was very informative but that most of the initiatives would hinge on the performance of Network Rail. It was fundamental that there was an improvement of Network Rail to secure the best outcomes from the franchise.
- 10.3 The Sub-Committee were informed that the current franchisee worked in partnership with Network Rail to solve any issues, and we would expect the new franchise to do the same.
- 10.4 The Sub-Committee discussed the importance of improving the amenities at local stations, such as ticket offices, parking, disabled access and waiting rooms.

Mr S Clancy proposed, seconded by Mr J Timewell, that the Chairman write to central government to put further weight to the importance of an improvement in the performance of Network Rail.

This was **Agreed** by the Sub-Committee

- 10.5 The Sub-Committee Agreed to continue to work with government and the rail industry to secure the best outcomes for Norfolk.

11. Finance and Performance Monitoring report

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

12. Forward Plan

- 12.1 The Sub-Committee received the report from the Executive Director, Community and Environmental Services which set out the Forward Plan for the Economic Development Sub-Committee.
- 12.2 The Sub-Committee noted the report.

The meeting closed at 11:00am.

Chairman



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Appendix A

Economic Development Sub-Committee Outside Bodies

1. Agri-Tech (Eastern) Programme Board (1)

Beverley Spratt

This body makes decisions on the eastern Agri-Tech Growth Initiative Programme Board about which projects to fund from this specific Regional Growth Funded scheme.

2. BID (Norwich Business Improvement District) (1)

George Nobbs (Richard Bearman sub)

The Norwich BID is run for local businesses by local businesses. It aims to make a clear positive impact on the vitality of the City centre and the business within it.

3. Norwich Airport Consultative Committee (1)

Shelagh Gurney, Sub David Collis

These meetings are a DfT requirement to enable aerodrome operators and communities in the vicinity of the airport to discuss operational and business matters affecting their interests.

4. Norwich Airport Board (Non-Executive Director) (1)

George Nobbs (Sub Mike Sands).

5. Norfolk and Suffolk Energy Alliance (NSEA) (1)

Martin Wilby

A partnership of five local authorities, including NSEA, the two Chambers of Norfolk and Suffolk and the East of England Energy Group, which aims to promote the two counties for investment linked to the energy sector, with a primary focus on offshore renewables.

6. Norfolk Rail Group (4)

Membership to include the Chairman of Economic Development Committee Dev and 3 other members.

Chairman of Economic Development Committee
Andrew Boswell
Tim East

Michael Chenery

To consider strategic rail policy issues and respond to such issues as they arise, and lobby and pursue rail policy objectives on a continuing basis between Norfolk Rail Policy Group meetings.

7. Norfolk Chamber of Commerce and Industry (1)

John Timewell

Norfolk Chamber of Commerce is an independent, not-for-profit Company that aims to support its membership be more successful and to improve the Norfolk economy.

8. Local Enterprise Partnership (LEP) (1)

George Nobbs

The LEP is the public/private economic development partnership for Norfolk and Suffolk.

9. Greater Thetford Development Board (1)

Denis Crawford

10. New Anglia Skills Board for Norfolk and Suffolk (1 plus 1 Substitute)

Bev Spratt

A sub group of the LEP Board which is tasked with steering the implementation of the Greater Norwich/ Greater Ipswich City Deals and the Strategic Economic Plan. Membership consists of representatives of the Further Education sector and training providers with employers. Both Norfolk and Suffolk County councils are represented and can nominate a substitute.

11. Great Yarmouth Town Centre Partnership Company (Gt. Yarmouth) Ltd (1)

Jonathan Childs

The Partnership meets and discusses all relevant issues concerning the Town Centre.

12. Hethel Innovation Ltd (2)

Bev Spratt
John Timewell

Runs Hethel Engineering Centre and provides innovation-led business support to businesses in Norfolk/East of England.

13. Great Yarmouth Port Authority (1)

Patrick Hacon (to May 2016)

The Great Yarmouth Port Authority is the parent body of the Outer Harbour. It is a Trust Port deriving its income from Pilotage Charges on commercial shipping entering the port.

14. Eastport – Community and Marine Liaison Committee (1)

Jonathan Childs

To exchange information, ideas and proposals for discussion between the constituent interest groups and the Port's CEO and Harbour Master, thus improving co-ordination and understanding between the different port users and interest groups within Great Yarmouth with relevance to the operations of the Port.

15. Great Yarmouth Development Company - Area Board (1)

Colleen Walker

The Norfolk Development Company was established to promote economic development on behalf of the local authorities of Norfolk, with an initial emphasis on physical regeneration and development. The company provides a structure for joint ventures which enables new projects to be agreed and implemented more quickly. Individual companies can be established – the first to do so was the Great Yarmouth Development Company, a 50-50 partnership between the County Council and Great Yarmouth Borough Council. The agreement states the representative should be the lead member for Economic Development

16. EU Projects

France (Channel) - England Cross Border Programme Monitoring Committee (PMC) (1)

Jonathan Childs (Bert Bremner Sub)

Two Seas Cross-Border Programme Monitoring Committee (1)

Jonathan Childs (Bert Bremner Sub)

The role of the committees is to set the policy framework and take strategic decisions in relation to these funding programmes. As we develop the next set of programmes (covering the period 2014 - 2020) the PMCs will be

consulted on the future programme priorities and structures and the County Council has an important role in shaping these.

17. Local Transport Body (LEP sub Group) (1)

Colleen Walker

18. Royal Norfolk Agricultural Association (1)

Ian Mackie

The objectives of the Association are to promote, through the Royal Norfolk Show and other events, the image, understanding and prosperity of agriculture and the countryside.

19. The Norfolk, Suffolk, Essex China Partnership (1)

George Nobbs

Colleen Walker (sub)

The Partnership consists of the three leaders of the authorities, who have signed a Memorandum of Understanding to develop the Partnership with Jiangsu Province. They meet quarterly to oversee the progress of the Partnership.

Member Champions

Apprenticeships – Colleen Walker

County Farms – Ian Mackie

Rail – Michael Chenery

Children's Services Committee and Economic Development Sub-Committee

Item No.

Report title:	Developing Norfolk's Future Workforce
Date of meeting:	15 September 2015 and 21 September 2015
Responsible Chief Officer:	Sheila Lock Interim Director of Children's Services Tom McCabe Executive Director of Community and Environmental Services

Strategic impact

Developing Norfolk's Future Workforce contributes to three of the four strategic priorities of the Council:

- 1) Real jobs
- 2) Excellence in Education
- 3) Supporting Vulnerable People

This work is co-delivered by officers from the **Education Services** in Children's Services and the **Economic Development and Strategy Team** in Community and Environmental Services in partnership with schools, colleges, training providers, businesses, the charitable sector and other support organisations that have similar aims and objectives.

The **New Anglia Local Enterprise Partnership (NALEP)** supports the delivery of this strategy and all the activities are closely aligned with work taking place in Suffolk. Where collaboration across counties is possible, we will work to ensure that this maximises the benefits of the programme whilst reducing costs.

Executive summary

This paper informs members of the progress with **Developing Norfolk's Future Workforce** including new developments and the planned next steps:

- 1) **Apprenticeships Norfolk Network** - Increasing the number, level, range and quality of apprenticeships
- 2) **Future You** - Awareness and participation of young people in opportunities
- 3) **Participation in education or training** - Decreasing youth unemployment and NEET
- 4) **Work Inspiration** - Improving the link between schools and businesses
- 5) **Work Experience** - Helping young people to understand the world of work
- 6) **Help You Choose** - Information, advice and careers guidance

- 7) **LMI (Labour Market Information)** - Accurate information on opportunities and state of labour market

Recommendations:

- 1) To endorse the approach outlined in this paper
- 2) To promote **Developing Norfolk's Future Workforce** to the communities with whom members work – schools, employers, parents and carers

1. Proposal

A number of work strands have seen significant progression:

1.1. Apprenticeships Norfolk Network

Positive progress has been made since the last report in March 2015. The latest data available shows that Norfolk has seen a 20% rise in **Apprenticeship starts** when compared with the same period in the previous year (August 2014 to April 2015 inclusive).

Membership of the Network continues to grow, with the following sign-ups:

24 Colleges and Training Providers
34 Secondary schools
16 Support organisations
18 Employers

By the end of July 2015, there had been over 5000 **requests for information** made on the Apprenticeships Norfolk Network website since its launch on 13 March 2015.

The Council **recruited four Advanced Apprentices** (Level 3) at the start of July 2015 to work across the Apprenticeships Norfolk Network to help and support more young people to become involved. To increase participation, Chris, Jess, Katie and Kieren will be working with the members of the Network and with colleagues in the Leaving Care Team and with other teams to work with vulnerable young people.

1.2. Future You

The Future You marketing campaign, designed to run over a period of two years, was created to help guide 13-21 year olds on their future careers and highlight the paths into the six growth areas of industry in Norfolk.

Included in the campaign is a careers App aiming to provide structured careers information on hundreds of local job roles within the key growth sectors.

The campaign targeted all schools and colleges during the last three weeks of term, and also used a variety of outdoor media, including 48 sheet outdoor posters and Facebook, Twitter and YouTube advertising. There is also direct access to the App from both the NCC and Help You Choose websites.

Total number of App downloads to date	210
Future You unique website visits since launch	1682
YouTube views of 30 second video	16,081
Facebook and Twitter reach	121,000
Channel 4 pop up media careers event in August	200 x 16 to 21 year olds

Next Steps

A web based App is to be launched at the end of August 2015. This will sit on both the Future You and Help You Choose websites, making it accessible to all students,

teachers and careers advisors without having to rely on smart phone technology.

1.3. **Participation**

Note: Norfolk County Council experienced major security issues over the Summer period in 2014 with its Client Caseload Information System database. This required the system to be immediately shut down, affecting our ability to track and record the education, employment and training destinations of young people aged 16-19 and to fully operate 'Help You Choose'. The impact of this was that we were not able to identify who were NEET or who needed support over the critical transition period. This action, not taken lightly, was necessarily focused on the responsibility we all have to ensure that young people's safety is at the forefront of our thinking and action. The replacement database which became operational in March 2015 conforms to the current information management security and safety specifications and standards.

The good level of 95% participation at 16 that was achieved in 2013 has largely been maintained (94%) in 2014, although Norfolk is now slightly below the national and statistical neighbour average. The participation data for 17 year olds for the previous two years continues to indicate that this is where our biggest challenge lies and the current data confirms this. This demonstrates that a significant proportion of Norfolk's young people do not remain in learning or training for a full two years beyond the statutory school leaving age.

Next steps

Education Inclusion Service – In order to enable a more joined up approach to reducing numbers of young people not in education, employment or training (NEET), and to promoting participation in education and training, this newly formed service brings together all operational, commissioning, strategic and advisory services relating to Attendance & Exclusions, post-16 Participation, and SEND.

Peer Review – Derbyshire County Council is currently undertaking a peer review with us. Derbyshire is one of our statistical neighbours with a similar size and cohort, and where young people participate in education and training beyond 16 more than in Norfolk.

Summer transition support – we are commissioning targeted transition support from July to January for young people in Year 12 who do not have an offer of learning for September and/or who are disengaged. Best practice from the work undertaken by the Youth Contract will be used to ensure sustained progression.

Department of Work & Pensions partnership – in order to share information and deliver support to 18/19 year old NEET young people, we will be co-locating local authority guidance staff in the Great Yarmouth and Norwich Job Centres.

Education Funding Agency – the local authority is working closely with the agency to assess and address the gaps in provision and to ensure the new provision meets the needs of all Norfolk learners.

Local Enterprise Partnership – working through our involvement with the New Anglia Local Enterprise Partnership (NALEP), we will ensure that provision funded by the European Social Fund, Big Lottery, et al, reflects the engagement and participation needs of Norfolk's vulnerable learners.

1.4. **Work Inspiration**

NCC organised an Enterprise for All Conference in June 2015 for schools, colleges and training providers. The aim of the conference was to engage schools and colleges with the national Enterprise for All agenda and to share good practice in careers and

enterprise education and network with enterprise education activity providers. Over 100 delegates attended the event.

The New Anglia Local Enterprise Partnership (NALEP) and Norfolk and Suffolk County Councils ran a one year Work Inspiration pilot in Great Yarmouth, Lowestoft and Waveney.

Next steps

Education-Business Providers Network – Following the event, we are setting up a network in order to ensure that providers are engaged with current agendas in education and training, and to develop a mechanism to develop and share good practice to communicate a consistent offer to Norfolk schools.

Building on the experience of the Work Inspiration pilot, New Anglia LEP have been awarded funding for a 2-year project to develop an **Enterprise Adviser programme** funded by the national Careers & Enterprise Company (CEC). The project will create a network of volunteer **Enterprise Advisers** to provide a brokerage service across Norfolk and Suffolk that will strengthen links between secondary schools, colleges and businesses in order to provide opportunities for young people to better understand the world of work, career opportunities and the local labour market.

1.5. Work Experience

Work experience provides an excellent way of helping young people to understand the world of work and develop their employability skills. NCC provides schools and colleges with a growing traded offer for work experience health and safety placement checks. During the academic year 2014-15, the service ensured 3210 students (year 10 and above) from 40 schools/colleges across the county, accessed safe work experience placements engaging with a total of 1800 employers.

During the academic year 2014-15, the service ensured 3210 student placements (year 10 and above) from 34 schools/colleges across the county. The service enabled students to access safe work experience placements with a total of 1800 employers across the County.

Next steps

Introduction of a **twitter feed** dedicated to work experience is designed to engage with schools and to attract employers.

Partnership working with complex needs school and the short stay school for Norfolk (SSSfN) in order to promote bespoke work related placements for individual young people with SEND is a priority for 2014/15. The bank of employers willing to support vulnerable young people will be expanded.

1.6. Help You Choose

Norfolk's 14-19 careers information, advice and opportunities website for young people and online applications system. Help You Choose is the only place where young people can access information about all post-16 further education course opportunities in Colleges, sixth forms and sixth form colleges as well as Apprenticeships, Traineeships and re-engagement courses available across the County. Help You Choose also contains a wealth of impartial careers and labour market information and help resources for young people, teachers/advisers and parents/carers.

Help you Choose is used by all Norfolk secondary schools, academies and colleges to help ensure young people receive impartial careers information and advice to ensure that Norfolk's schools meet their statutory duties to secure careers guidance for all

young people aged in years 8-13 and to track learners applications and offers and target IAG on those who most need it. In 2013/14, Help You Choose received over 1 million hits, 95% of year 10s and 11s had accounts on the system and over 72% of Year 11s used Help You Choose to apply for their chosen post-16 programme of learning. Unfortunately, during 2014/15, the online applications system and tracking system was taken offline by NCC Information Management and Security, but following a rebuild to fully conform to IM security requirements to be re-launched with Year 11s on 1 October.

Next steps

Re-launch of Help You Choose with schools, colleges and training providers.
Enhancement of careers and LMI resources within the site for young people and parents/carers.
Responsive design of the site to ensure mobile/tablet friendly.

1.7. Labour Market Information

Developing Norfolk's Future Workforce, a series of 24 videos (available on YouTube and Help You Choose) launched in January 2015. The series, of which there are six core videos covering Norfolk's key sectors, is a resource for both teachers, careers professionals and pupils to help inform young people about the opportunities in their future study, qualifications, work experience and securing future job roles. There is also a trilogy of short animated films for teachers/careers professionals which explain the series and how best to educate young people about gaining employability skills and accessing opportunities to support their career choices. At this time, there have been a total of 6140 hits on the series.

During 2013-14, the Developing Norfolk's Future Workforce programme provided a number of employer-based CPD events for hundreds of IAG advisers and teachers to ensure young people are being given the most up to date information and advice about opportunities in Norfolk's priority labour market sectors.

Next steps

Video series will be made available via branded USBs to secondary schools, colleges, training providers and third sector partner organisations from September 2015 onwards.

LMI conference in November 2015 for staff in schools, colleges and training providers to better understand Norfolk's labour landscape;

LMI CPD programme targeting school/college senior and middle leaders, subject teachers and IAG staff, with focus on Norfolk's priority sectors.

A collaborative **project with the National Careers Service** to produce a 24-page booklet about Norfolk's labour market. Aimed at young people in Year 10/11, the booklet will highlight opportunities in Norfolk's key labour market sectors, as well as additional information and signposting readers to other sources of relevant information. Booklets will be distributed to all Year 10s through schools using a series of careers lesson plans from early November 2015.

LMI posters development based on key sectors/subjects and young people consulted on their needs and wants late 2015.

Investigation into the development of a **LMI microsite** to go live August 2016.

In a **skills event** in March 2016, The Royal Norfolk Agricultural Association plans to work with the Council and other local partners. The event will run to coincide with National Apprenticeships Week and the current proposal is for the event to be self-supporting within two years.

2. Evidence

- 2.1. Appendices 1 – 4.

3. Financial Implications

- 3.1. There is no further financial commitment required from Norfolk County Council for this project.

4. Issues, risks and innovation

- 4.1. Developing Norfolk's Future Workforce is an innovative way working across two departments to ensure that young people have the support they need in order to make informed choices about their education, training and career plans whilst ensuring that we have the supply of a well-trained, flexible and motivated workforce.

5. Background

- 5.1. This paper has been presented to both committees because it requires commitment from both sets of members. To ensure success, we need a balance of young people applying for apprenticeships, coupled with employers offering apprenticeship employment opportunities.

Officer Contact

If you have any questions about matters contained in this paper or want to see copies of any assessments, eg equality impact assessment, please get in touch with:

Officer name : Paul Wright,
Apprenticeships Strategy
Manager **Tel No. :** 01603 638 463

Email address : paul.wright@norfolk.gov.uk

Officer name : karin Porter, Participation
Strategy Manager **Tel No. :** 01603 679 174

Email address : karin.porter@norfolk.gov.uk



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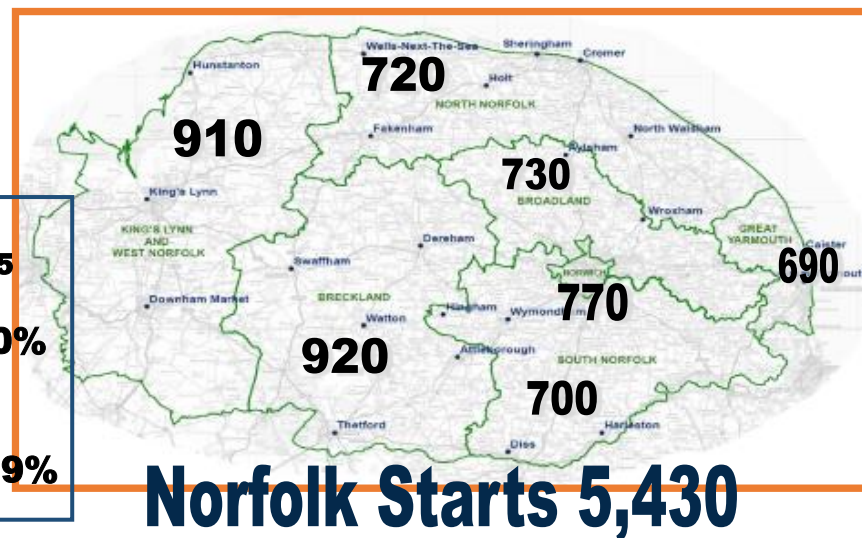
Apprenticeship Starts in Norfolk

August 2014 – April 2015 (Quarter 3)*

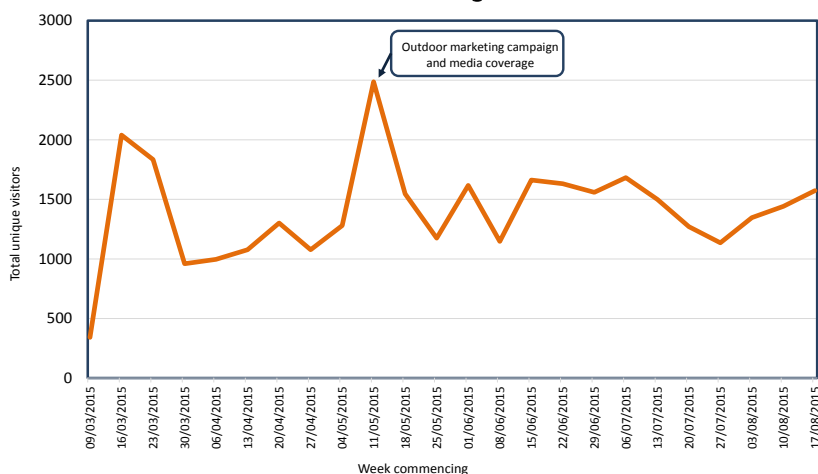
Source – FE Data Library * Latest data available

Apprenticeship Starts for all ages 3 year trend

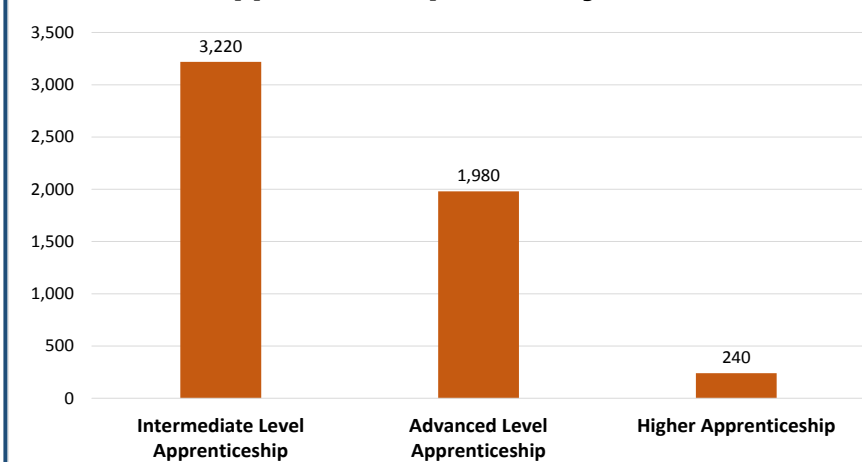
	2012/13	2013/14	2014/15
Norfolk	↓ -3%	↓ -14%	↑ +20%
National	↓ -6%	↓ -14%	↑ +19%

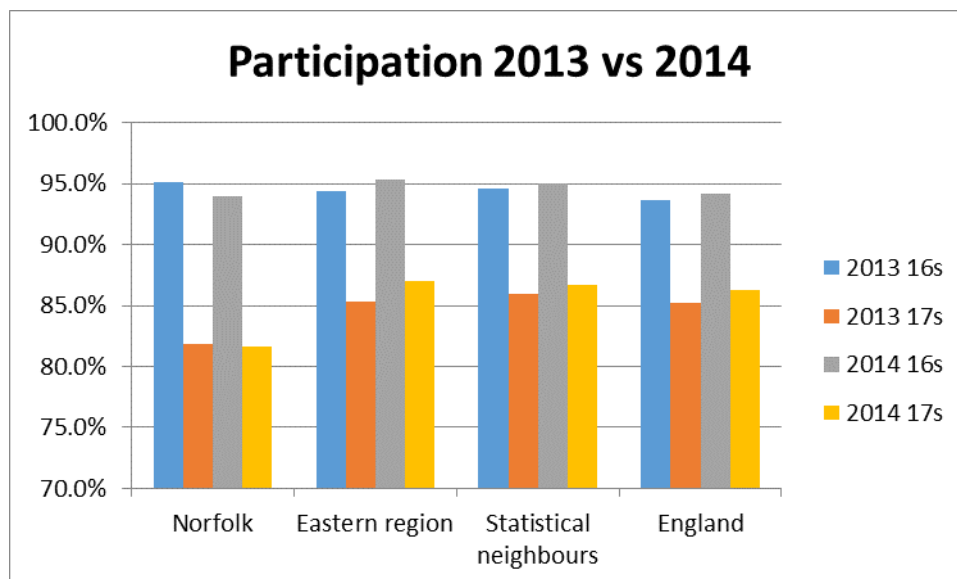


Apprenticeships Norfolk Website - Unique visitors March 2015 - August 2015



Apprenticeship Starts by Level





RPA	2013		2014	
	16s	17s	16s	17s
Norfolk	95.1%	81.8%	94.0%	81.6%
Eastern region	94.4%	85.3%	95.3%	87.0%
Statistical neighbours	94.6%	86.0%	95.0%	86.7%
England	93.6%	85.2%	94.2%	86.3%

Data source: – Norfolk data - Norfolk Connect, National / other – DfE

Enterprise for All Conference Feedback

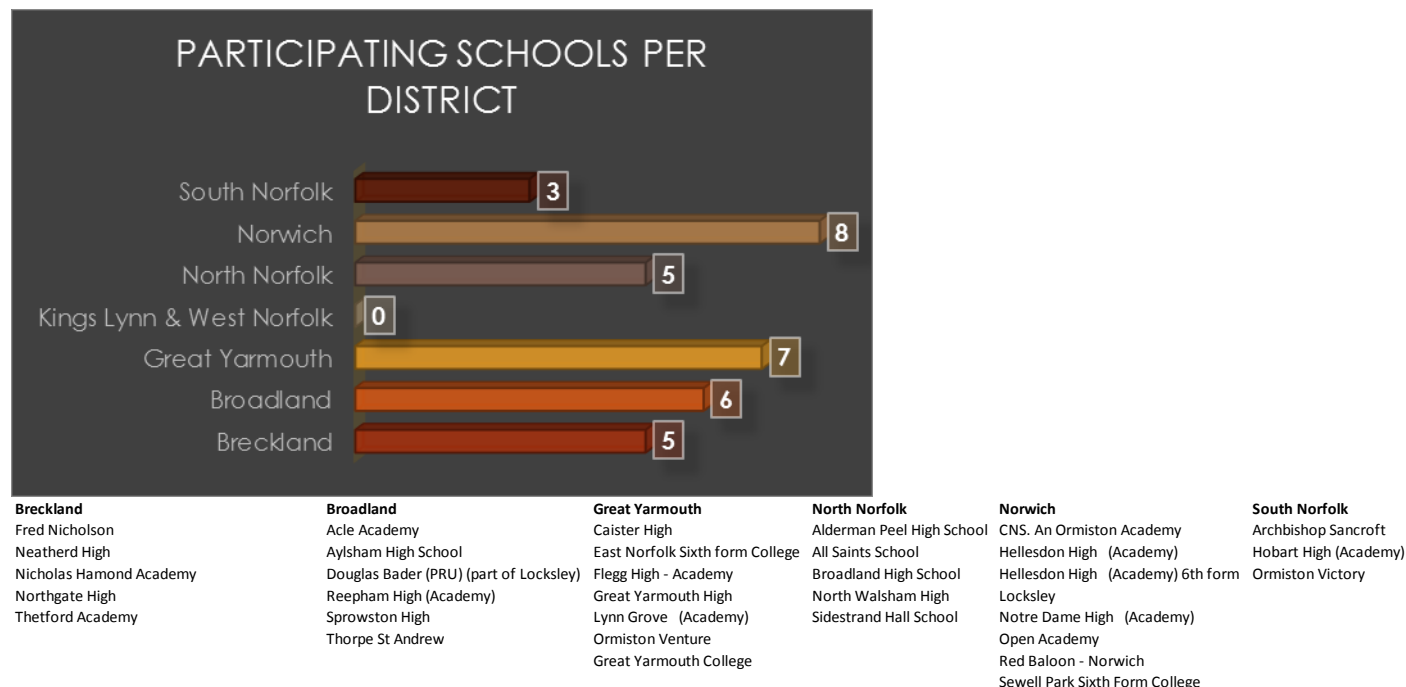
Delegates' feedback about the event gathered both at the event and through a follow up SmartSurvey indicated the success of the event.

- 97% of delegates reporting high satisfaction and value for the Conference.
- 78% felt their understanding and knowledge had increased markedly and 97% of delegates said the event improved their knowledge of enterprise education.
- 90% of delegates stated that the conference met all their aims and objectives.
- Over 70% rated the inputs from both the keynote speakers and the workshops very highly. Of the presenters, Simon Coward from Hethel Engineering Centre, Anthony Mann from the Education & Employers Taskforce and Simon Fox from Flegg High School were singled out for particular praise together with the students who presented from Aylsham High school
- 88% of delegates stated they had plans to share and apply their newly acquired knowledge, to follow up enterprise provider contacts
- Over 90% indicated plans to develop enterprise education programmes and activities within their curriculum.

Positive feedback from the event will be used to inform the development of the Enterprise Adviser programme across the NALEP area during 2015/16.

Work Experience 2014-2015

The table below shows schools and colleges contracting with Norfolk County Council for their Work Placement Support Service. This does not include work experience organised by schools who do not buy into our services.



Norfolk Employers per sector	Totals per sector	Share
A - ADMINISTRATION, BUSINESS AND OFFICE WORK	242	13.2%
B - BUILDING AND CONSTRUCTION	84	4.6%
C - CATERING AND HOSPITALITY	130	7.1%
D - COMPUTERS AND I.T.	37	2.0%
E - DESIGN, ARTS AND CRAFTS	30	1.6%
F - EDUCATION AND TRAINING	352	19.2%
G - ENGINEERING	124	6.8%
H - ENVIRONMENT, ANIMALS AND PLANTS	130	7.1%
I - FINANCIAL SERVICES	32	1.7%
J - HEALTHCARE	65	3.5%
K - LANGUAGES/INFORMATION/CULTURE	22	1.2%
L - LEGAL AND POLITICAL SERVICES	7	0.4%
M - LEISURE, SPORT AND TOURISM	62	3.4%
N - MANUFACTURING AND PRODUCTION	29	1.6%
O - MARKETING AND ADVERTISING	13	0.7%
P - MEDIA, PRINT AND PUBLISHING	21	1.1%
Q - PERFORMING ARTS	15	0.8%
R - PERSONAL AND OTHER SERVICES INC. HAIR AND BEAUTY	82	4.5%
S - RETAIL SALES AND CUSTOMER SERVICE	289	15.8%
T - SCIENCE, MATHEMATICS AND STATISTICS	10	0.5%
U - SECURITY AND ARMED FORCES	6	0.3%
V - SOCIAL WORK AND COUNSELLING SERVICES	36	2.0%
W - TRANSPORT AND LOGISTICS	16	0.9%

Economic Development Sub Committee

Item No.

Report title:	Scottow Enterprise Park Update
Date of meeting:	21 September 2015
Responsible Chief Officer:	Executive Director of Community and Environmental Services
Strategic impact <p>The redevelopment of the former RAF Coltishall airbase, now known as Scottow Enterprise Park, will create jobs and improve the aspirations and opportunities for young people in Norfolk, while also creating a level of commercial activity that would return over time an income for the Council. The regeneration of the former military base also gives rise to opportunities to improve the infrastructure, in particular housing, schools, transport and the electricity grid, in parts of North Norfolk and Broadland.</p>	

Executive summary

The Council is investing in Scottow Enterprise Park to bring forward employment opportunities on a phased and prioritised basis to reflect the market and the ability of the Council to secure tenants. Fourteen companies now operate from the site and the net income being raised exceeds original expectations. Infrastructure constraints, mostly outside of the Council's control, have held back the opportunity to fully market the site and the opportunities that exist to build upon the existing key tenants in the creative industries and sustainable building sector. This report updates the Sub Committee on the progress that has been achieved and seeks support, in line with resolution of the infrastructure constraints, to move away from a 'building by building' basis to a more consolidated regeneration programme for the varied collection of the buildings that are currently not let.

Recommendations:

- 1: To support the submission of the 'suite' of Change of Use Planning Applications with accompanying Overarching Statement**
- 2: To note the new branding and website used to assist the commercial marketing of Scottow Enterprise Park**
- 3: To confirm support for the principle of minimising prudential borrowing**
- 4: To confirm member representation on the Scottow Enterprise Park Member Working Group**
- 5: To note the proposed review of management arrangements building on the lessons learned from Hethel and elsewhere**

1. Proposals

- 1.1. The Sub-Committee resolved at its meeting on 26 November 2014, when it considered options for bringing the former airbase back to life, to support investing in the site to bring forward employment opportunities as early as possible in accordance with a proposal described then as 'Option 1'. Namely to invest to improve the building stock on a phased and prioritised basis to reflect the market and the ability of the Council to secure tenants. This report updates the Sub Committee on the progress that has been achieved and seeks support for moving away from a building by building basis to a more consolidated

regeneration programme for the varied collection of the buildings that are currently not let.

2. Evidence

- 2.1. While the Council has progressed various development opportunities at Scottow Enterprise Park, most notably the delivery of a large scale solar farm, it has to date due to water and telecommunications infrastructure constraints not sought to explicitly market the opportunities to bring forward significant new business growth and job creation on site. Notwithstanding this the Council receives a steady stream of enquiries, many of which (but not all) have resulted in various buildings, including all four hangers and a large part of the Jaguar Simulator buildings being brought back into commercial reuse.
- 2.2. Currently once terms are agreed for a building lease planning permission is sought to enable the building to be brought into use. There have been examples, most notably the temporary reuse of three of the hangers where the proposed use has come into being, under a temporary License in advance of the issue of planning permission (which would trigger the completion of a Lease).
- 2.3. The programme of infrastructure upgrade works is well advanced. The water quality and supply constraints, while delayed due to contractual matters between the Ministry of Justice and Anglian Water, are now on track to be resolved during December. Roll out of Super Fast Broadband within the site is due to be complete by BT before August 2016.
- 2.4. In anticipation of the resolution of the infrastructure constraints local commercial property agents Arnold Keys and the eastern regional office of national property consultancy Carter Jonas have been appointed to jointly promote and market the site starting this Autumn using a new logo and branding for the enterprise park – see Appendix A. The enterprise park's new commercial website is www.scottowenterprisepark.co.uk. Given the current strength of the prospective tenant enquiries and in order to avoid the use of temporary licence arrangements going forward support is sought to move away from the current 'building by building' approach previously agreed by the Sub Committee (Nov 2014) to a more consolidated regeneration programme for the varied collection of the buildings that are currently not let.
- 2.5. A 'suite' of Change of Use planning applications has been prepared for submission to the District Councils. One application focuses on the former Technical Area, a second concentrates on the former munitions storage area and one that deals with the use of the runway, peri-meter roadway and various hard standings for automotive / event use. The buildings and assets (like the solar farm) which currently have planning consent are shown in Appendix A. The 67 buildings that are included in the Change of Use applications are listed and shown in Appendix B. These buildings have the potential to generate in the region of 108 to 301 jobs.
- 2.6. Both North Norfolk District Council and Broadland District Council, who are also the Local Planning Authorities that are determining the planning applications for commercial proposals on the site, have been supportive of the Council in what it is seeking to do in bringing this former airbase back to life. At the time of writing this report discussions are on-going between the Council, North Norfolk District Council and the New Anglia Local Enterprise Partnership about the merit of designating parts of the former 'technical area' (which is in North Norfolk) as an Enterprise Zone.
- 2.7. Normally for a site of this size, where all uses are not known in detail at this stage, planning consent would be secured at an 'Outline' stage at this time for the site as a whole and as proposals come forward the actual detail would be

submitted through a process of 'Reserved Matter' applications. However the site is designated a Conservation Area, which means that only 'Full' (detailed) planning applications can be made. To avoid the situation where the District Councils, and local people, are presented with applications to consider without an understanding of the wider context of the site and its potential impacts (both positive and negative), it is intended to submit alongside the suite of Change of Use applications an Overarching Statement setting out the wider context of the site as a whole.

- 2.8. The Overarching Statement will provide information about the possible opportunities that are emerging around the key tenants that exist and any impacts, transport, environmental and heritage, that are likely as the site as a whole comes back to life. It is proposed that while the existing traffic strategy for the site, set out in Appendix C, is suitable to cater for the traffic flows envisaged in bringing the site back to life in highway safety and capacity terms improvements are proposed to the surrounding road network within existing highway limits to address the concerns expressed by residents in Badersfield about the possible environmental / amenity impacts within their settlement (which falls within the parishes of Scottow and Buxton-and-Lamas). A copy of the improvements that will be implemented is set out in Appendix D.
- 2.9. The suite of Change of Use applications does not include the reuse of the three hangers currently temporarily used for storage, or the potential new build development opportunities being put to the Council by prospective tenants that are currently being evaluated. Given the scale of these proposals they will be the subject of separate planning applications. A planning application has been submitted in respect of the continued use of storage in hangers 1, 2 and 3. If the other development opportunities currently being evaluated come to fruition then they will be the subject of separate planning applications at that time.

Governance

- 2.10. Much has been achieved since the County Council took ownership of the site in 2013. The management arrangements put in place have been effective during this start-up phase, but the time is right to review the resources available and the skill sets required to move the site to the next stage of development. As the pipeline of commercial opportunities emerge we need to be in a position to act swiftly and effectively to secure them.

In doing so we will take into account experiences from other similar sites as well our own successful Hethel engineering centre. It is important that we learn the lessons from those who have already faced and overcome such challenges.

Given this context Sub Committee is asked at the same to confirm representation on the Member Working Group.

3. Financial Implications

- 3.1. The cost of securing planning consent to reuse the existing buildings and the re-commissioning works required to bring the former Ministry of Defence buildings (and infrastructure) up to a level suitable for their commercial reuse is contained within Scottow Enterprise Park's Business Plan. A copy of the Business Plan, which excludes commercially sensitive information, is attached as Appendix E. Appendices within the Business Plan set out the financial forecasts up to 2025, and the capital programme.
- 3.2. Whilst the financial and performance monitoring report considered by the Sub Committee includes information about Scottow Enterprise Park. A copy of the latest monthly summary of the annual trading account (set out to reflect the

corporate profit and loss format) is attached as Appendix F. This shows the current position against budget and the forecast year end position.

- 3.3. Financial performance is currently stronger than the Business Plan previously agreed by the Sub Committee. Controllable costs have been reduced due to careful management of expenditure (both revenue and capital) and income is stronger than predicted.
- 3.4. Last year, 2014/15, the level of income was stronger than originally forecast, which together with a reduction in controllable costs meant that the site's trading performance was £335,546 better than budgeted for. This year, 2015/16, the site is forecasted to generate £993,000 of income, which taking into account direct and indirect costs and overheads is forecast to create an operating surplus of £47,000. This is £236,270 lower than the budget due to bringing forward expenditure on securing planning permissions (to avoid occupations that do not have planning consent), provision for charges for water supplied by HMP Bure and investment in infrastructure. The principle applied in respect of expenditure is to use the previously allocated capital funding and revenue generated in year before resorting to prudential borrowing. Any surplus generated at this time, while parts of the site and its infrastructure require improvement, is recommended to be reinvested in the site, to bring more of the site back into use to generate jobs and ultimately further income for the Council.

4. Issues, risks and innovation

- 4.1. The Business Plan sets out the risks associated with regenerating the former airbase. In terms of the matters that require a decision from the Sub Committee in this report the two issues that need to be considered is the financial and reputational risks associated with marketing the site and the opportunities that exist before the site is ready to be brought into reuse in either planning or physical terms. Much has been achieved to date, but it would be unhelpful to the Council, and our Joint Commercial Letting Agents, to raise expectations that cannot be realised.
- 4.2. The original Development Vision for Scottow Enterprise Park included, in addition to the redevelopment of the Officers Mess site for housing, in the order of 400 dwellings on the former Sergeants Mess site and sports pitches. The detailed work to resolve infrastructure constraints highlighted that such proposals were not commercially viable when the cost of also providing the necessary wider water upgrade and social infrastructure, most notably a new primary school.
- 4.3. Proposals to deliver large scale housing on the former Sergeants Mess site and sports pitches have been dropped. The housing development was originally proposed in order to raise income to support the regeneration of the former airbase to create jobs. Currently officers are considering a prospective enquiry to bring forward commercial development that would directly create a significant number (possibly in the order of 200 jobs) on this part of the site.
- 4.4. Proposals to bring the former RAF Sports Pavilion and some of the sports pitches into community use are also being discussed with representatives of the local communities in Scottow and Buxton-with-Lamas (including those representing the private residents companies in Badersfield). Both proposals can be accommodated by the infrastructure upgrade works being delivered.

5. Background (Progress to Date)

- 5.1. Since the Council bought the site in January 2013 14 companies now operate out of the site employing 63 people (full time equivalents - FTEs). The peak level

of employment at the site since the Council brought the site was earlier this Spring when the first phase of the solar farm was being constructed and operations to store material in three of the hangers were also underway. At that time in the order of 250 people were employed on the site.

- 5.2. While the Council has not actively marketed the site there is a strong pipeline of prospective tenant enquiries, and a number of very significant new development opportunities have been put forward and are currently being considered as to their commercial viability.
- 5.3. The site is also used for a number of commercial events (such as the 'Spring Vehicle Fest', driver training or film location shoots). In 2014/15 40 days of such events took place. The attractiveness of the site, in particular for film use since October Films set up on site, has increased. So far this year, 2015/16, the Council has bookings for 97 days for these kinds of uses. These events create additional income to the Council over and above building and land rentals.
- 5.4. First phase of the solar farm came into operation in March, and work is in hand to deliver Phase 2 later this financial year, which will offer opportunities for renewable power generated on-site to be used by tenants at discounted rates.
- 5.5. All property leases completed at Scottow Enterprise Park adhere to the Council's Property Hierarchy approvals process. The views of the local Member are sought and a report prepared for consideration by Policy and Resources Committee (P&R), or the Managing Director in consultation with the Chair of P&R, or the Managing Director depending on the value or sensitivity of the decision all in accordance with the Council's Constitution. The property leases envisaged for the reuse of the hangers or any major new build development that comes forward is likely to be of a scale and nature that would be reported in due course to the Council's Policy and Resources Committee for decision.
- 5.6. The Council has erected new highway directional roads signs, approved by the local Parish Councils, helping drivers use the agreed access route to the site. The provision of an additional access at the northern end of the site is not currently being advanced because the terms sought by the land owner do not represent appropriate value for the Council.
- 5.7. Morgan Sindall the Council's Joint Venture partner in the redevelopment of the former Officers Mess site for housing is continuing their development of a commercially viable scheme that appropriately respects the heritage of this important part of the former airbase. The Community Liaison Reference Group considered their approach to their proposed development scheme on 9 September. Discussions with Broadland District Council, who are the local planning authority for this part of the former airbase, at the time of writing this report, are on-going.
- 5.8. Those behind the formation of a Heritage Trust, including representatives of the Spirit of Coltishall Association, with the support of officers from the Council are continuing to develop their governance and terms of reference. Heads of Terms for the Trust's lease of the various heritage assets within Scottow Enterprise Park have been agreed in principle.

Officer Contact

If you have any questions about matters contained in this paper or want to see copies of any assessments, eg equality impact assessment, please get in touch with:

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Tel No. : 01603 737116

Email address : tim.edmunds@norfolk.gov.uk



If you need this report in large print, audio, braille, alternative format or in a different language please contact 0344 800 8020 or 0344 800 8011 (textphone) and we will do our best to help.

1. TECHNICAL AREA APPLICATION - LIST OF BUILDINGS

a) Consent for potential employment generating uses (23 buildings)

Building no.	Previous use	Proposed Use Class	Approx Floor area(m2)	Estimate of job creation	Proposed use
15	Survival Section	B1 / B8	390	3-15	Office
17B	Engine overhaul building + Station workshop	B1 / B2 / B8	1100	3-30	Industrial unit
17A	Carpenters and metal w/shops/offices	B1 / B2 / B8	1100	3-15	Industrial unit
380	Quickway Warehouse	B1 / B2 / B8	790	0	Commercial warehouse
382	41 RICS Store	B1 / B2 / B8	310	0	Commercial warehouse
265	Air publication Store	B1 / B2 / B8	150	1-12	Industrial unit
468	Air crew Feeder (over 6a)	B1 / B2 / B8	150	2-20	Industrial unit
376	Vehicle spray facility	B1 / B2 / B8	360	5-10	Industrial unit
349	Jag Sim building	B1 / B2 / B8	1800	20	Industrial unit
349a	Intelligence Cell	B1 / B2 / B8	450	10	Industrial unit
109a	Test House Crew Room	B1 / B2 / B8	70	0	Industrial unit
440	16 sqn Line	B1 / B2 / B8	200	0	Industrial unit
274	GEF Store	B1 / B2 / B8	190	2-6	Industrial unit
336	Pol Office Crew room	B1 / B2 / B8	130	2-10	Industrial unit
378	AC Paint Spray Facility	B1 / B2 / B8	290	0	Industrial unit
33	Medical Centre & Dental Centre (403)	B1 / B2 / B8	1150	20-60	Industrial unit
109	Aircraft Test Compressor Room	B1 / B2 / B8	0	0	Industrial unit
40	Guard Room	B1 / B2 / B8	530	8	Industrial unit
314	25m Range Shelter (cabin)	B1 / B2 / B8	40	1-3	Industrial unit
14a	Light vehicle servicing complex & Battery Charging Bay	B1 / B2 / B8	100	20-50	Industrial unit
260	Brake Parachute Servicing (GM store)	B1 / B2 / B8	380	6-30	Industrial unit
137	TIALD Bay	B1 / B2 / B8	190	0	Industrial unit
62	Asbestos Motor club storage building	B1 / B2 / B8	260	0	Commercial warehouse

b) Consent for only storage uses (13 buildings)

Building no.	Type	Proposed Use	Approx Floor area (m2)	Estimated job creation	Proposed use
386	PACF Store (GM Staff)	B8	150	0	Warehousing (C or S/S)
78	Liquid Oxygen Store	B8	250	0	Warehousing (C or S/S)
139	MSF-PPP Store (NATO)	B8	890	0	Warehousing (C or S/S)
270	41 sqn Line Hut (garages)	B8	860	0	Warehousing (C or S/S)
334	41 RIC w-shops (GM Staff)	B8	150	0	Warehousing (C or S/S)
6a	4x Garage Block unit - 2 units	B8	150	0	Warehousing (C or S/S)
6b	Ground Crew -Crew Room	B8	150	0	Warehousing (C or S/S)
6c	4x Garage Block unit - 2 units	B8	150	0	Warehousing (C or S/S)
23	Former Mortuary/Rugby Clubhouse	B8	70	0	Warehousing (C or S/S)
304	Brake Para Crew Room (GM rest room)	B8	20	0	Warehousing (C or S/S)
6	6 Sqn Store	B8	130	0	Warehousing (C or S/S)
157	BFI Standby POL	B8	90	0	Warehousing (C or S/S)
266	Portable Building	B8	50	0	Warehousing (C or S/S)

Key.

B1 – light industrial / office use, B2 – general industrial use, B8 warehouse / storage use

C – Commercial storage / warehousing S/S – low key / self storage

2. MUNITIONS STORAGE APPLICATION - LIST OF BUILDINGS

In total – 30 buildings

Building no.	Previous use	Proposed Use	Approx Floor area (m2)
69(1)	Bomb store	B8	65
69(2)	Bomb store	B8	65
69(3)	Bomb store	B8	65
69(4)	Bomb store	B8	65
69(5)	Bomb store	B8	65
69(6)	Bomb store	B8	65
69A(1)	Bomb store	B8	65
69A(2)	Bomb store	B8	65
69A(3)	Bomb store	B8	65
69A(4)	Bomb store	B8	65
69A(5)	Bomb store	B8	65
69A(6)	Bomb store	B8	65
70	Bomb store	B8	35
72	Bomb store	B8	315
70(A)	Bomb store	B8	35
232	Bomb store	B8	50
223	Bomb store	B8	305
223A	Bomb store	B8	305
223B	Bomb store	B8	305
223C	Bomb store	B8	305
320	Bomb store	B8	85
321	Bomb store	B8	160
322	Bomb store	B8	180
224	Bomb store	B8	310
226	Bomb store	B8	140
227	Bomb store	B8	195

228	Bomb store	B8	100
229	Bomb store	B8	125
315	Bomb store	B8	125
316	Bomb store	B8	70

NB. Storage use mainly self storage with limited commercial potential and limited job creation potential.

3. DRIVER TRAINING APPLICATION - LIST OF BUILDINGS

In total – 1 building

Building no.	Type	Proposed Use	Approx Floor area(m2)	Job creation	Proposed use
261	Accommodation hut	Sui generis	260	2	Office / training

NB. Application also contains hard-standing and roadway areas used for training purposes

APPENDIX A

KEY

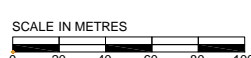
- buildings and land with existing planning permission

- buildings and land with existing planning permission



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 ■ NORWICH LANCASTER HOUSE TEL: 01603 706000 FAX: 01603 706001

Scale 1:5000 @ A1



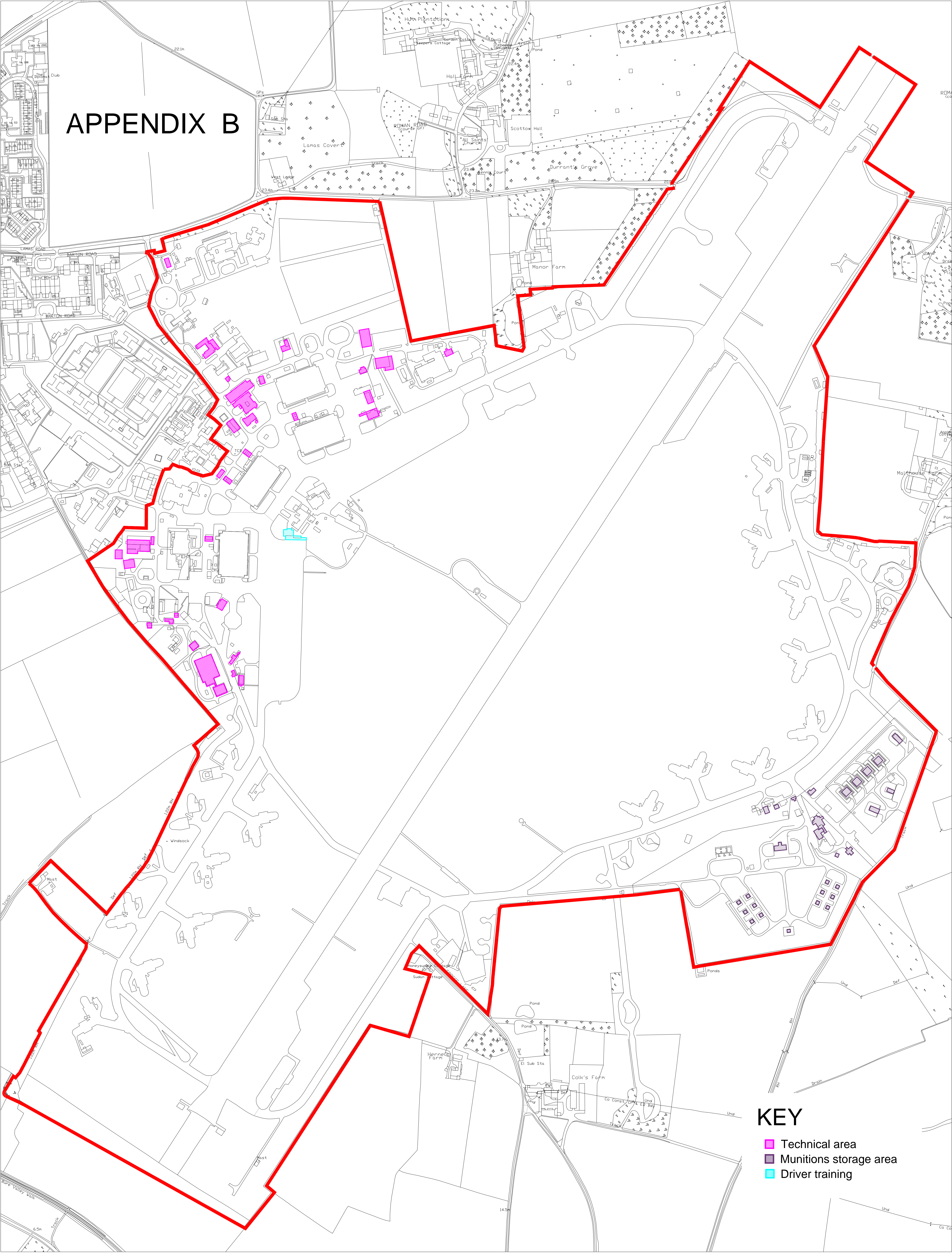
33

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REV	DATE	DESCRIPTION		
Title.			Date:	
Existing planning permissions buildings & land			Aug 2015	
Address.			DRAWN BY	RG
Scotow Enterprise Park				
Plan No.			CHECKED BY	AS
01-01-16-2-1217 / 03				

APPENDIX B



KEY

- Technical area
- Munitions storage area
- Driver training

	NPS Property Consultants LTD ■ NORWICH LANCASTER HOUSE TEL: 01603 706000 FAX: 01603 706001		<p>This drawing must not be reissued, loaned or copied without the written consent of NPS Property Consultants Ltd. (the originator). All errors, omissions, discrepancies should be reported to the originator immediately. All dimensions to be checked before site fabrication by the contractor, his sub-contractor or supplier. Do not scale plans - use figure or grid dimensions where given. Any deviation from the drawing to be reported to the originator immediately.</p>		<table><tr><th>REV</th><th>DATE</th><th>DESCRIPTION</th></tr><tr><td colspan="3">Title: Planning permissions buildings</td></tr><tr><td colspan="3">Address: Scotow Enterprise Park</td></tr><tr><td colspan="3">Plan No. 01-01-16-2-1217 / 02</td></tr></table>		REV	DATE	DESCRIPTION	Title: Planning permissions buildings			Address: Scotow Enterprise Park			Plan No. 01-01-16-2-1217 / 02			Date: Aug 2015	
	REV	DATE			DESCRIPTION															
	Title: Planning permissions buildings																			
	Address: Scotow Enterprise Park																			
Plan No. 01-01-16-2-1217 / 02																				
Scale 1:5000 @ A1		35	This map is based upon Ordnance Survey material with the permission of Ordnance Survey on behalf of the Controller of Her Majesty's Stationery Office © Crown copyright. Unauthorised reproduction infringes Crown copyright and may lead to prosecution or civil proceedings. Norfolk County Council. Licence No: 100019340. 2015.		DRAWN BY	RG														
			CHECKED BY	AS																



Scottow Enterprise Park – Traffic Management Strategy

Approved Route:

(Designation in Norfolk Route Hierarchy)

North Walsham Road B1150 (Main Distributor)

Scottow Road C245 (HGV Access Route) – between B1150 and C275

Hautbois Road C275 – between C245 and U19060

Lamas Road U19060

Prohibited Routes for HGVs (above 7.5 tonnes)

Hautbois Road C275 – south of U19060

Scottow Road C245 – west of C275 (including through the village of Buxton-with-Lamas)

The Fairstead U19060

Environment control of HGV Movements

No movement on or off site for vehicles exceeding 7.5 tonnes:-

- Monday to Friday before 07:00 hrs or after 22:00hrs.
- Saturday 07:00 hrs and 16:00 hrs
- Sunday: None

HGV movements outside of the above hours only in exceptional circumstances.

Actions

1. Provisions to ensure all vehicles under the control of tenants at the enterprise park adhere to the above will be included in all future Licences and Leases granted by the County Council for occupation of buildings or use of land within the enterprise park.
2. Highway road signs providing directional advice to drivers in the local area will be amended to help assist people travel safely to the site by the most appropriate route.

Note: There appear an issue with directions provided via 'Sav Navs' which route traffic to A140 rather than B1150. Additional signage will be erected on B1354 Stratton Strawless to ensure HGVs are not directed via Mayton Bridges.

**brief**[illegible]

SEP 10 Year Business Plan
(Updated Aug 15)

2012/13 Yr 1 Actual	2013/14 Yr 2 Actual	2014/15 Yr 3 Actual	2015/16 Yr 4 Forecast	2016/17 Yr 5 Budget	2017/18 Yr 6 Budget	2018/19 Yr 7 Budget	2019/20 Yr 8 Budget	2020/21 Yr 9 Budget	2021/22 Yr 10 Budget	2022/23 Yr 11 Budget	2023/24 Yr 12 Budget	2024/25 Yr 13 Budget
£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000

Capital programme

Capital Receipts												
Officers Mess							-1,300					
Sergeants Mess & adjoining areas												
Employment Zone												
External Funding												
Heritage Enterprise Grant Funding												
Prudential Borrowing				-1,527	-3,066	-497	1,300	-150				

Capital Income Sub Total				-1,527	-3,066	-497		-150				
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Capital Payments												
Purchase (Capital)	4,177	1										
Utilities Separation (Capital)		274	216	105								

Essential Infrastructure Improvements (Capital)												
Community Concern Access Improvements	6	13	11	50	700							
Off Site Highway Improvements		7	10	4								
Community Recreational Access Improvements				18		50		150				
Community Woodland		1										
Heritage Access & Interpretation												
Housing (Officers' Mess) Capital Costs (NPS Fees)		58	-									
Sergeants Mess & adjoining areas			4									
Utilities Upgrade			45	711	888							
Building 15			7	15								
Recommisioning capital costs for Green/Amber Buildings				1,260	1,443	442						
Building Condition Surveys for Recommissioning of Buildings				10	10	5						
Screening					25							
Recommisioning capital costs for Heritage Buildings (ie Heritage Enterprise)				25								
Essential Infrastructure Sub Total	6	79	77	2,093	3,066	497		150				

Capital Spend Sub Total	4,183	353	293	2,198	3,066	497		150				
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Summary of Capital Budget Spend												
Net Capital Position	4,183	353	293	671								

Cumulative Capital Position	4,183	4,536	4,829	5,500	5,500	5,500	5,500	5,500	5,500	5,500	5,500	5,500
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Cabinet Approved Capital Funding	5,500	1,317	964	671								
Net Capital Position	5,500	1,317	964	671								

SEP 10 Year Business Plan
(Updated Aug 15)

Profit & Loss Account

Income

	2012/13 Yr 1 Actual	2013/14 Yr 2 Actual	2014/15 Yr 3 Actual	2015/16 Yr 4 Forecast	2016/17 Yr 5 Budget	2017/18 Yr 6 Budget	2018/19 Yr 7 Budget	2019/20 Yr 8 Budget	2020/21 Yr 9 Budget	2021/22 Yr 10 Budget	2022/23 Yr 11 Budget	2023/24 Yr 12 Budget	2024/25 Yr 13 Budget
Sundry Income, Leases and Rents	-	-24	-16	-15	-16	-16	-16	-16	-16	-16	-16	-16	-16
Track Uses					-15	-15	-15	-15	-15	-15	-15	-15	-15
Norfolk Fire Training			-1	-1	-2	-2	-2	-2	-2	-2	-2	-2	-2
Solar PV			-295	-541	-450	-450	-450	-450	-450	-450	-450	-450	-450
Rental income from Building Tenancies		-22	-103	-388	-461	-712	-795	-798	-1,975	-774	-795	-795	-795
Rental income from Bomb Storage Area			-11	-11	-43	-56	-56	-56	-56	-56	-56	-56	-56
Tenant Electricity / Gas / Water Recharge				-38	-70	-110	-110	-110	-110	-20,500	-20,500	-20,500	-20,500
Service Charge					-69	-109	-159	-159	-159	-159	-159	-159	-159
Community Use													
Revenue Grant Funding													
Income Sub Total	-	-46	-425	-993	-1,127	-1,470	-1,603	-1,606	-2,782	-21,972	-21,993	-21,993	-21,993

Direct Costs

NPS / Agent fees for lettings		25	44	29	50	50	20	20	20	20	20	20	20
Nplaw fees for lettings			28	30	20	20	10	10	10	10	10	10	10
EPCs			3	1	5	5							
Other planning costs			1	3									
Building Condition Survey		6											
Council Tax		3	3	5	5								
Building & Repair Maintenance			13	59	112	114	116	118	110	100	75	75	75
Estate Costs			13	6	21	22	23	24	25	26	27	28	29
Tenant Electricity / Gas / Water Costs				27	60	120	120	120	120	20,000	20,000	20,000	20,000
Bad Debits					23	36	40	40	99	39	40	40	40
Direct Cost Sub Total		33	103	161	296	367	329	332	384	20,195	20,172	20,173	20,174

GROSS - PROFIT / + LOSS	-	-13	-322	-833	-831	-1,104	-1,274	-1,274	-2,399	-1,777	-1,821	-1,820	-1,819
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Overheads

Total Overheads	117	813	743	786	761	775	792	754	727	739	745	757	768
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NET OPERATING - PROFIT / + LOSS	117	800	420	-47	-69	-328	-482	-520	-1,672	-1,038	-1,076	-1,064	-1,051
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Summary of Revenue

Scottow Reserve				47	15	40	284	567	1,991	2,782	3,611	4,427	5,231
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Business Plan (High Level Summary) 2012 – 2022

September 2015

Growing Norfolk’s Economy and creating Real Jobs – Business Development and Marketing Plan

A commercial market led approach supported by appropriate evidence will be taken at Scottow Enterprise Park to support business growth, the creation of jobs and an increase in the Business Rate base in Norfolk. A sector approach has emerged around – renewable energy, green construction, creative industries, high energy use manufacturing, storage and distribution, and automotive. These sectors will be used to focus marketing the enterprise park in order to make best use of the assets that exist and any development or inward investment opportunities that may arise. There will be proactive engagement with the business and commercial property community within Norfolk and beyond.

The site will not be marketed and let in a way that threatens the existing economic well-being of Norfolk. The creation of new business start-ups or growing existing businesses, in particular those not currently based in Norfolk will be a priority for new tenancies.

Scottow Enterprise Park should be viewed as a force for good within the commercial property sector; an asset to Norfolk increasing the County’s appeal to the UK and Overseas investment market.

Key Activities
1. Creation of a marketing strategy for the site based on sector engagement to drive a cluster approach to lettings
2. Procure Joint Commercial Letting Agents and marketing consultant
3. Mobilise Joint Commercial Letting Agents and marketing consultant
4. Agree and implement production plan for marketing materials / website which capture the sectorial approach
5. Develop and agree marketing material (Logo, Branding, Website and Brochures / Video / eNewsletter)
6. Develop and implement a proactive annual programme of business events that support the business sectors at SEP

Significant Risks/Issues to be addressed:

- Timely approval of Logo and branding to support planned activities, in particular the Council’s attendance at MIPIM UK event in Oct.

Site Occupation and Job Creation

Targets
1. Amount of Gross Floor Space let (annual targets)
2. Amount of Gross Floor Space under offer (Note: data collected for monitoring purposes but no targets set)
3. Number of jobs created (annual targets)
4. Number of active prospective tenant enquires (Note: data collected for monitoring purposes but no targets set)

Significant Risks/Issues to be addressed:

- Reputation – Allowing occupation before planning consent
- Lack of prospective tenant enquires
- Lack of inward investment and erosion of local economy (due to local displacement to SEP)
- Occupation by unsuitable tenants with low job creation prospects

Maximising the Opportunities for Growth in Regenerating the Historic former RAF Coltishall – Planning and Transport Plan

The strategic planning context for the former airbase is set out in the planning policy framework of both North Norfolk District Council's and Broadland District Council's Local Development Frameworks. The planning policies were framed in the period leading up to the closure of RAF Coltishall in 2006 and were informed by the Coltishall Task Force, a group set up by the local authorities with the Defence Estates to inform the potential reuse of the site once the airbase closed. The context was set against a back drop of historical concerns about former airbases giving rise to potential planning and environmental issues when they were purchased by the private sector. Closure of the airbase predated the 'global economic crash' and the nation (and Local Government) entering into an era of financial austerity. The drive to increase the economic performance of the county, increase the amount of high value jobs and apprentices in the Norfolk economy and reduce the number of people not in work is cause enough to challenge the perception of what the former airbase could be in terms of job creation.

The taxpayers in Norfolk should be involved in the creation of the Council's Development Vision for the site. The Council will work with local stakeholders, including importantly the two District Councils who are the Local Planning Authority's that will determine planning proposals that come forward. The Council will seek to secure a planning policies that that enable this important economic asset to realise its full potential while not harming the site's important military heritage or placing undue strain on local communities and services.

Key Activities

1. Consult on and publish Development Vision
2. Agree Initial Traffic Management Plan for operation of the site
3. Reposition Strategic Planning Context – secure more beneficial LDF policies (and Enterprise Zone status – see Funding Bids workstream)
4. Secure planning consent for existing buildings with a commercial future use or any new build development proposed
5. Confirm requirement for and if needed secure highway improvements or an additional access to address community concerns about potential loss of amenity arising from the former airbase being brought back into reuse.
6. Update and expand Traffic Management Plan to provide a wider Transport Strategy for the site when it is realistic to support greater use of sustainable transport
7. Agree and implement a Travel Plan for the site

Significant Risks/Issues to be addressed:

- Management of any 3rd party land owner's aspirations for any access improvements
- Ability to secure more beneficial LDF policies and a stronger position in New Anglia Local Enterprise Partnerships Strategic Economic Plan
- Managing member and the public's expectations or concerns

Speaking Up for Business in Norfolk and Leveraging Financial Support for Economic Growth - Development of Funding Bids and Other Funding Opportunities

The Council will seek to secure maximum funding from sources external to the Council, while still retaining control and ownership of the site. A proactive and strong relationship should be formed with national and local government funding agencies in partnership with the New Anglia Local Enterprise Partnership, North Norfolk District Council and Broadland District Council.

Funding opportunities in the public and private sector will be explored and the appetite of the market for any Joint Venture opportunities on the site exploited with support from the Council's Joint Commercial Letting agents.

Key Activities

1. Secure a commercial partner to jointly redevelop the Officers Mess, secure planning and support its redevelopment in order to benefit from a share of the development profit – while still respecting the heritage value of the important part of the former airbase
2. Develop and agree strategy for funding bids with the Heritage Lottery for their 'Enterprise Bid' programme
3. Strengthen relationship with NNDC, BDC and LEP to maximise funding opportunities (with the support of the corporate Bid Team)
4. Establishment suitability of securing Enterprise Zone status for SEP with NNDC, BDC and LEP
5. Develop strategy for funding bids to EU, UKTI, UKBIS and LEP (in liaison with the corporate Bid Team)
6. Implement and support the development of a financial self sustaining Heritage Trust to reduce the liability on the Council to maintain assets that have only a heritage value
7. Support the development of the business case to lower the Council's electricity bill through the use of any renewable energy generated

Significant Risks/Issues to be addressed:

- Lack of funding to realise SEP's potential
- Reduction in the ability of SEP to contribute towards corporate finances
- Credibility of emerging Heritage Trust to establish a financially self sustaining model

Making Best Use of the Council's Assets and Business Systems – Facilities and Asset Management Plan

The former airbase is a large and complex site with a diverse range of ex-MoD buildings and infrastructure. Bringing the site back into beneficial reuse gives rise to a need to carefully manage investment capital and revenue expenditure in order to avoid the site adding financial strain to the Council.

Opportunities for appropriate income generation will be exploited whilst always being mindful of the longer term objectives of the Council's Development Vision.

The site was purchased and is managed within the context of the Economic Development service of the Council, and as such it sits as a Traded Service within the Communities and Environmental Services Directorate. The business systems used to manage Scottow Enterprise Park are those corporate financial and ITC systems in use across the Council. The management of the enterprise park will work closely with the Council's corporate property client and finance teams together with the Council's NPS, NORSE and Nplaw organisation to ensure that business processes are fit for purpose and cost effective. Where it is not cost effective to use or adapt the Council's own corporate systems or supply chain of contractors use will be made of other commercial alternatives.

In the medium term, once it is financially stable, consideration will be given to devolving it from within the Communities and Environmental Services Directorate to a standalone wholly owned Council company.

Key Activities

1. Development of the Service Charge protocol – seeking full cost recovery
2. Implementation of full cost recovery for utility services
3. Development of a full asset register
4. Development of cost plans to manage and maintain all assets (that are the responsibility of the landlord)
5. Implement Service Charge protocol (phased increase in recovery of costs as market conditions allow)
6. Develop and implement a programme of Business Process reviews with CES Business Support
7. Annual review Insurance levels and build any changes to premiums in the accounts

Significant Risks/Issues to be addressed:

- Resources required to complete full asset register exceed the finances available (balancing risk of spending unsustainable levels of overhead expenditure to collate data with the potential for increased costs arising from reactive maintain regime)
- Inability of management / financial systems used to support the needs of SEP – potential loss of income or increases in expenditure, and strain placed on staff within the site management team who may have to undertake 'work arounds' or duplicate effort to achieve results

Creating a Safe and Secure Commercial Environment in which Business can Grow - Operational Management

The Council will operate the site safely and cost effectively, with all direct and in-direct expenditure tightly controlled in order to ensure the maximum return from income generated.

The on-site 'client' team, which comprises of staff from both the Communities and Environmental Services Directorate and NPS, will be the minimum required to effectively operate the site and the manage the letting and rental process.

As set out in the Council's Development Vision the site will be operated so not to harm local communities or the services they rely on.

Scottow Enterprise Park should be something the Council is proud of and an exemplar of Public Sector Leadership and something that Norfolk's tax payers support.

Key Activities

1. Review, at least annually, staff structures and implement any changes required to ensure Management Team fit for purpose while also cost effective in terms minimum Overheads for Trading Account
2. Implement programme of Tenant Forums (and act upon feed back from site users)
3. Erect new highway directional road signs,
4. Erect site entrance signage and on-site road and building signage (links to Branding)
5. Review, at least annually, Site Security provisions to ensure best value
6. Review, at least annually, Grounds Maintenance provisions to ensure best value
7. Review and update as required site wide and any activity specific Risk Assessments
8. Agree site wide Fire Safety Strategy
9. Review and refine as required management regime for tenant and ad-hoc use of the wider airfield assets (including runway and perimeter roadways).

Significant Risks/Issues to be addressed:

- Adequacy of Management Team to deliver the Council's Development Vision for SEP
- Timely implementation of new water infrastructure that has increased capacity to enhance fire fighting capacities in advance of any major increase in site occupation or introduction of potentially hazardous activities
- Ensuring site security provisions meet the needs of the site.

Modern High Quality Infrastructure - Utilities Infrastructure and Assets Improvement Programme

Scottow Enterprise Park will have high quality modern infrastructure, including telecommunications and Super Fast Broadband that supports the needs of business and enables them to fulfil their growth potential.

The redundant former airfield has infrastructure constraints that require careful management and addressing in the most cost effective way.

The site has and will continue to have, without a major investment in off-site infrastructure, constraints on the level of water supplies. The strategy for business occupation will take this into account.

The existence of a major private HV electricity network, with a strategic grid connection, coupled with significant opportunities for on site renewable energy generation, is a major economic asset both for the Council and the business that come to the site. Opportunities to maximise the income generated from renewable sources will be taken. Provision to provide renewable energy at discounted prices for tenants at the enterprise park will be included in the site's infrastructure planning.

The quality and condition of the building stock at the former airbase is very diverse. Investment should be undertaken dependant upon market demand. Any new build development should respect the setting and heritage of the former airbase.

Key Activities

1. Develop and construct new water infrastructure capable of meeting the needs of regenerating the site and address the Fire Safety Strategy
2. Secure the delivery of Super Fast Broadband at SEP
3. Develop management regime of SEP's private HV electricity network, including resolving commercial relationship with the provision of power to site users
4. Categorise all existing buildings and assets into those a) which have a commercial future, B) of solely of heritage value, C) of solely of beneficial use by the local community, or D) have no viable future reuse and should be ear marked for demolition in due course as development takes place.
5. Prepare high level cost estimates for the re-commissioning of all buildings or assets that have a commercial reuse.
6. Establishment of detailed cost estimates with supporting business cases to commission all existing buildings that have a commercial future
7. Agree, with commercial letting agents, the prioritisation of commissioning works based on known market demands
8. Implement agreed programme of commissioning works
9. Develop individual business cases for specific buildings in response to specific tenant enquires

Significant Risks/Issues to be addressed:

- Lack of adequate infrastructure to support lettings – reduced income and job creation
- Reputational risk of marketing site in advance of adequate infrastructure
- Unsustainable costs to provide the required infrastructure
- Cost overruns

Ensuring Access for All - Heritage and Public Access Plan

Access to the site has been restricted in the past while it was an operational military airbase. Given that the site was purchased using Norfolk taxpayers money opportunities will be taken to increase safe public access to the site’s important military heritage. Such plans should not undermine the site’s commercial viability or conflict the security required to protect this public asset.

The approach should commence with managed access, escorted tours / walks etc and only develop into less formal arrangements as conditions on site and finances allow.

Use of the site to improve the health and well-being of Norfolk people, in particular people living close to the site, should be encouraged on a managed and self financing basis. A significant amount of social and sporting facilities were lost when the airbase closed and the Council will seek to readdress this through working with the local communities who currently lack local facilities.

The long term aim of establishing a heritage museum, incorporating the currently dispersed collections of materials that relate to RAF Coltishall should be encouraged whilst not exposing the Council to financial burden over and above that which exists as owner of this important heritage site.

Key Activities
1. Identification of heritage assets
2. Provision of heritage tours supported by the Spirit of Coltishall Association
3. Establishment of a financially self sustaining Heritage Trust
4. Establishment of community sports facilities
5. Provision to enable formal sporting clubs to use facilities on site.

Significant Risks/Issues to be addressed:

- Reputation – not seen to be honouring commitments given to open up public access

Supporting Norfolk's Young People Get Ready for Business - Young Persons Concordat

As owner and operator of Scottow Enterprise Park the Council is well placed to be the bridge between Norfolk's young people in full time education and the world of work. The Council will use the regeneration of the former airbase and the establishment of business activity on-site as an agent for change to drive up academic attainment and the aspirations of Norfolk's young people.

A proactive approach to supporting the development and delivery of learning in Norfolk's schools and colleges, and the development of Norfolk teachers will be embedded in the way in which the site is regenerated. Businesses that come to the enterprise park, including the Heritage Trust, will be expected to play a role in helping the Council realise its corporate objective of supporting Norfolk's young people and ensuring they are ready to take advantage of business opportunities when they leave full time education.

The Council will help businesses on SEP compete and grow using the talents and skills available in the county.

Key Activities

1. Development of the concept with the Skills Team in CES ED&S service and Children's Services
2. Engagement with Heads of schools and colleges to further develop the concept
3. Engagement with tenants at SEP and other employers to further develop the concept
4. Agree and implement proposals
5. Review scheme, at least annually, and act upon any recommendations for feedback for those engaged in the process

Significant Risks/Issues to be addressed:

- Lack of school and college engagement
- Lack of business engagement

Trading Operation
Current Period:

Scottow Enterprise Park
P04-16

PROFIT & LOSS		Month 1	Month 2	Month 3	Month 4	Full year total FORECAST	Full year total ORIGINAL BUDGET	Full year total REVISED BUDGET	
		£ actual	£ actual	£ actual	£ actual	£ forecast	£ budget	£ budget	
Sales									
Rents	97300	99,519	63,727	78,576	78,225	754,390		904,580	Reduced rental income forecast with no anticipated income from option agreements
Other income	ZR409 less 97300, 98050 and 91880	1,283	783	7,314	14,133	239,115		213,200	Reduced income forecast with no anticipated income from for northern track use
Total Sales		100,802	64,510	85,890	92,357	993,505	0	1,117,780	
Direct costs									
Premises									
Grounds maintenance 22500									
Estate management 22550					1,220	6,319		22,500	
Buildings maintenance & repairs 23300			1,905	206	9,289	58,950		94,500	
Buildings alterations and improvements 23610									
Utilities 24340, 24810, 24360					9,406	26,659			
Rents, hire of premises 24500									
Council tax & business rates 24710				4,912		4,912		3,400	
Insurance 25500									
Refuse collection 25270									
Other premises costs ZR402 less above									
Supplies & services									
Supplies ZR404 less '4' codes below and 49390			2,751	4,462	3,264	30,312		69,100	
Professional services 44630, 44650, 74750			1,111	261	585	3,485			
Legal services 46560, 50000				867	654	30,055		20,000	
Compensation payments 65000									
Transport ZR403 less staff allowances					89				
Total Cost of Sales		0	5,767	10,707	24,506	160,692	0	209,500	
Gross margin		100,802	58,743	75,183	67,851	832,813	0	908,280	
Indirect costs / Overheads									
Direct Staff costs ZR401		5,508	7,329	23,733	9,555	136,166		145,530	
Staff allowances 35420					89	356			
35770									
98030					-7,544	-18,530			Change of coding from 98050
98050								-18,530	
Premises									
Grounds maintenance 22500		2	-1,291	557	6,524	43,110		43,110	
Estate management 22550		19,095	-8,433	1,327	-46	10,000		22,500	
Buildings maintenance & repairs 23300		1,905	1,451	2,228	-7,826	10,000		40,500	
Buildings alterations and improvements 23610									
Utilities 24340, 24810, 24360		87	9,115	6,962	-3,446	155,000		40,000	Year end forecast unchanged from last month (£67K for client electricity costs to keep capacity charge, £38K for Water and notional allowance of £50K for EDF utility costs from 14/15 (tbc))
Rents, hire of premises 24500					192	192			
Council tax & business rates 24710				2,400		2,400		2,900	
Insurance 25500						45,295		30,000	Year end forecast fixed - increased annual insurance premium due to change of building cover for occupied buildings)
Refuse collection 25270									
Other premises costs ZR402 less above		-337		21,697	54,146	257,500		237,000	Forecast increase for Security Costs - from 145K to 185K; Utilities Network Maintenance Costs - reduced from 40K to £20K; NPS FM Officer (Fees and Expenses) - £48K; Contract Cleaning - £4.5K
Supplies & services									
Supplies ZR404 less '4' codes below and 49390		-1,984	20,476	1,658	2,848	124,400		69,000	Forecast includes year-end forecast of £19K for Business Development Consultant whose contract expired 17 July; £33K for Transport Support for change of use applications; Sitewide property advice from NPS Valuer reduced from £25K to £20K; CAD plans £10K; Marketing allowance increased from £10K to £15K for events, Supplies & equipment forecast increased to £27K.
Professional services 44630, 44650, 74750			603	602	1,084	18,000		11,000	£33K for Transport Support for change of use applications moved to 'Supplies' line above; Planning costs £12K & £6K Comms staff recharge
Legal services 46560, 50000			981	944	-654	2,000		2,000	
Compensation payments 65000									
Transport ZR403 less staff allowances					-89	0			
Total Overheads		24,277	30,231	62,109	54,833	785,890	0	625,010	
Operating profit		76,525	28,512	13,074	13,018	46,923	0	283,270	
Financing costs									
Capital charges ZR408									
Total Financing costs		0	0	0	0	0	0	0	
Net profit		76,525	28,512	13,074	13,018	46,923	0	283,270	

Economic Development Sub-Committee

Item No.

Report title:	Finance and Performance Monitoring report
Date of meeting:	21 September 2015
Responsible Chief Officer:	Tom McCabe – Executive Director Community and Environmental Services
<p>Strategic impact</p> <p>On 16 February 2015, the County Council agreed a net revenue budget of £318.428m. Economic Development and Strategy's (EDS') net revenue budget is £1.896m, including the Skills Team, which transferred to EDS from Children's Services on 1 April 2015.</p> <p>At the end of each month, officers prepare financial forecasts for each service showing forecast income and expenditure and the planned use of earmarked reserves.</p>	

Executive summary

This report provides the Sub-Committee with the financial position for the service to the end of June, including the planned use of reserves.

It also gives an overview of progress against plan in relation to the service's 2015/16 service plan.

As at end of August 2015, spend is on track. This includes planning for an in-year saving of £0.90m, to contribute to the savings target for Community and Environmental Services of £36m.

Therefore, projected year end spend, against a budget of £1.896m, is £1.806m.

Members are requested to note the year end underspend for Economic Development & Strategy and progress against plan on economic targets.

1. Proposal

- 1.1. Members have a key role in overseeing the financial position of Economic Development & Strategy (EDS), including reviewing the revenue and reserves held by the service. Although budgets are set and monitored on an annual basis it is important that the ongoing position is understood and the previous year's position, current and future plans and performance are considered.

2. Evidence

- 2.1. The three main strands of activity delivered by the EDS service focus on Infrastructure; Enterprise and Business Support; and Skills. These are underpinned by a fourth - securing external funding for Norfolk's priorities.

The service also contributes directly to three of the Council's four priorities: Good Infrastructure, Real Jobs and Excellence in Education (as it relates to the work skills of young people).

The detail of performance against our service plan targets can be found in Appendix A.

In due course, the Norfolk element of the New Anglia Strategic Economic Plan (SEP) targets will also be included in the report. Measurement of these targets takes place annually.

2.2 There are some notable successes to date:

- The Growing Business Fund, which seeks to start up new businesses and create jobs in Norfolk and Suffolk has achieved more than double its original target of 600 jobs by December 2015. At the end of August 2015, if all projects deliver to profile, the original target should be exceeded hugely, with **1384** jobs to be created in the next few years – **913.5 in Norfolk** and 470.5 in Suffolk. The programme still hasn't spent all of its original £12m allocation and has also secured follow on funding from Government beyond 2015.
- Hits to LocateNorfolk.com, our inward investment website, are already at more than 50% of the annual target, before the mid-year point and an editorial piece in the Evening Standard resulted in an inward investment visit by an app development company in August. We have had 10 inward investment enquiries to date since April and three successes, as well as two leads from 2014 coming to fruition.
- Development of Scottow Enterprise Park is also on plan and on budget. There is paper elsewhere on this agenda that gives a more detailed update on developments at the Park.
- On apprenticeships, we had 5,430 starts between August 2014 and April 2015, against an annual target of 7,567. This represents a 20% increase compared to the position at the same point in 2013/14 and includes the SEP target of 500 for Norfolk for 15/16.
- The Future You app, to help young people choose careers that suit their preferences and aptitudes, was launched (in conjunction with Children's Services) at the Radio One Big Weekend in Norwich. The app has been downloaded 210 times and the You Tube 30 second video has been viewed over 16,000 times to date.
- On the France (Channel) England Programme, over €20m of projects were approved by the selection sub-committee in July 2015, committing almost all of the €21.7m allocation for the calendar year 2015.
- Discussions are now taking place on the transport schemes and projects Norfolk would like to see submitted to Government as part of New Anglia's third Growth Deal with Government. More guidance on the Deal, including funding available, will be forthcoming in the Autumn Statement.

3. Financial Implications

3.1. Revenue

The net revenue budget for Economic Development & Strategy for 2015/16 is **£1.896m**. This figure does not include the income/expenditure for Hethel Innovation, which is managed as a separate company, with County Council representation on the Board. It also does not include a number of Economic Programmes Team staff, who are paid for by the external funding programmes they work on. However, it *does* include funds for the 8 staff in the Skills team, who transferred to EDS from Children's Services on 1 April 2015.

Table 1, overleaf, shows the budget for the service.

Table 1: 2015-16 Economic Development & Strategy budget

Budget	£m
Salaries	1.280
Overheads	0.131
Depreciation	0.098
Projects fund	0.387
Total	1.896m

However, this funding is supplemented by allocated reserves until 2018/19, largely the balance of the **£3.5m** corporate funding for Apprenticeships Norfolk:

Table 2: 2015-16 income and expenditure, including the use of reserves

Projected expenditure	£m
Salaries	1.440
Overheads	0.131
Depreciation (Hethel Innovation buildings, plant and equipment)	0.098
Project activity (supplemented by reserves – see income)	
• Apprenticeships Norfolk	1.299
• Other projects (sector development, business support, inward investment, corporate European activity etc)	0.417
Total expenditure	3.385
less	
Income	
From reserves	
• Apprenticeships	1.299
• Other projects	0.120
Project recharges (staff re-charged to the funding programmes they work on, ie net salaries budget is £1.280m, not £1.440m)	0.160
Total income	1.579

As at end of August 2015, spend is on track. This includes planning for an in-year saving of £0.90m, to contribute to the savings target for Community and Environmental Services of £36m.

Therefore, projected year end spend, against a budget of £1.896m, is £1.806m.

3.2. Capital

There are currently no approved capital schemes under the control of this sub-committee. As previously agreed, the future plan for the development of Scottow Enterprise Park formed part of the capital programme that was approved by Full Council in February, and the progress and detailed plan will be reported to this sub-committee in due course.

4. Issues, risks and innovation

- 4.1. Risk management is undertaken at a project or programme level and is robustly monitored.

5. Background

- 5.1. This report seeks to focus on the controllable revenue budget of the EDS service, as well as the capital budget allocated to Scottow Enterprise Park.

Officer Contact

If you have any questions about matters contained in this paper or want to see copies of any assessments, eg equality impact assessment, please get in touch with:

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Appendix A: Economic Development & Strategy Service Plan Targets

Measure	Our target for this year	Progress update (as at end August 2015)
Infrastructure. Delivery of schemes in Growth Deals/City Deals	<p>Determine infrastructure projects to be delivered in the Greater Norwich Growth Board (GNGB) area for 16/17 and delivery of 15/16 programme.</p> <p>Annual business plans for GN partners approved as an integrated GNGB Programme.</p> <p>Legal agreement in place to support GNGB Growth Programme Borrowing.</p> <p>Secure funding for and start delivery of the NDR.</p> <p>Lynn Sport road scheme delivered.</p> <p>Growth Deal 3 (GD3) projects identified & submission coordinated with Suffolk County Council & New Anglia LEP.</p>	<p>NALEP Local Transport Body established to manage delivery of transport infrastructure schemes – agreed its £1m contribution towards Lynnsport Access Road.</p> <p>Greater Norwich Infrastructure Plan published – evidence base for GNGB 16/17 Growth Programme produced.</p> <p>Annual Business Plans for Local Planning Authorities produced and reported through individual councils.</p> <p>16/17 Growth Programme to go to GNGB on 24 September.</p> <p>Negotiations on the legal agreement to support the GNGB Growth Programme borrowing have begun.</p> <p>Norfolk Growth Group being consulted on GD3 transport priorities, feeding into the Norfolk/Suffolk Local Transport Body meeting of 9 September, then the New Anglia October Board. No guidance yet received from Government on the amount of money available in GD3.</p>
Business support. Scottow Enterprise Park	<p>Remain within agreed Business Plan spend.</p> <p>Submit planning application to ease development process for current/future tenants</p> <p>Increase the number of jobs on site (from 1/4/15 baseline) by 100 by 31/3/16.</p> <p>Provide 10 opportunities for young people in full time education to engage with the businesses that operate on the Park</p>	<p>Marketing agents appointed.</p> <p>Member Working Group meetings on-going.</p> <p>Site wide planning application for building use in preparation</p>
Business support. Inward investment/business support targets	<p>Enquiries handled/engagements: 30</p> <p>Jobs as a direct result of team intervention: 200</p> <p>Hits on LocateNorfolk – 5,500 unique users, 7,788 sessions (visits)</p> <p>Increase in Twitter followers – additional 1,500</p>	<p>LocateNorfolk, the County Council's inward investment website, has achieved 3,890 unique users, 4,902 sessions (visits) & 251 new Twitter followers since its soft launch in April.</p> <p>Publicity articles in London Metro and Evening Standard June 2015.</p> <p>The ES piece led to a mobile app developer shortlisting Norfolk and visiting in August.</p> <p>In terms of other inward investment enquiries, we have had 10 enquiries since April 2015 and 3 successes:</p> <ul style="list-style-type: none"> • A Dutch-owned company, expansion to site at Eastport to service decommissioning of oil and gas installations. £1m investment, 7 jobs created initially – most of which will be high skilled).

Measure	Our target for this year	Progress update (as at end August 2015)
		<ul style="list-style-type: none"> • An energy company looking to service the Southern North Sea market. Visited a number of locations and client selected Hethel Engineering Centre. Client now has tenancy in place – will create up to 10 high value jobs in next 3 years • A Canadian-owned company. Manufacturing automotive parts. Further investment and expansion in current premises, creating at least 80 jobs in next 3 years <p>2 successes from 2014 that were previously pending:</p> <ul style="list-style-type: none"> • A Chinese cable company looking to service offshore market. They have been pre-approved by Scottish Power in the first tender, but awaiting outcome of full tender which could take a further few months. Initial plan is to set up office at Orbis, but source site at Eastport for storage and distribution. • A Chinese food manufacturer looking to service the UK and European market in frozen Chinese food. Due to sign lease on site in Little Melton. Should be completed within the next few months.
Skills	<p>Apprenticeships targets: Aug 14 – April 15 actual starts – Norfolk 5,430 against annual target of 7,567. This represents a 20% increase compared to the position at the same point in 2013/14 (includes the SEP target of 500 for Norfolk for 15/16)</p> <p>Develop Skills Plans for high impact/ demand-led sectors:</p> <ul style="list-style-type: none"> - ICT/Digital Creative - Advanced Manufacturing/ Engineering - Construction - Agri-tech <p>Future You</p> <p>The Future You campaign is designed to run over a period of two years to help guide 13-21 year olds on their future careers.</p> <p>Campaign outcomes:</p>	<p>4 Advanced Apprentices in post and have taken responsibility for focussing on 2 key sectors each. Working closely with colleagues in Children's Services and network members.</p> <p>Sector Skills Data Packs developed for each high impact sector.</p> <p>Sector skills plans being developed for Construction, IT and Advanced Manufacturing/Engineering</p> <p>Total number of app downloads to date: 210</p> <p>(rate of downloads, which were steady during July, slowed a bit during the school holidays, but are beginning to pick up since exam results were released)</p> <p>Future You unique website visits since launch: 1682 unique page views to date</p> <p>You Tube views of 30 second video: 16,081</p> <p>Facebook and Twitter Reach: 121,000</p> <p>Channel 4 pop up media careers event in August– 200 x 16-21 year olds</p>

Measure	Our target for this year	Progress update (as at end August 2015)
	<ul style="list-style-type: none"> Wider awareness of Norfolk's priority industry areas among young people and their parents/carers More young people linked in to information and opportunities which exist to help them break into these areas More businesses in the priority areas offering opportunities for work experience/ apprenticeships/mentoring etc to our target age range 	
Workless-ness	<p>Develop an approach to tackling worklessness in Norfolk, in conjunction with the Corporate Bid Team funding targets.</p> <p>Link to devolution opportunities to gain greater control of some benefits</p>	<p>The First meeting of the Corporate Bid Team has taken place.</p> <p>Worklessness plan in place and being implemented.</p>
Securing/ managing funds. France Channel England Programme	<p>ERDF (European Regional Development Fund) allocation: €209m 2015-20. As this is calendar years, 2 targets are relevant (agreed at committee level in Nov 2014) :</p> <p>2015: €21.7m</p> <p>2016: €49.5m</p> <p>ERDF intervention rate is 70%, so spend will include 30% match funding.</p>	<p>Projects are approved in 2 phases. The first selection sub-committee approved €20.1m ERDF in July 2015.</p>
Securing/ managing funds. Effective allocation & monitoring of 14/15 Business Rates Pool monies	<p>Allocate & manage (all funds spent by July 2016) c. £2.2m of funds.</p> <p>Regular progress reporting to Norfolk Growth Group.</p> <p>Devise commissioning process for 15/16 monies, based on prioritised investment in stalled employment sites.</p>	<p>The allocation of the 2014/15 pool (which is the uplift in growth of the rates, rather than the overall rates collected) is overseen by the Norfolk Growth Group (a sub-set of Norfolk Chief Executives) and the final selection of projects is approved by Norfolk Leaders.</p> <p>All project proposals scored, prioritised and approved by Norfolk Leaders 16/6/15.</p> <p>Distribution of the offer letters to projects to take place after district council accounts audited in September and final pool amount for allocation is confirmed.</p>

Economic Development Sub-Committee

Item No.

Report title:	Forward Plan
Date of meeting:	21 September 2015
Responsible Chief Officer:	Tom McCabe – Executive Director, Community and Environmental Services
Strategic impact <p>The Sub-Committee Forward Plan sets out the items/decisions programmed to be brought to this Sub-Committee for consideration in relation to economic development issues in Norfolk. The plan helps the Sub-Committee to programme the reports and information it needs in order to make timely decisions. The plan also supports the Council's transparency agenda, providing service users and stakeholders with information about the Sub-Committee's business.</p>	

Executive summary

This report sets out the Forward Plan for the Economic Development Sub-Committee. The Forward Plan is a key document for this Sub-Committee to use to shape future meeting agendas and items for consideration, in relation to delivering economic development issues in Norfolk.

Each of the Council's committees has its own Forward Plan, and these are published monthly on the County Council's website. The latest version of the Forward Plan for this Sub-Committee (as at 2 September 2015) is included at Appendix A.

Recommendation:

- 1. To review the Forward Plan and identify any additions, deletions or changes to reflect key issues and priorities the Sub-Committee wishes to consider.**

1. Proposal

- 1.1. The Forward Plan is a key document for this Sub-Committee in terms of considering and programming its future business, in relation to economic development issues in Norfolk.
- 1.2. The current version of the Forward Plan (as at 2 September 2015) is attached at Appendix A.
- 1.3. The Forward Plan is published monthly on the County Council's website to enable service users and stakeholders to understand the programmed business for this Sub-Committee. As this is a key document in terms of planning for this Sub-Committee, a live working copy is also maintained to capture any changes/additions/amendments identified outside the monthly publishing schedule. Therefore, the Forward Plan attached at Appendix A may differ slightly from the version published on the website.
- 1.4. The Forward Plan reflects any items previously identified by the Sub-Committee, and some additional reports have been added. Any further changes made to the Forward Plan will be reported verbally at the Sub-Committee meeting.

2. Evidence

- 2.1. Bringing together the business for this Sub-Committee into one Forward Plan enables Members to understand all of the business programmed. This is a tool to support the Sub-Committee to shape the overall programme of items to be considered to ensure they reflect the Sub-Committee's priorities and responsibilities.

3. Financial Implications

- 3.1. There are no financial implications arising from the Forward Plan. Any financial implications relating to the issues/decisions included on the Plan will be considered and detailed in the relevant report to this Committee.

4. Issues, risks and innovation

- 4.1. The Forward Plan indicates the issues/decisions which have potential implications for other service committees. There are separate Forward Plans owned by each Committee.

5. Background

- 5.1. N/A

Officer Contact

If you have any questions about matters contained in this paper or want to see copies of any assessments, eg equality impact assessment, please get in touch with:

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Forward Plan for Economic Development Sub-Committee

Appendix A

Economic Development Sub-Committee

Issue/decision	Implications for other service committees?	Requested committee action (if known)	Lead officer
26 November 2015 meeting			
Updates from Member working groups	No	To receive updates from Member Working Groups previously established by the Committee	<i>N/A – this item is for Committee Members to feedback</i>
Finance Monitoring report	No	To review the service's financial position in relation to the revenue budget, capital programme and level of reserves.	Finance Business Partner (Andrew Skiggs)
France (Channel) England Programme annual report	No	To note	Economic Programmes Manager (Vince Muspratt)
Forward Plan	No	To review the Committee's forward plan and agree any amendments/additions.	Business Support and Dev. Manager (Sarah Rhoden)
21 January 2016 meeting			
Updates from Member working groups	No	To receive updates from Member Working Groups previously established by the Committee	<i>N/A – this item is for Committee Members to feedback</i>
Finance Monitoring report	No	To review the service's financial position in relation to the revenue budget, capital programme and level of reserves.	Finance Business Partner (Andrew Skiggs)
Forward Plan	No	To review the Committee's forward plan and agree any amendments/additions.	Business Support and Dev. Manager (Sarah Rhoden)

Forward Plan for Economic Development Sub-Committee

Appendix A

Issue/decision	Implications for other service committees?	Requested committee action (if known)	Lead officer
24 March 2016 meeting / Director's deadline date -----			
Updates from Member working groups	No	To receive updates from Member Working Groups previously established by the Committee	<i>N/A – this item is for Committee Members to feedback</i>
Finance Monitoring report	No	To review the service's financial position in relation to the revenue budget, capital programme and level of reserves.	Finance Business Partner (Andrew Skiggs)
Forward Plan	No	To review the Committee's forward plan and agree any amendments/additions.	Business Support and Dev. Manager (Sarah Rhoden)
Future items – not yet programmed			
Updates from Member working groups	First Item on all future meetings.	To receive updates from Member Working Groups previously established by the Committee	<i>N/A – this item is for Committee Members to feedback</i>
Apprenticeships Norfolk	Children's Committee	Review the final 12 months of the programme.	To be confirmed.
Next stage of development for Hethel Engineering Centre /Hethel Innovation Ltd	No	Consider and agree future developments and associated funding.	Assistant Director Economic Dev. & Strategy (Fiona McDiarmid)
Presentation on Norwich Research Park/agritech	No	To note	Economic Development Manager (David Dukes)
Presentation on Norwich Aeropark/aviation engineering	No	To note	Economic Development Manager (David Dukes)