



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											
<table> <tr> <td colspan="2">Targets</td></tr> <tr> <td>1. Amount of Gross Floor Space let (annual targets)</td><td></td></tr> <tr> <td>2. Amount of Gross Floor Space under offer (Note: data collected for monitoring purposes but no targets set)</td><td></td></tr> <tr> <td>3. Number of jobs created (annual targets)</td><td></td></tr> <tr> <td>4. Number of active prospective tenant enquires (Note: data collected for monitoring purposes but no targets set)</td><td></td></tr> </table>		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)	
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Significant Risks/Issues to be addressed: <ul style="list-style-type: none"> • 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