

Economic Development Sub-Committee

Date: **Thursday, 24 March 2016**

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

Mrs C Walker (Chair)

Ms C Bowes Mr T Jermy

Mr J Childs Mr J Timewell

Mr S Clancy Mr A White

Mr C Foulger Mr M Wilby

**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 the 21 January 2016**

Page 5

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 21st March 2016**.

6. **Member Working Group Update**

Verbal Update by Members

7. **Countryside Access and the Norfolk Tourism Economy**

Presentation by the Countryside Manager

8. **Procurement and Impact on the Economy**

Presentation by the Head of Procurement

- 9. **Apprenticeships - Update**
Verbal Update from Officers

- 10. **Norfolk Infrastructure Fund Update** **Page 19**
Report by the Executive Director, Community and Environmental Services

- 11. **Finance Monitoring report** **Page 27**
Report by the Executive Director, Community and Environmental Services


- 12. **Forward Plan and delegated decisions** **Page 39**
Report by the Executive Director, Community and Environmental Services

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: 16 March 2016

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Economic Development Sub- Committee

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

Present:

Mrs C Walker (Chair)

Ms C Bowes

Mr M Castle

Mr J Childs

Mr G Plant

Mr B Spratt

Mr J Timewell

Mr A White

Mr M Wilby

1 Apologies and Substitutions

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

2 Minutes

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

2.2 Matters Arising:-

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

3 Declaration of Interest

- 3.1 No declarations were made.

4 Items of Urgent Business

4.1 No items of urgent business

5 Local Member Issues / Questions

5.1 No Local Member questions were received.

6. Update from Outside Bodies.

6.1 Scottow Enterprise Working Group

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

6.2 Norfolk, Suffolk, Essex China Partnership

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

7. Apprenticeships Update

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

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

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

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

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

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

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

8.2 The following points were discussed:-

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

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

9. Finance Monitoring Report

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

9.2 The Sub-Committee noted the report.

10. Norfolk Rail Group

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

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

11. Forward Plan

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

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

11.3 The Sub-Committee agreed the forward plan.

The meeting closed at 11:50am.

Chairman



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BUILDING THE KNOWLEDGE ECONOMY INNOVATION NORFOLK

SECTOR STRATEGY
THE NORFOLK PICTURE

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

SECTOR - FOCUSED ECONOMIC GROWTH

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

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

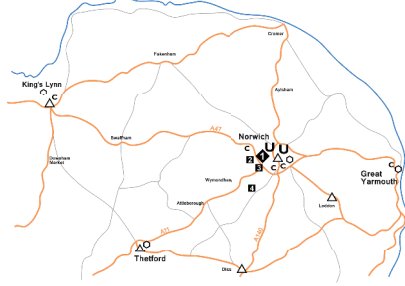
We should seek to be more entrepreneurial and innovative



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

ENTERPRISE & INNOVATION SUPPORT INFRASTRUCTURE IN NORFOLK

- Science & Technology Parks**
 - 1. Norwich Research Park
- Innovation Hubs**
 - 2. East Anglian Centre
 - 3. East Anglian Centre
 - 4. Hethel Engineering Centre
 - 5. Orlin Energy
- Business Centres**
 - 6. Norwich Business Centre
 - 7. Theford Business Centre
 - 8. King's Lynn Business Centre
 - 9. Great Yarmouth Business Centre
 - 10. Diss Business Centre
 - 11. London Business Centre
 - 12. Great Yarmouth Business Centre
- Managed Workspaces**
 - 13. Norwich
 - 14. Theford
 - 15. King's Lynn
 - 16. Great Yarmouth
- Universities**
 - 17. University of East Anglia
 - 18. Norwich University of the Arts
- Colleges**
 - 19. Norwich
 - 20. Theford
 - 21. King's Lynn
 - 22. Great Yarmouth



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

ENABLING SECTOR
ADVANCED ENGINEERING & HIGH VALUE MANUFACTURING

Norfolk & Suffolk's World Class Manufacturing

Norfolk and Suffolk: The Statistics

- 8% of the UK average for employment in manufacturing. In Norfolk and Suffolk, manufacturing accounts for 10% of all employment.
- Manufacturing is the 3rd largest employer in Norfolk and Suffolk (16.5%)
- 15% of exports
- 13% of R&D
- 10% of UK exports

Manufacturing in Norfolk and Suffolk

- Automotive** - 29% of manufacturing in Norfolk and Suffolk. The UK is the 11th largest manufacturing nation in the world.
- Food & Drink** - 21% of manufacturing in Norfolk and Suffolk. The UK is the 11th largest manufacturing nation in the world.
- Chemicals** - 14% of manufacturing in Norfolk and Suffolk. The UK is the 11th largest manufacturing nation in the world.
- DR, GPs and Chemicals** - 14% of manufacturing in Norfolk and Suffolk. The UK is the 11th largest manufacturing nation in the world.

The UK picture

- 11th in the world
- 50% of exports
- 72% of R&D
- 2.6 million people

ENABLING SECTOR NETWORK FOCUS

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

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

For more information please visit www.naame.net



CLEAN TECHNOLOGY SECTOR

DEFINITION	UK PERSPECTIVE	EAST ANGLIA FOCUS												
Clean Energy <ul style="list-style-type: none"> Wind Solar Hydroelectric Geothermal Wave Hydrogen Bioenergy Energy storage Smart grids Energy efficiency Energy conservation Energy management Energy services 	Efficiency <ul style="list-style-type: none"> Smart grids Energy conservation Energy management Energy services Energy efficiency Energy conservation Energy management Energy services 	These are the East Anglia Clean Tech strengths identified by Hethel Innovation: <table border="1"> <thead> <tr> <th>CLEAN ENERGY</th> <th>TRANSPORT</th> <th>ENVIRONMENTAL</th> <th>MATERIALS</th> <th>WATER</th> <th>AGRICULTURE</th> </tr> </thead> <tbody> <tr> <td>Wind Energy, Solar Energy, Hydroelectric Energy, Geothermal Energy, Wave Energy, Hydrogen Energy, Bioenergy Energy, Energy Storage, Smart Grids, Energy Efficiency, Energy Conservation, Energy Management, Energy Services</td> <td>Electric Vehicles, Hybrid Vehicles, Fuel Cells, Batteries, Energy Storage, Smart Grids, Energy Efficiency, Energy Conservation, Energy Management, Energy Services</td> <td>Renewable Energy, Energy Storage, Smart Grids, Energy Efficiency, Energy Conservation, Energy Management, Energy Services</td> <td>Advanced Materials, Nanotechnology, Composites, Biomaterials, Smart Materials, Energy Storage, Smart Grids, Energy Efficiency, Energy Conservation, Energy Management, Energy Services</td> <td>Water Treatment, Desalination, Wastewater Treatment, Smart Grids, Energy Efficiency, Energy Conservation, Energy Management, Energy Services</td> <td>Smart Agriculture, Precision Agriculture, Vertical Farming, Hydroponics, Aquaponics, Smart Grids, Energy Efficiency, Energy Conservation, Energy Management, Energy Services</td> </tr> </tbody> </table>	CLEAN ENERGY	TRANSPORT	ENVIRONMENTAL	MATERIALS	WATER	AGRICULTURE	Wind Energy, Solar Energy, Hydroelectric Energy, Geothermal Energy, Wave Energy, Hydrogen Energy, Bioenergy Energy, Energy Storage, Smart Grids, Energy Efficiency, Energy Conservation, Energy Management, Energy Services	Electric Vehicles, Hybrid Vehicles, Fuel Cells, Batteries, Energy Storage, Smart Grids, Energy Efficiency, Energy Conservation, Energy Management, Energy Services	Renewable Energy, Energy Storage, Smart Grids, Energy Efficiency, Energy Conservation, Energy Management, Energy Services	Advanced Materials, Nanotechnology, Composites, Biomaterials, Smart Materials, Energy Storage, Smart Grids, Energy Efficiency, Energy Conservation, Energy Management, Energy Services	Water Treatment, Desalination, Wastewater Treatment, Smart Grids, Energy Efficiency, Energy Conservation, Energy Management, Energy Services	Smart Agriculture, Precision Agriculture, Vertical Farming, Hydroponics, Aquaponics, Smart Grids, Energy Efficiency, Energy Conservation, Energy Management, Energy Services
CLEAN ENERGY	TRANSPORT	ENVIRONMENTAL	MATERIALS	WATER	AGRICULTURE									
Wind Energy, Solar Energy, Hydroelectric Energy, Geothermal Energy, Wave Energy, Hydrogen Energy, Bioenergy Energy, Energy Storage, Smart Grids, Energy Efficiency, Energy Conservation, Energy Management, Energy Services	Electric Vehicles, Hybrid Vehicles, Fuel Cells, Batteries, Energy Storage, Smart Grids, Energy Efficiency, Energy Conservation, Energy Management, Energy Services	Renewable Energy, Energy Storage, Smart Grids, Energy Efficiency, Energy Conservation, Energy Management, Energy Services	Advanced Materials, Nanotechnology, Composites, Biomaterials, Smart Materials, Energy Storage, Smart Grids, Energy Efficiency, Energy Conservation, Energy Management, Energy Services	Water Treatment, Desalination, Wastewater Treatment, Smart Grids, Energy Efficiency, Energy Conservation, Energy Management, Energy Services	Smart Agriculture, Precision Agriculture, Vertical Farming, Hydroponics, Aquaponics, Smart Grids, Energy Efficiency, Energy Conservation, Energy Management, Energy Services									
Agriculture <ul style="list-style-type: none"> Clean farming Smart agriculture Vertical farming Hydroponics Aquaponics Smart irrigation Smart pest control Smart disease control Smart animal health Smart food production 	Energy Storage <ul style="list-style-type: none"> Batteries Supercapacitors Hydrogen storage Thermal storage Phase change materials Compressed air energy storage Flow batteries Redox flow batteries Vanadium redox flow batteries Zinc bromine flow batteries Iron flow batteries Iron-air flow batteries Iron-nickel flow batteries Iron-chromium flow batteries Iron-vanadium flow batteries Iron-sulfur flow batteries Iron-zinc flow batteries Iron-cadmium flow batteries Iron-nickel-cadmium flow batteries Iron-nickel-zinc flow batteries Iron-nickel-cadmium-zinc flow batteries 	Clean Tech Hubs in East Anglia: <ul style="list-style-type: none"> Peterborough Clean Tech Cluster Hethel Engineering Centre Cambridge Clean Tech Oriskany Energy 												
Transportation <ul style="list-style-type: none"> Electric vehicles Hybrid vehicles Fuel cells Batteries Energy storage Smart grids Energy efficiency Energy conservation Energy management Energy services 	Water <ul style="list-style-type: none"> Water treatment Desalination Wastewater treatment Smart grids Energy efficiency Energy conservation Energy management Energy services 	Sources: <ul style="list-style-type: none"> OTV, Global Clean Tech Association Index, Innovation New Energy Finance 												
Oil & Environment <ul style="list-style-type: none"> Renewable energy Smart grids Energy efficiency Energy conservation Energy management Energy services 	Clean Industry <ul style="list-style-type: none"> Smart manufacturing Smart production Smart logistics Smart supply chain Smart maintenance Smart safety Smart quality control Smart customer service Smart marketing Smart sales Smart HR Smart finance Smart legal Smart compliance Smart risk management Smart cybersecurity Smart data management Smart analytics Smart reporting Smart decision making 	260,000 enterprises in Clean Tech in 2014												

EMERGING SECTOR NETWORK FOCUS



Chairman of Clean Tech East
Mark Aspinall, Director
Extremis Technologies

Clean Tech East is focused on:

- **Growing the Emerging Sector of Clean Tech** with particular focus on:
 - Clean Energy
 - Advanced Materials
 - Environmental Technologies
 - Built Environment
 - Low Carbon Transport
- **Clean Tech Challenge** for Students & Businesses

For more information please visit www.cleantecheast.uk

CLEAN TECH EAST SECTOR GROUP

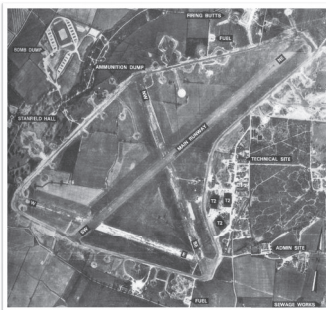


WHAT IS HETHEL ENGINEERING CENTRE?



- 80,000 sqft Incubator for Advanced Engineering and Manufacturing businesses
- Home to 60+ businesses
- The hub of engineering manufacturing in the East of England
- Focused on incubating hitech startups, creating high skilled jobs
- Building Norfolk's knowledge based economy

FOUNDED ON INNOVATION



COLIN CHAPMAN
1966



NATURE OF THE INVESTMENT FOR HETHEL ENGINEERING CENTRE

- Phase 1 – 30,000 sqft consisting of 29 offices (400 sqft) & workshops (700 – 1000 sqft)
 - Cost £4.5M with funding from County & District Councils & Regional Development Agency
 - 29 incubators took 3 years to fully occupy
- Phase 2 – 10,000 sqft consisting of a further 1 office (450 sqft) and 10 workshops (1000 sqft)
 - Cost £2.2M with funding from County & District Councils & Regional Development Agency
 - 10 workshops with mezzanines and 1 office, took 3 months to fully occupy
- Phase 3 – 32,000 sqft consisting of 16 offices and 16 workshops
 - Cost £6M with £2.4M from European Regional Development Fund & £3.6M Loan from County Council
 - HEC is currently 85% occupied and expects to be 100% occupied by Q2/Q3 2016

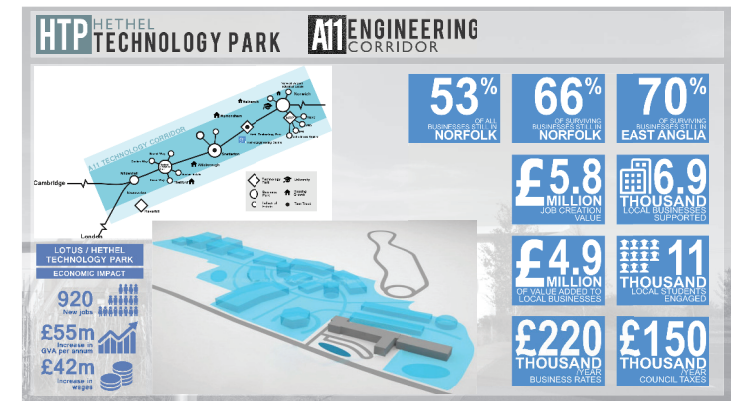
ROLES OF THE PUBLIC & PRIVATE SECTORS HETHEL ENGINEERING CENTRE

- 2006 – 2010:** Run within County Council's Economic Development Service
- Operations Director from Manufacturing Sector recruited to run Centre
 - Day to day management within County Council control
 - Advisory Board formed consisting of Sector Business Directors, Public Sector & Support Organisations
 - Vision to grow Hub focused on Engineering / Manufacturing
 - Won LGC Award 2010 for best Economic Development Initiative

- 2011 – Today:** Managed by Hethel Innovation Ltd (Company wholly owned by County Council)
- Lead by Managing Director & Board consisting of County Councillors / Officer & Private Sector (unpaid)
 - Run as a 'business' with management outside of the constraints / systems of the County Council
 - Vision to deliver 'economic impact' at no revenue cost to the County Council
 - Shortlisted for LGC Award 2015 for best Innovation initiative



HETHEL TECHNOLOGY PARK EXPANSION TO ACHIEVE GREATER ECONOMIC IMPACT



HETHEL INNOVATION

OUR VISION

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

OUR AIM

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

OUR OBJECTIVES

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

HEC SUSTAINABLE SOLUTION

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



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

CASE STUDY



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

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

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

Ansar Alli (Managing Director, Zenos Cars)

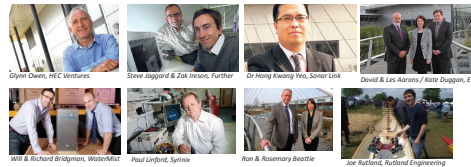
CASE STUDY



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

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

BUSINESS IMPACT



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

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

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

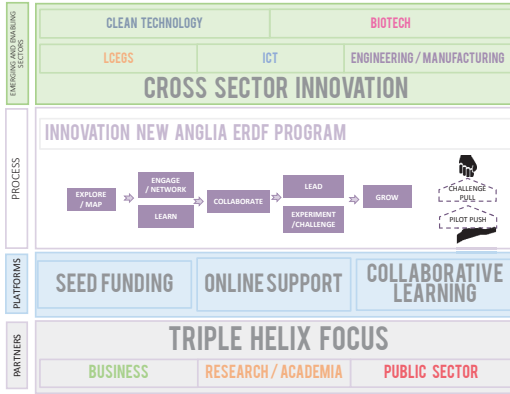
SECURING FUNDING IMPACT



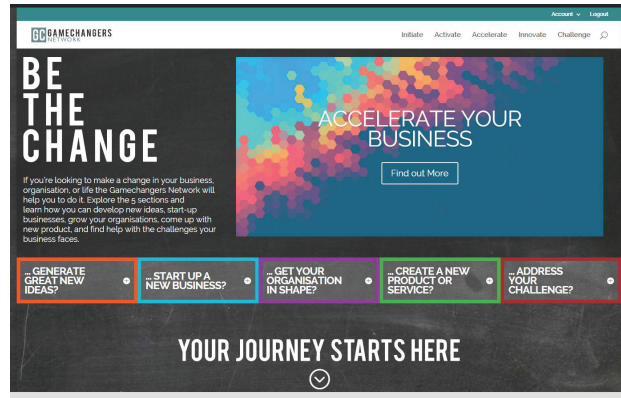
Quote from Simon Coward (Managing Director of Hethel Innovation) ...

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

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



ENTERPRISE & INNOVATION SUPPORT
ONLINE SUPPORT PLATFORM



CROSS SECTOR IMPACT



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

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

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

EDUCATION IMPACT



Quote from High School Teacher ...
The introduction by Hethel Innovation was fantastic. It was able to show to everyone that we are all responsible in ensuring that children are excited by maths and to be inspirational teachers. It is our responsibility to have high aspirations of our pupils both now and for the future and to communicate this message to the families we serve as well.

GC GAMECHANGERS NETWORK GROWING FUTURE INNOVATORS

www.thegamechanger.eu
THE GAMECHANGERS NETWORK



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

The key components of the framework are:



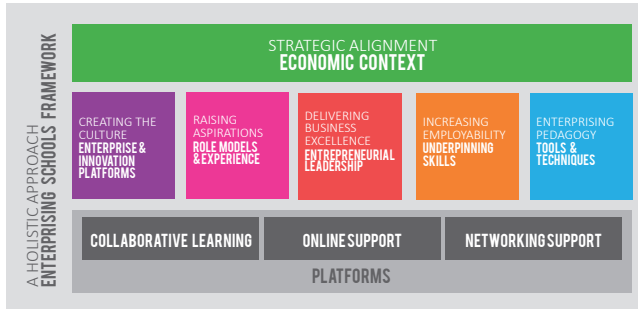
ES ENTERPRISING SCHOOLS

ABOUT THE ENTERPRISING SCHOOLS MODEL

This framework, together with the

- Tools
- Platforms
- Training modules

makes up the ENTERPRISING SCHOOLS MODEL



ES ENTERPRISING SCHOOLS

UNIVERSITY IMPACT

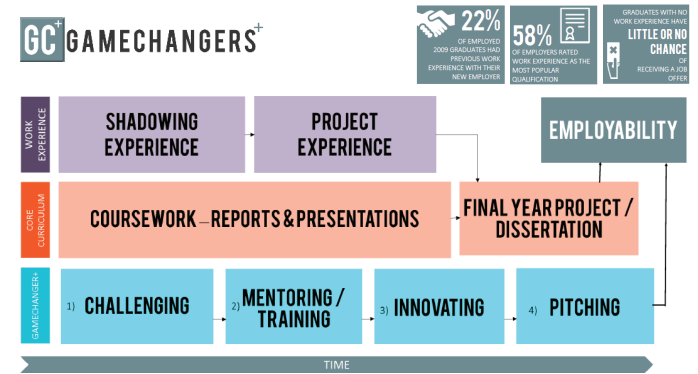


GC+ GAMECHANGERS+

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

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

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



LOCAL GOVERNMENT IMPACT

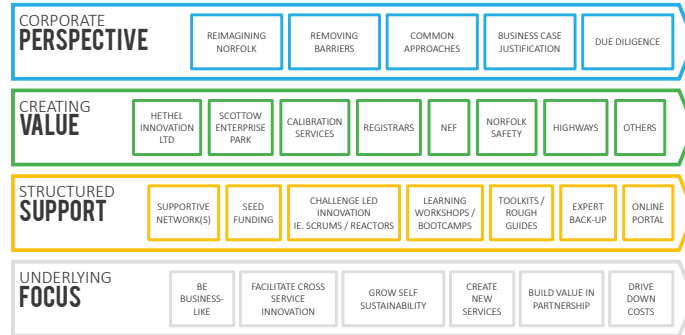


Quote from Tom McCabe (Executive Director of Community & Environmental Services) ...

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

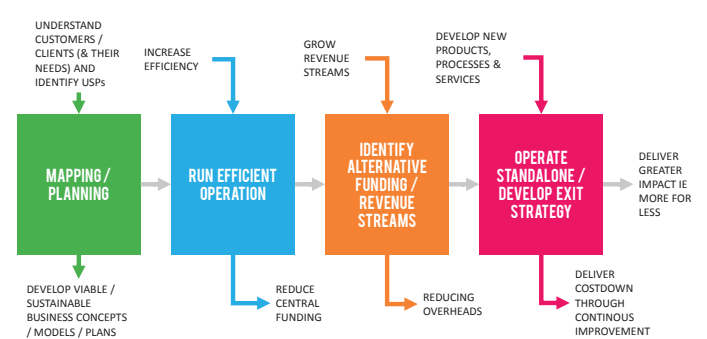
PROGRAM OVERVIEW

CLG COMMERCIALISING LOCAL GOVERNMENT



PROCESS OVERVIEW

CLG COMMERCIALISING LOCAL GOVERNMENT



BUSINESS MODEL CONCEPT

PROCESS STEP 1
STAGE 1



KEY QUESTIONS:

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

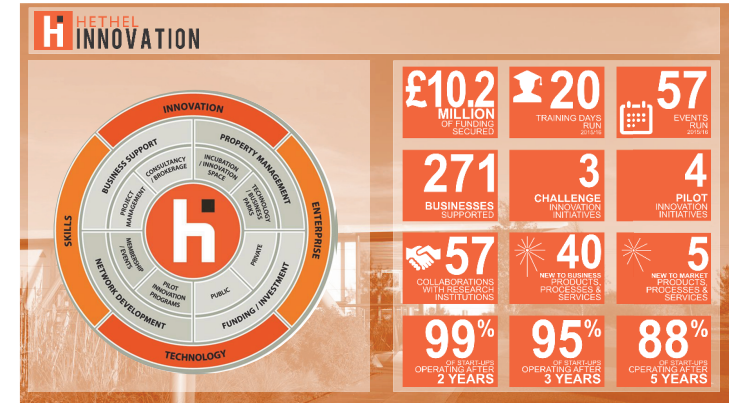
NATIONWIDE IMPACT



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

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

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



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

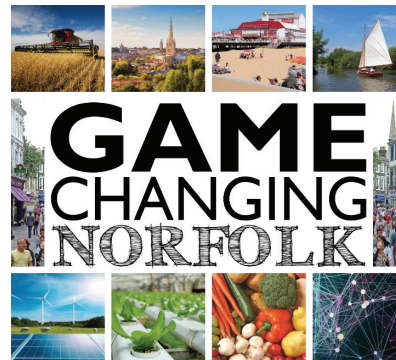
- knowledge generation,
- innovation,
- education,
- retraining, and
- technological infrastructure.



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



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



Appendix B

Norfolk Rail Group Terms of Reference

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

The Group shall achieve its objective by:

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

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

Membership of the Group shall comprise:

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

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

Deleted: <#>Three additional

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

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

The vice-chairperson shall be elected by the Rail Group

The Chairman of the Group shall have a casting vote

Nominated substitutes may attend and elected Member substitutes may vote.

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

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

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

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

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

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

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

Economic Development Sub-Committee

Item No.

Report title:	Norfolk Infrastructure Fund Update
Date of meeting:	24 March 2016
Responsible Chief Officer:	Tom McCabe, Executive Director, Community and Environmental Services (CES)

Strategic impact

Norfolk needs to deliver significant levels of growth. However, public funding for the essential infrastructure to support this growth is very limited. For growth to be sustainable, it must be accompanied by investment in the necessary supporting infrastructure, while maintaining the quality of Norfolk as an environment in which to work and live. The Norfolk Infrastructure Fund is designed to assist in achieving that balance. In some cases projects are grants, in others, loans due to return to, and top up, the Fund.

Executive summary

The report gives a progress update on activity and spend in 2015/16.

Current projects are:

- £7.208m towards the purchase of RAF Coltishall (now known as Scottow Enterprise Park), including £1m towards improving essential infrastructure at the site.
- Better Broadband for Norfolk – £6m, part of a £16m County Council commitment, leveraging £43.34m of funds from other sources, for the improvement of basic speeds and access to Superfast broadband in 90% of rural locations in the county.
- Great Yarmouth Energy Park - £2.75m for the acquisition of licences on key sites to support the creation of a 50-acre business park, to serve as a base for the gas/offshore wind supply chain and capitalise on business generated by the East Anglia Array wind farm.
- £2.420m to support the development of housing on part of the Beach Coach Station Car Park in Great Yarmouth (Royal Britannia Crescent).
- £1m investment in a housing joint venture with King's Lynn and West Norfolk Borough Council on the NORA (Nar Ouse Regeneration Area) site in King's Lynn, supplemented by a further £0.200m agreed by this sub-committee in January 2015.

Recommendations: members are requested to note and comment on the report

1. **Proposal**

1.1. This is the fifth annual report on the operation of the Norfolk Infrastructure Fund, the background to which can be found in Section 5. It updates members on decisions and progress on individual schemes and the overall financial position of the Fund. Current commitments:

- £7.208m towards the purchase of RAF Coltishall, including £1m towards improving essential infrastructure at the site.
- £6m to support broadband development in rural parts of Norfolk.
- £2.420m to support the development of housing on part of the Beach Coach Station Car Park in Great Yarmouth (Royal Britannia Crescent).
- A £1.5m investment to enable the development of a new technology block at the College of West Anglia
- £1m investment in a housing joint venture with King's Lynn and West Norfolk Borough Council on the NORA (Nar Ouse Regeneration Area) site in King's Lynn

Progress on projects is detailed in the report. Due to the profile of funding for schemes, the forecast balance of the fund at 31 March 2016 is estimated to be £1.547m, and we have committed to funding £3.549m of borrowing.

2. **Progress update**

2.1 **Proposals for uncommitted funds**

At the sub-committee meeting last year, members agreed for proposals to be explored for the remaining uncommitted Fund amount relating to improving broadband rollout to SMEs (small and medium sized enterprises).

It was agreed that officers would consider the outline of a scheme to increase broadband coverage. Having explored the issue thoroughly, it was concluded that the delivery of a scheme would be premature for a number of reasons:

- The BDUK (Government match-funded) broadband scheme was due to finish in December 2015. By then it was projected that over 80% of all properties would be covered (a rise from 43% if we had not intervened).
- The programme for the rollout of Phase 2 (a) – which included Council and Local Enterprise Partnership funding – was being developed and would be officially launched in January 2016. This should bring coverage up to 90%.
- Phase 2(b) – the District Councils' funded programme – would start later in 2016 and conclude in 2017/18.
- The key issue is that the Council will not know where all the gaps are for at least another year. The estimated 5% of premises that will be left equates to about 22,000 properties. This will include around 2000 businesses.
- Therefore, the recommendation is that the Council defer considering any support until at least the middle of 2017.

2.2 Updates on live projects

2.2.1 NORA (Nar Ouse Regeneration Area) Housing Project

Norfolk County Council agreed to invest £1m, matched by a £1m land investment by King's Lynn and West Norfolk Borough Council (KLWNBC), to support the Nar Ouse Regeneration Area (NORA). The project was to develop 12.6 acres of residential land, providing 170 homes through a joint venture agreement (JVA).

The strategic objectives of the project are to:

- Enable and risk-manage a financially viable housing development on the NORA site at a time of market inactivity.
- Use the initial public sector investment (£1.4m in capital, £3.6m cash flow, plus land) to realise the first phase of the development.
- Retain the choice to reinvest the returns from the first phase in order to realise future phases.
- Actively contribute towards improving future prospects for the community of King's Lynn and West Norfolk.

Latest progress

- By the end of February 2016 all of the available stock of 54 houses on Phase 1 had been sold. Phase 1 includes 8 affordable homes.
- Phase 2 is under construction and 20% of the 58 houses have already been sold off plan. The house prices on Phase 2 have been increased to reflect market inflation and subtle design changes.
- As a reminder to members about the financial agreements made with KLWNBC, the following extract comes from the NORA housing project update given to the Economic Development Sub-Committee on 19 January 2014:
 - 1) The project would be developed in phases in order to limit the financial risk
 - 2) On satisfactory completion of each phase, the Council's £1m capital contribution would be rolled forward into the next phase until the NORA project was complete
 - 3) At the end of the project, the Council's £1m, and any surplus generated, could be used for other regeneration projects in the KLWNBC area
 - 4) Any financial deficit would be shared equally between the partners.

There have been additional costs for this challenging site, mainly due to ground conditions and reduced revenue, which mean that the Council's investment has been fully absorbed in Phase 1. The Borough Council has also shared in these additional costs. This means that the £1m will not be recycled within the King's Lynn area and will be retained within the project.

In addition, a further £0.2m was agreed to be allocated from the NIF to offset additional risk areas. KLWNBC allocated a similar amount and offered to limit the Council Council's total liability for the project to the original £1m investment, plus this additional £0.2m.

Based on the Phase 1 outturn and Phase 2 estimates, the £0.2m could be recouped by the end of Phase 3. There is sufficient NIF funding to support the ongoing revenue cost of borrowing until the scheme's completion.

- The Borough Council's Phase 3 procurement process will ensure costs are minimised and sales values are maximised through a phased release of properties to the market. Once the process has been completed a business

plan will provided to the Joint Venture board.

- Phase 3 cashflow is currently being completed, taking account of the Phase 1 outturn and the projected Phase 2 outturn.
- Phase 3 projections will be reviewed once the procurement process has completed in July/August, so an update report for Phase 3 will be brought to the September 2016 Sub-Committee.

2.2.2 **Beach Coach Station Car Park, Great Yarmouth (Royal Britannia Crescent)**

The Great Yarmouth Area Board commissioned the Great Yarmouth Development Company (GYDC), whose members include Norfolk County Council and Great Yarmouth Borough Council (GYBC), to develop a proposal to construct 19 new homes, including three affordable homes, on the site of Beach Coach Station Car Park on Nelson Road North in Great Yarmouth.

It was decided to intervene because the market wouldn't - on that site and at that time - to create market confidence and to provide some much-needed quality, and affordable, housing in that part of the town.

A £2.427m investment from the NIF was agreed by Cabinet in November 2011. The investment is in the form of a loan to the GYDC. The intention was for the loan to be repaid from the sale of the properties. GYBC agreed to provide the land.

Latest progress

- This project is in its final stage and items on the property snagging list that were outstanding have been dealt with as part of the two-year defect period. A formal site sign off was completed with the contractors, R G Carter.
- All properties have been sold, so the desired outcome has been achieved. However, the entire £2.427m loan will not be returned to the NIF. The closing profit and loss account for the project shows a loss of £0.111m, due to higher than projected construction costs and slightly lower than projected sales costs:

	Business Plan	Out-turn
	£'000	£'000
Sales	2.440	2.316
Construction Costs	1.718	2.191
Other Costs	0.358	0.236
	2.076	2.427
Profit/ (loss)	0.364	(0.111)

In order to achieve the breakeven position, the loss incurred on the RBC project of £110,462 was funded by the County Council from the NIF, as at 31 March 2015. This loss will be partly offset by a recent VAT recovery relating to the project of £11,766, which will be credited back to the NIF.

2.2.3 **Great Yarmouth Energy Park (South Denes)**

In November 2012 the Board of the GYDC approved the undertaking of a baseline study and preparation of a regeneration plan, with associated delivery strategy, for an area of land in South Denes, to the north of the Enterprise Zone. The majority of the site's freehold is owned by GYBC, but subject to long leases. Most of the remainder is owned by one other company, with more modern leases. The aim is to create a 50-acre Energy Park, suitable as a base for the offshore gas and wind industry supply chain, capitalising on future business to be generated by the East Anglia Array wind farm.

The Regeneration Plan delivered in December 2013 estimated that £3m of capital will be required for acquisition of the leases on priority sites. GYBC recommended £0.250m of capital receipts be allocated to taking the project forward, and have applied to the New Anglia Local Enterprise Partnership for Enterprise Zone Challenge Fund monies to cover this cost. The Leader of Norfolk County Council agreed that the balance (£2.75m) be funded through NIF, although due to the profile of expected acquisitions and disposals we would not expect the full amount of funding to be required at any one time.

A high level, four year delivery strategy was provided in Spring 2014, offering an investment profile for the period. Investment is based on a pooled arrangement, where all capital receipts will be ring-fenced for future re-investment until completion of the Delivery Strategy. Upon completion of the project, the available pooled funds will be used to return any upfront investment to the partners. Losses or surpluses will be shared by partners, with any surpluses reinvested in future regeneration projects. Business cases for each lease acquisition will be presented to the GYDC Board for consideration.

Latest progress

- Work continues on purchasing leases and re-locating tenants to and from the Park. A four-day public enquiry is due to begin on 17 May to consider the land owner's objections to a compulsory purchase order on the Block 12 site.

2.2.4 **Scottow Enterprise Park (former RAF Coltishall)**

Up to £7.208m of investment from the Norfolk Infrastructure Fund has been approved for the former RAF Coltishall site. The investment covers the cost of purchasing the site from the Ministry of Justice (MoJ) and investment towards improving essential infrastructure and buildings on the site, in order to attract new businesses, encourage growth and generate jobs.

Latest progress

Work to complete the utility separation for the water main network and infrastructure utilities upgrade works has commenced. Work on the capital programme for building improvement continues, in order to bring back buildings back into a lettable condition. The remainder of approved NIF funding for essential infrastructure improvements will be used, and the balance of funds will be raised through external funding from Enterprise Zone status, and where required, prudential borrowing.

A number of business will be taking advantage of the benefits of Enterprise Zone status as from April 2016 which will bring a rise in secured jobs on the site and bring additional rental income that will be reinvested into the site. Phase Two of the solar farm will be completed by the end of March 2016 and will guarantee a significant income stream for the next 20 years.

2.2.5 **Better Broadband for Norfolk (supporting better broadband access in rural areas)**

Two thirds of Norfolk companies are located in rural areas with most employing fewer than 10 staff. Broadband is currently poor or non-existent in many rural locations. The 'Better Broadband for Norfolk' project objectives are:

- An 'open infrastructure' enabling multiple Internet Service Providers (ISPs) to offer services to residents and businesses. This will drive competition and on-going service development
- All customers to have a choice of at least two ISPs, in order to offer them best value for money
- The delivery of economic benefits, based on significant levels of 'speed uplift' (the amount of broadband speed increase from the current service) made possible by improved broadband infrastructure availability in large parts of Norfolk
- 2Mbps speeds as a minimum across Norfolk, so that everyone who wants access to broadband can have it
- Increase the number of properties that have access to Superfast broadband.

Building on a successful bid to the Government's BDUK fund for £15.44m - supplemented by over £11m from BT, the chosen supplier - Norfolk Council agreed a match-funding contribution of £15m to the project. £5m of the Council's contribution is to come from the Norfolk Infrastructure Fund, the remainder from prudential borrowing.

In December 2012 Norfolk County Council and BT signed a deal to make superfast broadband (24 Mbps+) available to more than 80% of Norfolk's homes and businesses by the end of 2015. The Better Broadband for Norfolk (BBfN) programme completed ahead of schedule in September 2015, having given 186,000 extra Norfolk premises access to high-speed broadband.

A further successful bid to the Government's Local Growth Fund, in conjunction with New Anglia Local Enterprise Partnership (NALEP), secured a further £6m from Government, £5m from NALEP and £5.9m from BT, with an additional £1m from the County Council. This should increase superfast coverage to 90% of Norfolk properties. The County Council's £1m is scheduled to be committed in 2017-18. The extension to the programme is now underway.

Further funding from rural District Councils, and a £5.3m rebate from the first contract is being applied, which will make better broadband available to even more Norfolk premises and is expected to meet the national target of making superfast broadband available to 95% of the UK by the end of 2017.

Latest progress

The project successfully delivered Contract 1, and Contract 2 is underway.

3. Financial Implications

- 3.1. The NIF utilises the 25% second homes funding retained by the County Council, (approximately £0.885m annually), as well the one off contribution of the 2011/12 New Homes Bonus allocation of £0.799m. Due to the profile of funding for schemes, the forecast balance of the fund at 31 March 2016 is estimated to be £1.547m. As at 31 March we have undertaken £3.549m of borrowing, the ongoing revenue cost covered by the Fund is approximately £0.442m.

3.2. The table below shows the profile of the Fund since its inception:

Borrowing requirement	Total Investment	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
3rd River Crossing	0.800	0.800					
College of West Anglia	1.500		0.105	1.395			
Broadband	3.600					0.000	3.600
Beach Coach Station (Britannia Crescent)	0.124			1.247	1.048	(2.171)	
Gt Yarmouth Energy Park	0.125					0.125	
Scottow Enterprise Park - Capital costs						0.403	0.000
NORA	1.000		0.307	0.443	0.250	0.000	0.000
Total Borrowing commitment	7.024	0.800	0.412	3.085	1.298	(2.046)	3.600
Cumulative Borrowing Position		0.800	1.212	4.297	5.595	3.549	7.149
Balance of the Fund							
Opening balance of reserve		(1.151)	(1.151)	(4.745)	(2.378)	(2.015)	(0.549)
Additions to the fund			(3.658)	(1.914)	(1.161)	(0.885)	(0.885)
Borrowing costs			0.065	0.098	0.247	0.442	0.277
<u>One off Funding</u>							
Scottow Enterprise park - revenue funding				4.183	1.270	0.677	0.100
NORA - one-off						0.007	0.200
Thetford					0.006		
Broadband							0.000
Gt Yarmouth						0.524	
Contribution to The Willows compensation						0.700	
		(1.151)	(4.745)	(2.378)	(2.015)	(0.549)	(0.857)
Capital receipts						(0.700)	
Reserve balance		(1.151)	(4.745)	(2.378)	(2.015)	(1.249)	(1.547)

Economic Development Sub-Committee

Item No.

Report title:	Finance Monitoring report
Date of meeting:	24 March 2016
Responsible Chief Officer:	Tom McCabe – Executive Director Community and Environmental Services
Strategic impact 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. 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.	

Executive summary

This report provides the Sub-Committee with the financial position for the service to the end of February 2016, including the planned use of reserves.

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

The service's budget includes planning for an in-year saving of £0.090m, to contribute to the savings target for Community and Environmental Services of £36m.

As at the end of February 2016, spend is on track. Therefore, projected year end spend, against a budget of £1.896m, is £1.806m.

Members are requested to note the forecast year end position for Economic Development and 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 and 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 (in relation to the work skills of young people).

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

2.2 Key successes this quarter include:

2.2.1 Real jobs (helping businesses start up and grow)

Launched in April 2013, the **Growing Business Fund** provides grants between £5,000 and £500,000 usually up to 20% to SMEs across the LEP area.

Funding for the scheme has come from a range of sources, including the Regional Growth Fund, Growth Deal and Wave Two City Deals. These form three funding programmes, with differing end dates. Looking across all three funding pots (£12m + £1,66m + £4m), all programmes are rated green in terms of spend and outputs.

The following awards have been made in Norfolk:

	As at end December 2015, reported to January 2016 Sub-Committee	As at end of February 2016
Grants awarded to date	258	278
No. and % of grants in Norfolk	142 (55%)	153 (55%)
Jobs to be created	1,137	1,889
No. and % of jobs in Norfolk	1175.5 (64%)	1226.5 (65)

- Of the £85m (£82.4m in December) private match to be invested, £56m (66%) will be invested in Norfolk.

Scottow Enterprise Park

Work to complete the utility separation for the water main network and infrastructure utilities upgrade works has commenced. Work on the capital programme of improvements continues, to bring buildings back into a lettable condition.

A number of business will be taking advantage of the benefits of Enterprise Zone status from April 2016, which will bring a rise in secured jobs on the site and additional rental income that will be reinvested into the site.

Phase Two of the solar farm will be completed by the end of March 2016 and will guarantee a significant income stream for the next 20 years.

2.2.2 Inward investment

Three additional inward investment enquiries since last quarter are being handled. The latest one is from a London based travel agent looking to set up a software development office in Norwich, following outsourcing issues in Europe.

The team supported visits from the UK Trade & Investment (UKTI) Automotive Investment Organisation to Hethel and the UKTI Food and Drink investment Organisation to Norwich Research Park. They are also working with UKTI on Project Matchmaker, to begin driving enquiries from overseas posts. Initial discussions are with Hyderabad (India), with Dublin planned for March.

Total jobs created stand at **177** against the target of **200** for the year.

We now have **5734** followers on Twitter, an increase of 1% since December and 11% since April 2015.

2.2.3 Good Infrastructure

The Greater Norwich Growth Programme, for delivery in 2015/16, is progressing well.

A report to the Greater Norwich Growth Board on 24 March will show the status of the pooled CIL (Community Infrastructure Levy) fund.

Site clearance and other preliminary works have started for the Lynnsport access road. Road construction will commence once the final planning condition has been discharged – expected during March 2016.

2.2.4 Excellence in Education (Skills)

The latest data on apprenticeship starts (August – October 2015, released in February 2016) shows 2440 starts for the county. This is 7% higher than the same quarter last year and 3% higher than the national increase of 4%.

The 16-18 age group has the highest number of starts for this period, at 990.

Sector and Level data is only available annually and will be released later in the year.

2.2.5 Securing funding for Norfolk's priorities

LEADER. 30 outline applications have been submitted and 8 full applications. The first two projects were approved at Wensum & Coast Local Action Group on 25 February for grants totalling c. £35k, with the aim of creating 5 new FTEs over the project period.

New Anglia Local Enterprise Partnership EU funding allocation. The County Council-led technical assistance applications have been approved and three new facilitators have been recruited. The projects total just under £1m.

ERDF (EU funds targeting economic development) projects totalling £16m are currently being contracted.

ESF (EU funds targeting skills and employability) projects totalling £4.5m are currently being contracted through the Skills Funding Agency.

The EU team also secured:

- £0.600m from Public Health England to fund a project to help people recovering from substance abuse, in conjunction with Public Health.
- £0.400m from the Department for Transport to adapt buses to improve air quality in Norwich, in conjunction with the Highways team.

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, below, 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
--------------	---------------

The Projects Fund 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 February 2016, spend is on track. This includes planning for the in-year saving of £0.090m, 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 plan for the development of Scottow Enterprise Park formed part of the capital programme approved by Full Council in February 2015, and progress against plan is reported to this sub-committee periodically.

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	Q1 Progress (Apr-Jun 2015)	Q2 Progress (Jul – Sep 2015)	Q3 Progress (Oct – Dec 2015)	Q4 Progress (Jan – Mar 2016) <i>As at end Feb 2016</i>	RAG rating
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 Northern Distributor Road (NDR).</p> <p>Lynn Sport road scheme delivered.</p> <p>Growth Deal 3 projects identified and submission coordinated with Suffolk County Council and New Anglia Local Enterprise Partnership (NALEP).</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>Negotiations on the legal agreement to support GNGB Growth Programme borrowing have begun.</p> <p>GD3 discussions taking place.</p>	<p>2016/17 Annual Growth Programme agreed by the GNGB on 24 September 2015. In total the Board has now committed £8,330,000 from the pooled fund. 2 further schemes, including the NDR, totaling £50m, were also approved. These projects will be supported by borrowing.</p> <p>Borrowing agreement finalised but awaiting signed copies.</p> <p>Site clearance and other enabling works for Lynnsport Access Road to take place over winter. Delivery of road now likely to start in spring 2016.</p> <p>GD3 projects discussed at the Project Pipeline Sub-Group (PPSG). Supporting evidence cases being worked up.</p>	<p>GNGB growth programme projects for delivery in 2015/16 progressing well.</p> <p>NDR borrowing agreement signed by all parties.</p> <p>DfT funding package for NDR reconfirmed through the Autumn Statement. Work started on site.</p> <p>Process for developing the 2017/18 GNGB Growth Programme agreed. Development of the GN Investment Plan begun.</p> <p>Prioritisation of GD3 projects being further developed with the PPSG and supporting evidence cases being worked up.</p>	<p>GNGB growth programme for delivery in 2015/16 progressing well. Report to GNGB on 24 March will show status of the pooled CIL fund.</p> <p>Work for 2017/18 growth programme for GNGB ongoing. A five year investment plan will be developed this year rather than 3 individual business plans.</p> <p>NDR construction started 2015.</p> <p>Site clearance and other preliminary works started for Lynnsport Access Road. Road construction will commence once final planning condition has been discharged; expected early March.</p> <p>Prioritisation of GD3 projects continuing to be developed with the PPSG and supporting evidence cases being worked up.</p>	Green

Measure	Our target for this year	Q1 Progress (Apr-Jun 2015)	Q2 Progress (Jul – Sep 2015)	Q3 Progress (Oct – Dec 2015)	Q4 Progress (Jan – Mar 2016) <i>As at end Feb 2016</i>	RAG rating
Business support. Scottow Enterprise Park	<p>Remain within agreed Business Plan spend.</p> <p>All-encompassing site-wide planning application to ease development process for current/future tenants submitted June/July 2015</p> <p>Increase the number of jobs on site (from 1/4/15 base) 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.</p>	<p>Project team in place on site.</p> <p>Marketing agent being appointed.</p> <p>Member Working Group established.</p>	<p>Remain within agreed Business Plan spend.</p> <p>Dual commercial agents in place progressing a number of new enquiries</p> <p>Site branding and marketing agreed.</p> <p>Change of use planning applications being finalised for submission end of October.</p> <p>Bid for Enterprise Zone status submitted, outcomes will be reported end of next quarter.</p> <p>14 companies now operate out of the site, employing 63 people (full time equivalents).</p> <p>Scottow Enterprise Park has joined the Norfolk Apprentice Network. Sixth form students and their teachers from Paston College, North Walsham have visited October Films to see first-hand what it is like to work in the creative industries.</p>	<p>Scottow Enterprise Park has been awarded Enterprise Zone status, increasing the attractiveness of the site to new businesses.</p> <p>Work is in hand to deliver Phase 2 of the Solar Farm in January and February 2016.</p> <p>Final amendments to the change of use planning applications being prepared for submission in January.</p> <p>Scottow was also represented at the MIPIM event, detailed below.</p>	<p>Work to complete the utility separation for the water main network and infrastructure utilities upgrade works has commenced and work on the capital programme of improvements continues, to bring buildings back into a lettable condition.</p> <p>A number of business will be taking advantage of the benefits of Enterprise Zone status from April 2016, which will bring a rise in secured jobs on the site and additional rental income that will be reinvested into the site.</p> <p>Phase Two of the solar farm will be completed by the end of March 2016 and will guarantee a significant income stream for the next 20 years.</p>	Green
Business	Enquiries handled/	Business start-up support	11 inward investment	Successful stand in	3 additional inward	Green

Measure	Our target for this year	Q1 Progress (Apr-Jun 2015)	Q2 Progress (Jul – Sep 2015)	Q3 Progress (Oct – Dec 2015)	Q4 Progress (Jan – Mar 2016) <i>As at end Feb 2016</i>	RAG rating
<p>support. Inward investment/business support targets</p>	<p>engagements: 30 Jobs as a direct result of team intervention: 200 Hits on LocateNorfolk – 5,500 unique users, 7,788 sessions (visits) Increase in Twitter followers – additional 150</p>	<p>subsumed within New Anglia Growth Hub going forward. Growth Hub funding secured and targets/ implementation plan in place. LocateNorfolk has achieved 1,289 unique users, 1,724 sessions (visits) & 130 new Twitter followers since soft launch in April. Publicity articles in London Metro & Evening Standard June 2015. ES piece led to a mobile app developer shortlisting Norfolk – due to visit in August.</p>	<p>enquires since April 15. Latest one is from a Japanese automotive manufacturer producing electric sports cars and looking for European base. Sites at Scottow and HEC are being promoted. 4 successes since April 2015. This month Freshasia, a Chinese food manufacturer, announced their multi million investment in the Little Melton Food Park, South Norfolk. This includes a bank loan, 400k from New Anglia LEP and 200k Finance East. 50 jobs will be created initially. This brings total jobs created from the four successes so far to 147 We also have 1 pending success from 2014, offshore wind Chinese cable manufacturer. We will know if they secured a tender with Scottish Power early next year. There have been 5,770 unique users to the Locate Norfolk site since launch in April, and 7,163 sessions (visits) We now have 5644 followers on Twitter, an increase of 195 since April.</p>	<p>October at MIPIM UK, the UK's largest exhibition and market place for national and international investors, developers, local authorities, government representatives and property professionals to explore investment opportunities. 23 enquiries being followed up. Creation of 4 new Enterprise Zones sites and the expansion of the existing, highly successful, site in Gt Yarmouth. Supported the successful outcome of submission to Route Development fund by Norwich airport – Newcastle, Exeter, Paris, and Dublin. In partnership with the library, New Anglia, Menta, Genix, supported the launch of Enterprising Libraries by part-funding the first year program to enable it to become self-sustaining. In partnership with SyncNorwich and UEA, we part funded and supported the 'Sync The City' event to develop</p>	<p>investment enquiries since Sep 2015, latest one is from a London based travel agent looking to set up a software development office in Norwich, following outsourcing issues in Europe. Supported visits from the UKTI Automotive Investment Organisation to Hethel and the UKTI Food and Drink investment Organisation to Norwich Research Park. Work with UKTI on Project Matchmaker to begin driving enquiries from overseas posts, Initial discussions with Hyderabad, India with Dublin planned for March. Work with IEG team and Districts to develop listing of investable propositions for MIPIM 2016 Total jobs created still stand at 177 against the 200 target for the year. We now have 5734 followers on Twitter, an increase of 57 since</p>	

Measure	Our target for this year	Q1 Progress (Apr-Jun 2015)	Q2 Progress (Jul – Sep 2015)	Q3 Progress (Oct – Dec 2015)	Q4 Progress (Jan – Mar 2016) <i>As at end Feb 2016</i>	RAG rating
				<p>entrepreneurial activity in the digital sector, showcasing the event to the American embassy ambassadors during their visit to Norfolk.</p> <p>Total jobs created stand at 177 against the 200 target for the year.</p> <p>We now have 5677 followers on Twitter, an increase of 33 since September. There have been 7,074 unique users to the Locate Norfolk site since launch in April, and 8,778 sessions (visits)</p> <p>Hethel Innovation Centre confirmed the outputs from its 2010-15 EU (ERDF) programme, which EDS match-funded:</p> <ul style="list-style-type: none"> • 245 businesses supported • 31 start-ups generated • 40 businesses engaged in collaborations with the knowledge base • 245 jobs created • 90 jobs safeguarded <p>A bid has been produced for a 2015-18 ERDF programme, with the result due in Jan 2016.</p>	<p>December and 285 since April.</p> <p>Since April we have has 8014 unique users to the Locate Norfolk site since Launch, and 9,971 sessions.</p>	

Measure	Our target for this year	Q1 Progress (Apr-Jun 2015)	Q2 Progress (Jul – Sep 2015)	Q3 Progress (Oct – Dec 2015)	Q4 Progress (Jan – Mar 2016) <i>As at end Feb 2016</i>	RAG rating
Skills	<p>Apprenticeships targets: 7567 (includes the SEP target of 500 for Norfolk for Aug 15 – July 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>New 'Future You' app developed to assist career choices and launched at Radio 1 Big Weekend, late May bank holiday.</p> <p>4 Advanced Apprentices recruited to support delivery of the apprenticeships target.</p>	<p>LEP target = 7,200 for 2014/15, which we are already meeting. The latest data shows that Norfolk has seen a 15% increase in Apprenticeship starts (Aug 14 – Aug 15) compared with the previous year.</p> <p>Skills plans for Construction and Engineering are under development.</p>	<p>Final data for Apprenticeship performance for Aug 2014 to Jul 15 has now been released by the Skills Funding Agency and shows the overall increase to be 16%. This equates to 7290 against the previous year's figure of 6270. Growth has largely been at Level 3 and above, with a tripling of the number of Higher Apprenticeships created. Most significant increases in numbers have been in Health and Social Care and Engineering and Manufacturing.</p>	<p>Quarter 1 (August 15 – October 15 – data release in February 2016) Apprenticeship starts are 2440 for Norfolk. This is 7% higher than the same quarter last year and 3% higher than the National increase of 4%. The 16-18 age group has the highest number of starts for this period at 990. Sector and Level data is only available annually and will be released later in the year.</p>	Green
Securing/ managing funds for Norfolk's priorities. France Channel England Programme	<p>ERDF 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 2016: €49.5m</p>	<p>Pro rata 2015 allocation. ERDF is 70%, so spend will also include 30% match funding.</p> <p>Projects are approved in 2 phases. The first selection sub-committee approved €20.1m ERDF at phase 1 on 1st and 2nd July 2015.</p>	<p>Programme approved by the EU 27/10. The 2nd call for projects has now closed, with 18 eligible projects, worth €45m, submitted. These will be reviewed at the Jan 2016 project selection meeting.</p>	<p>The programme delivery strategy has been reviewed and approved by the Programme Monitoring Committee in December 2015.</p> <p>The revised commitment target for 2015 is €0 & €21m for 2016 - the targets have all moved by a year, with an additional year for delivery, due to the delay in the EU signing off the programme.</p>	<p>The selection sub-committee for the 2nd call for projects approved €19.6m ERDF at phase 1 on 27th and 28th January 2015 (8 projects).</p> <p>The 3rd call for projects will be open from 23rd of February to 24th of March.</p>	Green
Securing/ managing		First meeting of the Corporate Bid Team has	ESF. First bidding round for New Anglia notional	Leader. The Funding Agreement has now been	Leader. 30 outline applications have been	Green

Measure	Our target for this year	Q1 Progress (Apr-Jun 2015)	Q2 Progress (Jul – Sep 2015)	Q3 Progress (Oct – Dec 2015)	Q4 Progress (Jan – Mar 2016) <i>As at end Feb 2016</i>	RAG rating
<p>funds for Norfolk's priorities.</p> <p>Other EU/ external funds</p>		taken place.	allocation of European Social Fund (targeting social inclusion) closes 30/11. The County Council may possibly lead a bid.	<p>signed securing £9.3m of funding up to 2020. The first applications are now being assessed for consideration at LAG meetings being held between January and Mar 2016.</p> <p>EU funding workshop held for potential Norfolk applicants focusing on the Low Carbon funding priority. As a result of this workshop we have several meetings arranged for the new year to progress specific projects.</p>	<p>submitted and 8 full applications. The first 2 projects were approved at Wensum & Coast LAG on 25th February for grants totalling c. £35k with the aim of creating 5 new FTEs over the project period.</p> <p>ESI funds. The NCC-led technical assistance applications for ERDF and ESF have been approved and three new facilitators have been recruited. The projects total just under £1 million.</p> <p>An EU funding workshop for Norfolk applicants was held focusing on Innovation.</p> <p>ERDF projects totalling £16m are currently being contracted.</p> <p>ESF projects totalling £4.5m are currently being contracted through the Skills Funding Agency.</p> <p>The EU team also secured £600k from Public Health England to fund a project to help people recovering from substance abuse in conjunction with Public</p>	

Measure	Our target for this year	Q1 Progress (Apr-Jun 2015)	Q2 Progress (Jul – Sep 2015)	Q3 Progress (Oct – Dec 2015)	Q4 Progress (Jan – Mar 2016) <i>As at end Feb 2016</i>	RAG rating
					Health and £400k from the Department for Transport to adapt buses to improve air quality in Norwich in conjunction with Highways.	
<p>Securing/ managing funds for Norfolk's priorities.</p> <p>Effective allocation & monitoring of 14/15 pooled Business Rates saved levy</p>	<p>Allocate funds & oversee delivery of funded projects to the value of c. £2.2m.</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>All project proposals scored, prioritised & approved by Norfolk Leaders 16/6/15.</p> <p>Milestones requested by Programmes Team, so that offer letters can be issued.</p>	<p>Saved levy reduced to £1.846m, due to increased allowances required for appeals. Lowest scoring projects re-profiled, with spend to come from the 15/16 Pool instead.</p> <p>Offer letters issued to all approved projects funded from the 2014/15 business rates pool.</p> <p>Pool members confirmed for 2016-17: all districts except Great Yarmouth, for whom it is not financially advantageous to join the Pool.</p> <p>Stalled employment sites project proposal agreed by Norfolk Growth Group.</p>	<p>Initial assessment of stalled employment sites in the county carried out by NCC and district council representatives.</p>	<p>Stalled sites review complete & reviewed by Norfolk Growth Group.</p> <p>Next steps are to:</p> <p>Determine the value of the 2015/16 Pool.</p> <p>Bring a further paper to 21 April 2016 Norfolk Chief Executives meeting on whether to attend MIPIM 2016</p> <p>Review progress on projects funded from the 14/15 Pool on 2/6/16.</p>	Green

Economic Development Sub-Committee

Item No.

Report title:	Forward Plan and delegated decisions
Date of meeting:	24 March 2016
Responsible Chief Officer:	Tom McCabe – Executive Director, Community and Environmental Services
Strategic impact 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. It is important that there is transparency in decision making processes to enable Members and the public to hold the Council to account.	

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 7 March 2016) is included at Appendix A.

This report is also be used to set out other relevant decisions taken under delegated powers by the Executive Director within the Terms of Reference of this Committee, since the last meeting on 21 January 2016. There are no delegated decisions to report for this period.

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. Forward Plan

- 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 7 March 2016) 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. Any further changes made to the Forward Plan will be reported verbally at the Sub-Committee meeting.

2. **Delegated decisions**

2.1.1. The report will set out detail of any delegated decisions within the Terms of Reference of this Committee that are reported by the Executive Director as being of public interest, financially material or contentious. Future delegated decisions will also be reported to this Committee for information.

2.1.2. There are no delegated decisions to report for this period.

3. **Financial Implications**

3.1. There are no financial implications arising from this report. 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

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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
12 May 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>
Apprenticeships – update (verbal)	Link to Children’s Services	To receive an update on the apprenticeships programme.	Employment & Skills Manager (Jan Feeney)
Norwich Aeropark/Aviation Academy Update	No	To note.	Economic Development Manager (David Dukes)
Scottow Enterprise park Update	No	To note	Development Manager Scottow Enterprise Park
Forward Plan and delegated decisions	No	To review the Committee’s forward plan and agree any amendments/additions.	Business Support and Dev. Manager (Sarah Rhoden)
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)
Year end update on EU funding programmes, excluding France (Channel) England	None	Note report. Agree frequency of EU programme reporting to the Committee.	Programme Manager (Eliska Cheeseman)
14 July 2016 meeting			
Updates from Member working groups	No	To receive updates from Member Working Groups previously	<i>N/A – this item is for Committee Members to</i>

Forward Plan for Economic Development Sub-Committee

Appendix A

Issue/decision	Implications for other service committees?	Requested committee action (if known)	Lead officer
		established by the Committee	<i>feedback</i>
Apprenticeships – update (verbal)	Link to Children’s Services	To receive an update on the apprenticeships programme.	Employment & Skills Manager (Jan Feeney)
Presentation on Norwich Research Park/Agri-tech	No	To note	Economic Development Manager (David Dukes)
Forward Plan and delegated decisions	No	To review the Committee’s forward plan and agree any amendments/additions.	Business Support and Dev. Manager (Sarah Rhoden)
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)
Appointments to Internal and External Bodies	no	to consider appointments to internal and external bodies	(Head of Democratic Services) Chris Walton
24 November 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>
Apprenticeships – update (verbal)	Link to Children’s Services	To receive an update on the apprenticeships programme.	Employment & Skills Manager (Jan Feeney)
Forward Plan and delegated decisions	No	To review the Committee’s forward plan and agree any amendments/additions.	Business Support and Dev. Manager (Sarah Rhoden)
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 for Economic Development Sub-Committee

Appendix A

Issue/decision	Implications for other service committees?	Requested committee action (if known)	Lead officer
Annual Update on the France (Channel) England Programme	No	To receive the annual update	Programme Manager (Marie-Pierre Tighe)

