

# Economic Development Sub-Committee

Date: **Thursday, 30 March 2017**

Time: **10:00**

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

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

## **Membership**

Mr S Clancy (Chairman)

Ms C Bowes

Mr J Childs

Mr C Foulger

Mr B Iles (Vice-Chairman)

Mr T Jermy

Mr J Timewell

Mrs C Walker

Mr A White

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

Hollie Adams on 01603 223029  
or email [committees@norfolk.gov.uk](mailto: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. Minutes

Page 5

To confirm the minutes of the meeting held on the 19 January 2017.

## 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](mailto:committees@norfolk.gov.uk)) by **5pm on Monday 27 March 2017**.

## **6. Public QuestionTime**

Fifteen minutes for questions from members of the public of which due notice has been given.

Please note that all questions must be received by the Committee Team ([committees@norfolk.gov.uk](mailto:committees@norfolk.gov.uk)) by **5pm Monday 27 March 2017**.

For guidance on submitting public question, please view the Consitution at [www.norfolk.gov.uk](http://www.norfolk.gov.uk) or visit [www.norfolk.gov.uk/what-we-do-and-how-we-work/councillors-meetings-decisions-and-elections/committees-agendas-and-recent-decisions/ask-a-question-to-a-committee](http://www.norfolk.gov.uk/what-we-do-and-how-we-work/councillors-meetings-decisions-and-elections/committees-agendas-and-recent-decisions/ask-a-question-to-a-committee)

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

## **8. Presentation on Growth Hub**

**Page 18**

A presentation by the Growth Hub Manager of New Anglia Local Enterprise Partnership (LEP).

## **9. New Anglia Economic Strategy**

**Page 20**

A report by the Executive Director of Community and Environmental Services.

## **10. Growth Deal Update**

**Page 25**

A report by the Executive Director of Community and Environmental Services.

## **11. County Farms (update for members)**

**Page**

**This item has been withdrawn from the agenda.**

## **12. Presentation on the Integrated Transport Strategy**

**Page 29**

A presentation by the Principal Infrastructure Growth Planner.

**13. Apprenticeships Update**

A verbal update by the Employment and Skills Manager.

**14. Forward Plan and delegated decisions**

**Page 32**

A report by the Executive Director of Community and Environmental Services.

**15. Finance monitoring**

**Page 37**


A report by the Executive Director of 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: 23 March 2017

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## **Economic Development Sub-Committee**

**Minutes of the Meeting held on Thursday, 19 January 2017  
at 10:00am in the Edwards Room at County Hall**

**Present:**

Mr S Clancy - Chairman

Ms C Bowes

Mr J Childs (Vice-Chairman)

Mr C Foulger

Mr M Sands

Mr J Timewell

Mrs C Walker

Mr A White

**Also Present:**

Cllr Beverley Spratt

**1. Apologies and Substitutions**

1.1 Apologies were received from Mr B Iles and Mr T Jermy (Mr M Sands substituting).

**2. Minutes**

2.1 The minutes of the meeting on the 24 November 2016 were agreed as an accurate record and signed by the Chairman.

2.2.1 Matters Arising from the Minutes:

2.2.2 The acting Assistant Director of Economic Development and Strategy agreed to follow up with Highways England regarding the issue in paragraph 11.2.4 of the minutes "related to the roundabouts on the A12 to Yarmouth and traffic lights on Gapton Hall roundabout...having not been addressed despite being raised with Highways England".

**3. Declarations of Interest**

3.1 There were no declarations of interest.

**4. Items of Urgent Business**

4.1 There were no items of urgent business.

## 5. Local Member Issues / Questions

- 5.1 Mrs Walker discussed her observation of the response of emergency services, volunteer services and others during the flooding issues of recent weeks, and congratulated those involved in preparing for the predicted sea surge; she felt that even though the surge did not occur as predicted, Yarmouth and other coastal areas were well protected for the eventuality, meaning local residents were kept safe. The Chairman and the committee supported this view.

## 6. Public Question Time

- 6.1 No public questions were received.

## 7. Notice of Motions

- 7.1.1 Mr Childs gave an introduction to his motion, seconded by Mr White.
- 7.1.2 He spoke of how public toilets were previously funded by Borough Councils but many were now closed. As a key part of Norfolk's tourism, he felt the importance of attracting returning visitors to beaches should be considered and to do this public conveniences invested in. He suggested District and Borough Councils should be approached to revisit the impact of withdrawing public conveniences.
- 7.2.1 Following debate and upon being put to a vote, the motion was duly **CARRIED**.
- 7.2.2 The Chairman asked the Acting Assistant Director of Economic Development and Strategy to write to District, Parish and Borough Councils to ask them to look at options regarding provision of toilet facilities and keeping beaches clean.

## 8. Verbal Update/feedback from Members of the Committee regarding Member Working Groups or bodies that they sit on

- 8.1.1 Cllr Spratt updated the Sub Committee on the recent meeting of the County Farms Advisory Board:
- A tenants meeting had recently been held at Swaffham and a further meeting was due to be held in March 2017;
  - The Advisory Board and Officers were due to visit houses on the Eastern end of the estate in February;
  - The Advisory Board **REQUESTED** the Economic Development Sub-Committee look at the potential impact of Brexit on farming;
  - The impact of ash dieback appeared to be lower than originally predicted;
  - 1900 people were following the County Farms Facebook group;
  - Duncan Slade had been welcomed back to the County Farms team;
  - County Farms were hoping to make progress with 87 houses to bring profit to Norfolk County Council.
- 8.1.2 During discussion the following points were noted:

8.1.3 Cllr Spratt confirmed that through discussions with tenants of the 87 houses, and after visits in February, the County Farms team would decide whether to let, keep or restore the houses; they would remain within the County Farms department.

8.2.1 The Chairman asked the Managing Director of Hethel Engineering for an update on Scottow Enterprise Park:

- Occupancy was at 72% by units, of 125 units, comprising 505,000 sq ft;
- The primary focus was science, technology, engineering and manufacturing;
- The number of people working at the site was now 236 and growing;
- Superfast broadband was in place at 75Mbps;
- The water project was due to be finished at the end of April 2017;
- They were currently looking at cost cutting initiatives;
  - Overheads had been reduced by £200,000; the target was £300,000;
- Rents of £500,000 were being brought in; the target was £800,000;
- Customer enquiries had increased 6 fold, with most demand seen in North Norfolk and Norfolk.

## 9. Emerging Sectors – The Bioeconomy

9.1.1 The Sub-Committee received the report providing information on the existing and development of Biotech and bioeconomy in Norfolk and East of England.

9.1.2 The Sub-Committee heard a presentation by the Chief Executive Officer of the Norwich Research Park and Aaron Hunter, an Innovation Facilitator at Hethel Engineering; see Appendix A.

- “Biotech” encompassed sectors such as agriculture, agriculture waste and water management, among others;
- Norfolk contained a complete agritech supply chain;
- One of the 2 centres of excellence for bioinformatics in the UK was in Norfolk, the Earlham Institute (formerly the Genome Analysis Centre) at the Norwich Research Park;

9.1.3 The Chairman highlighted the importance of engaging with private sector partners, and was pleased to see engagement with new businesses and sectors.

9.2 The Sub-Committee:

- **NOTED** the developments of the ‘Bioeconomy’ and the economic opportunities that it provided;
- **ENDORSED** the work of Hethel Innovation in the delivery of the ‘Innovation New Anglia’ programme and the establishment of ‘Biotech East’ to support and grow the sector.

## 10. Emerging Sectors - Cleantech

10.1.1 The Sub-Committee received the report explaining cleantech, and discussing the growth of this sector in Norfolk and Suffolk and heard a presentation by Alice Reeve an Innovation Facilitator at Hethel Engineering and Mark Aspinall; see Appendix B.

- 10.1.2 The Chairman was pleased to see Norfolk at the forefront of cutting edge work; he highlighted the importance of carrying out research with practical applications and benefits to the local economy, with local companies inputting into what they needed to deliver jobs at a deliverable cost.
- 10.2 The Sub-Committee:
- **NOTED** the emerging 'Cleantech' sector and the opportunities that it provided;
  - **ENDORSED** the work of Hethel Innovation in the delivery of the 'Innovation New Anglia' programme and the establishment of the 'Cleantech East' network to support and grow the sector.

## 11. Enterprise Zones

- 11.1.1 The Sub-Committee received the report providing an update on the two Enterprise Zones in Norfolk.
- 11.1.2 The Economic Development Manager gave a brief introduction to the report and invited members to endorse the approach.
- 11.2.1 Mr Childs and Mrs Walker praised the success of the enterprise zones in relation to their revitalisation of the wind energy sector, especially in Gt Yarmouth, referring to the recent announcement at Seajacks who were taking on 75 new staff. The Economic Development Manager reported that there would be regular updates regarding the Lowestoft and Yarmouth enterprise zones in bulletins provided in the future.
- 11.2.2 The Acting Assistant Director of Economic Development and Strategy clarified that Enterprise Zones offered the ability to borrow against future income in order to invest in the sites themselves or in other activity to attract or enable investment. Decisions on whether to proceed with projects would be based on a number of factors including future projected income for up to 25 years, performance, and confidence over the longer term development of the site.
- 11.2.3 The Economic Development Manager reported that lessons had been learned from the first round of enterprise zones in the 1980s, where research had found displacement occurred in all areas except for the London Docklands. Incentives now on offer were more modest and unlikely to cause much, if any displacement from nearby locations.
- 11.2.4 The Economic Development Manager clarified that a legal agreement would be in place with each Local Authority with an Enterprise Zone site in their area to determine the split of funding, as outlined in paragraph 1.5 of the report. The agreement would determine how funding would be used and, if issues arose, could be modified. It was noted that the Government's decision to raise the threshold for Small Business Rate relief to £15,000 in 2016 could impact on how Enterprise Zone sites would operate, but this was being monitored.
- 11.2.5 The Chairman highlighted the importance of the role of planning authorities to support businesses to grow.



- 11.2.6 Improvements to the road infrastructure between Norwich and Cambridge / Peterborough were discussed. The Chairman highlighted infrastructure as a high priority, and the duty to hold organisations to account on moving forward in a timely manner, for example Highways England.
- 11.2.7 A discussion was held over plans for complimentary road infrastructure at Enterprise Zones. He clarified that some site plans included modest road infrastructure improvements, and hoped the plans to improve the A47 would benefit the Nar Ouse Enterprise Zone site and development of the Norwich Distributor Road would benefit Scottow Enterprise Park.
- 11.3 The Sub-Committee **ENDORSED** the approach being taken to support Enterprise Zone Development.

## 12. Inward Investment Update

- 12.1 The Sub-Committee received the report providing an overview of the inward investment function, update on current performance and proposals for future activity.
- 12.2.1 The Economic Development Manager pointed out that the “UK offer” to attract inward investment may change in the next few years as a result of the referendum result in June 2016. The number of enquiries from overseas had reduced in recent months highlighting the importance of working even more closely with locally based foreign owned, particularly US owned, businesses.
- 12.2.2 Queries were raised about the “current 2016/17 pipeline”, shown in paragraph 2.7 of the report, page 51:
- The Economic Development Manager confirmed that the South Korean Interactive Screen manufacturing company’s process could incorporate final assembly of imported components, packaging and storage;
  - The Economic Development Manager reported that the enquiry regarding the Japanese Automotive manufacturer came through a tenant at Hethel Engineering Centre. Norfolk had been given a chance to present its capabilities to take on this project as a result of this contact. At this stage it was unclear how much of the manufacturing process would take place in Norfolk if the project was secured;
  - The project “expansion of games development company” was in competition with other areas; a good offer had been put in to the company, and the Economic Development Manager would monitor progress;
  - The Farm plastics project was not at an advanced project stage; a proposal had been put forward and support had been received from colleagues in the Council’s waste team; there were a number of key technical constraints to be overcome before the project could establish a facility.
  - The “Electric Vehicle Manufacturer” project was in the research and development stage.
- 12.2.3 The Economic Development Manager confirmed that data showed the County’s skills base included people with experience in automotive engineering.

- 12.2.4 The Economic Development Manager was working with the Chief Executive Officer of the Norwich Research Park to develop a lead generation project to attract start-up and other small businesses in the biotech and other science sectors. The initiative would look to link with the Genome 10k event, the largest of its kind in the world, and the first time held in the UK. The aim was to showcase Norwich and Norfolk at the John Innes Conference Centre. The Economic Development Manager **agreed** to circulate the full details to members.
- 12.3 The Sub-Committee commented on current performance and arrangements and **SUPPORTED** the efforts of the inward investment team.

### 13. EU Programmes Update following the Referendum

- 13.1.1 The Sub-Committee received the report providing an update on government announcements made since July which impacted on EU funded programmes managed and delivered by Norfolk County Council.
- 13.1.2 The Programme Manager for European, National and Rural Funding Programmes updated the Committee that since the report was written, the Prime Minister had indicated the UK may participate in some EU programmes; the level of contribution to the EU budget would likely be much less than at present.
- 13.1.3 The Chairman asked that the proposal at section 1.1 be strengthened by inserting the word 'managed', to read "the UK government should replace EU funding with a national successor scheme delivered and managed locally which maintains the current global value and is index linked".
- 13.2 The Sub-Committee:
- **SUPPORTED** the government guarantee for funding and the EU project activity that had happened since the referendum;
  - **APPROVED** the proposal and principles for any economic based successor schemes to EU funding (post 2020) as the basis for our submission to the Local Government Association Brexit Sounding Board.

### 14. Apprenticeships funding update

- 14.1 The Sub-Committee received the report providing an update on the position of the Apprenticeships Norfolk service in the light of ceasing of existing funding in June 2017, following on from the report presented in November 2016.
- 14.2.1 The Chairman was keen for the Apprenticeships team to continue to identify further funding to support the programme.
- 14.2.2 The Employment and Skills Manager reported that internal resources had been secured for approximately 50% of the estimated costs of maintaining a level of service from July 2017; efforts continued to secure external funding, including potential European social funding. Following a query related to supporting young people aged 18 and above, the Employment and Skills Manager reported that work

was underway with colleges in Norfolk and Suffolk to commit to work together to ensure young people move on successfully.

- 14.2.3 The Chairman raised his intention to share with Councillors details of secondary schools / academies who were not engaging with Apprenticeships Norfolk; he **agreed** to email this to the Members with non-participating schools in their division.
- 14.2.4 The Employment and Skills Manager reported that apprenticeship schemes were working with young people in rural areas to help them to access apprenticeships.
- 14.3 The Sub-Committee **NOTED**:
- That had been possible to identify approximately 50% of the required resource that could be used to support the delivery of Apprenticeship promotion work in schools, the community and to employers from July 2017;
  - That exploring alternative external sources of funding, including European Social Fund Opportunities (ESF) and social mobility funding continued.

## 15. Finance Monitoring Report

- 15.1 The Sub-Committee received the report providing the financial position for the service as at the end of December, Period 8, 2016-17 financial year, covering the revenue budget, capital programme and balance of reserves.
- 15.1.2 The Financial Business Partner for Communities and Environmental Services reported that there were no financial issues for the upcoming year, 2017/18.
- 15.1.3 Protecting the Economic Development budget in the upcoming budget reviews was raised.
- 15.2 The Sub-Committee **NOTED** the budgets for Economic Development and Strategy for 2016-17.

## 16. Forward Plan and decisions taken under delegated authority

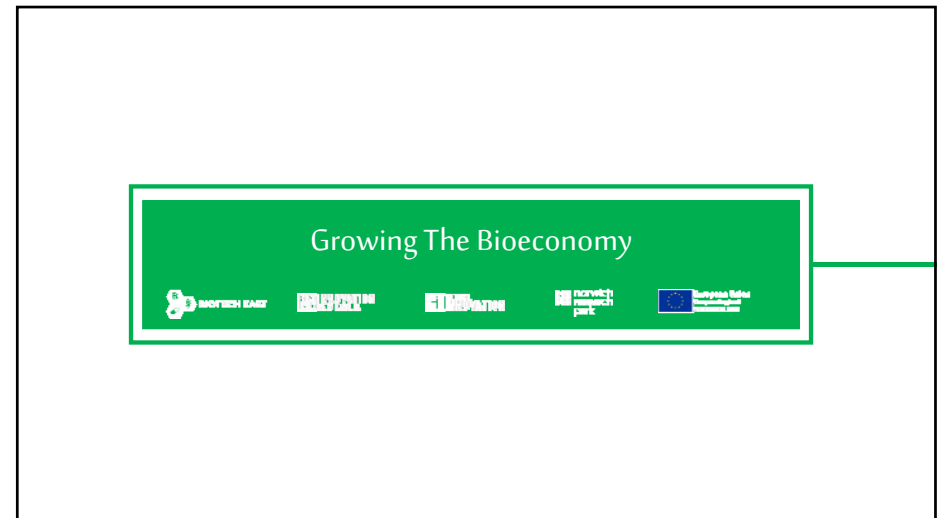
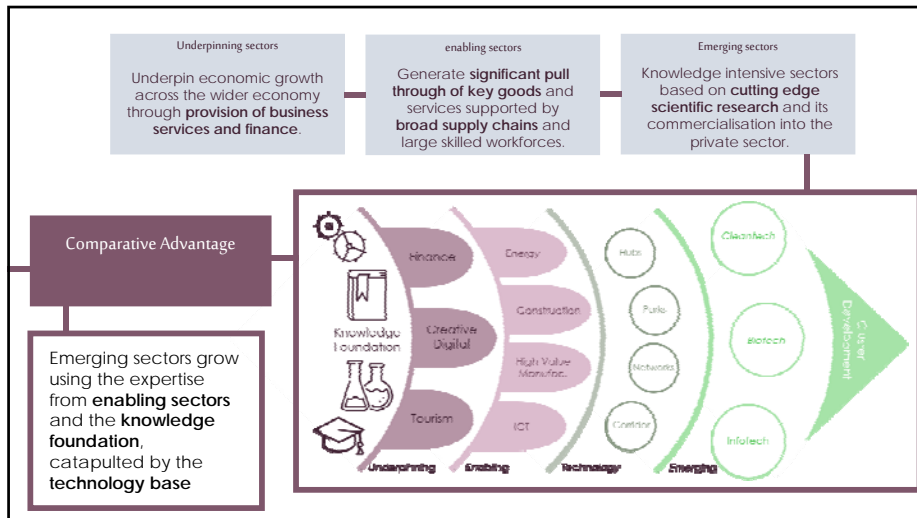
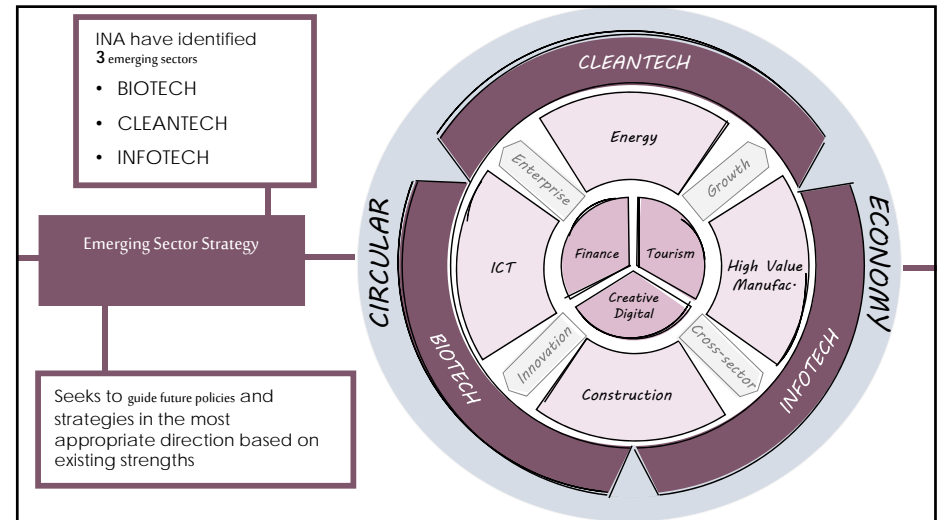
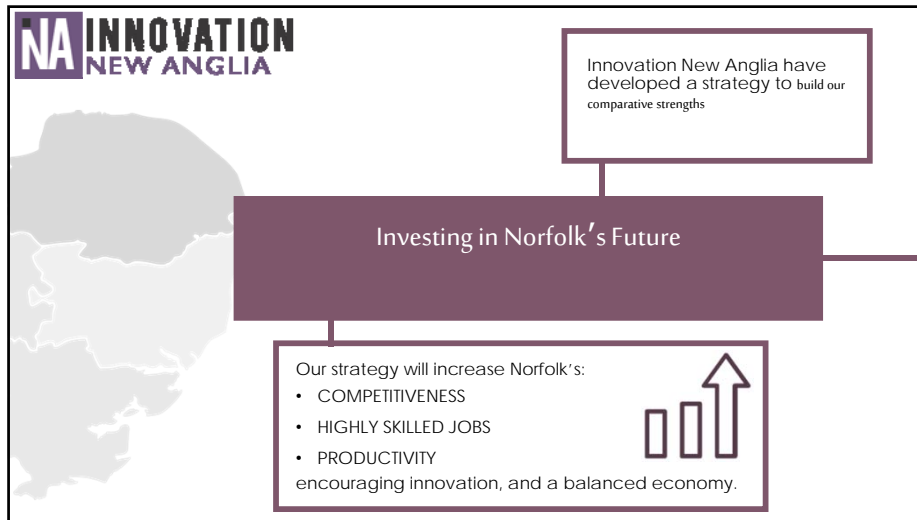
- 16.1 The Sub-Committee received the report setting out the Forward Plan for the Economic Development Sub-Committee.

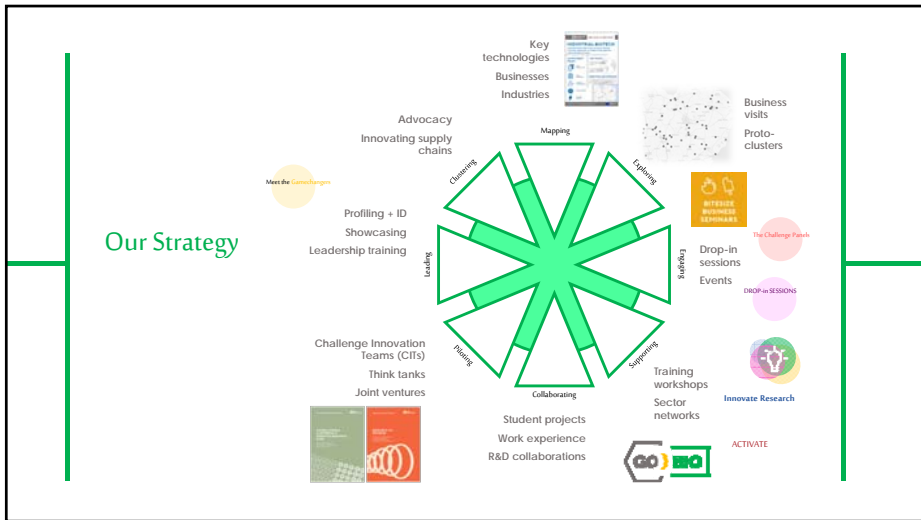
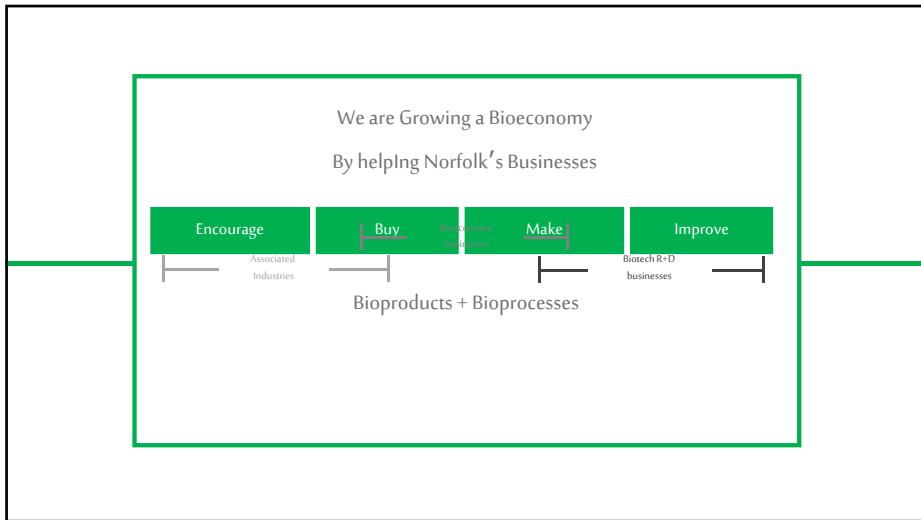
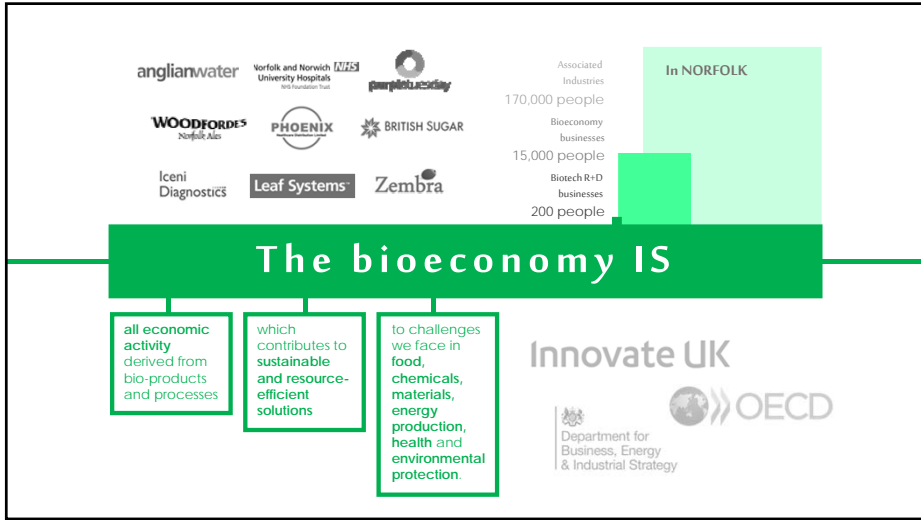
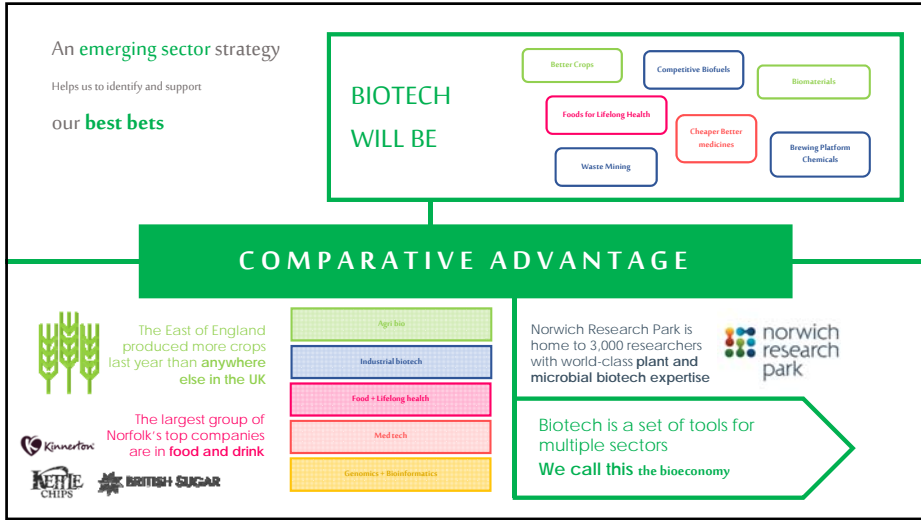
The Sub-Committee **NOTED** the Forward Plan and requested:

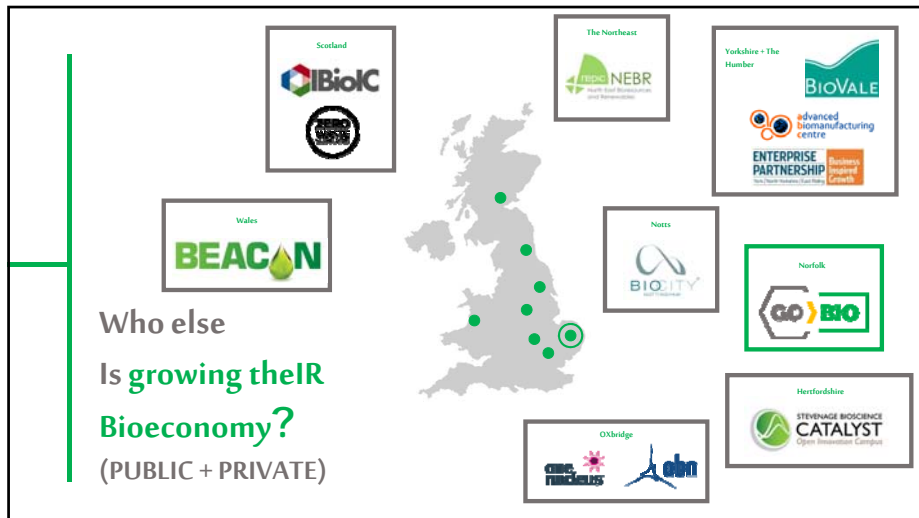
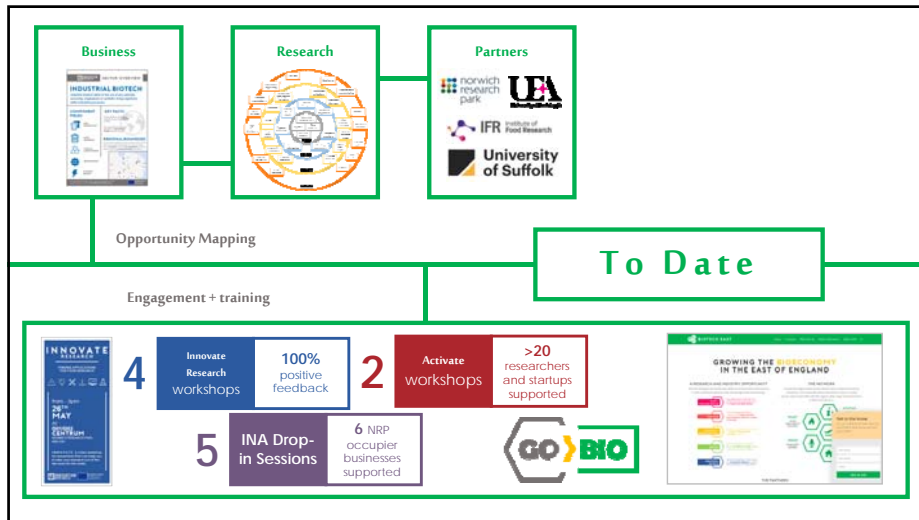
- Information from high schools who were supporting apprenticeships was suggested as useful for a future meeting;
- The County Farms Advisory Board **REQUESTED** the Economic Development Sub-Committee to look at the possible impact of Brexit on farming in Norfolk.

The meeting closed at: 11:39am

Chairman







## Growing The Cleantech economy

## The Clean Economy IS

Supported by products, processes or services providing:

- cheaper superior performance
- on fewer resources
- whilst reducing negative ecological impacts

**£3.2 Trillion**

Global low-carbon and environmental goods + services (LCEGS) sector value

**£1.3 TRILLION BY 2030**  
Spent on cleantech globally

**4th INDUSTRIAL REVOLUTION**  
In Natural Resources

**£4 BILLION**  
venture capital investment in Q1 2016

**£122 Billion**

UK share of the LCEGS market

In the UK

**6th IN THE WORLD** for cleantech innovation

**>£9 BILLION** invested

**>260,000** enterprises in cleantech

SUPPORTED BY

## Regions already Investing in Cleantech

## COMPARATIVE ADVANTAGE

**1 in 12**

Jobs in New Anglia directly depend on natural capital

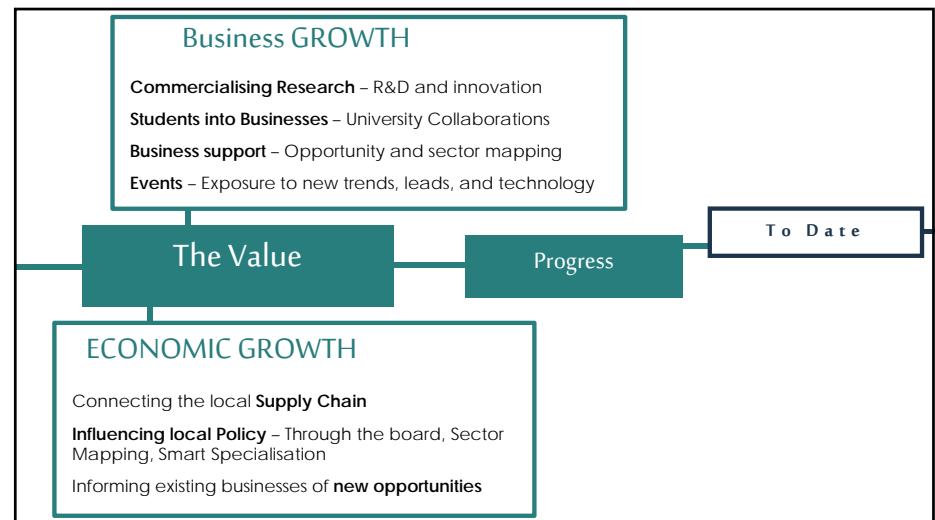
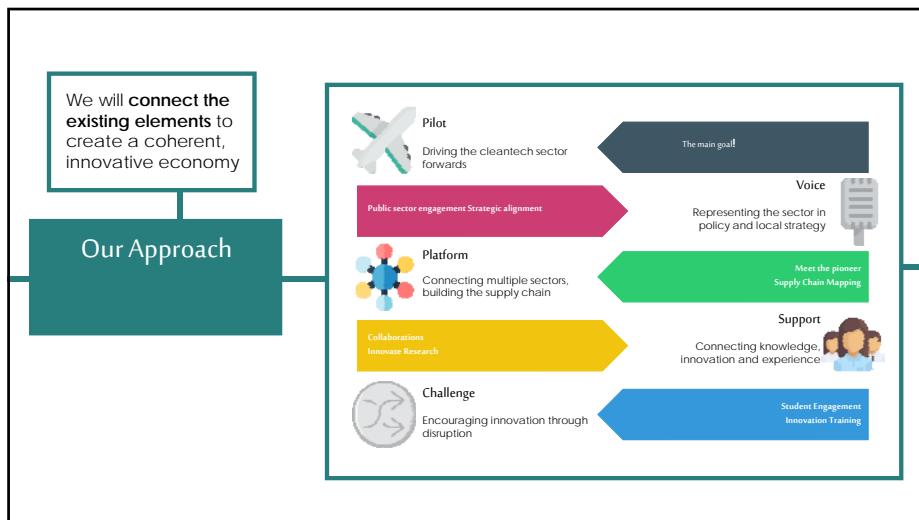
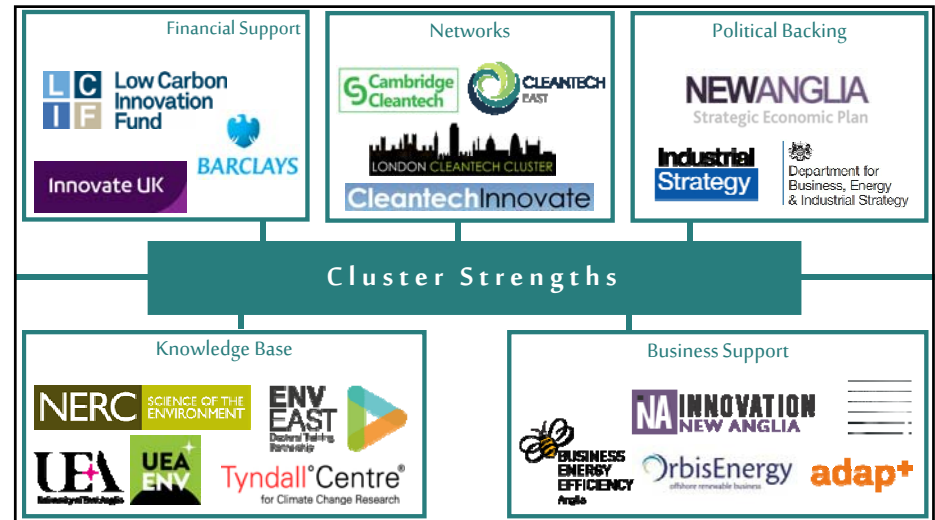
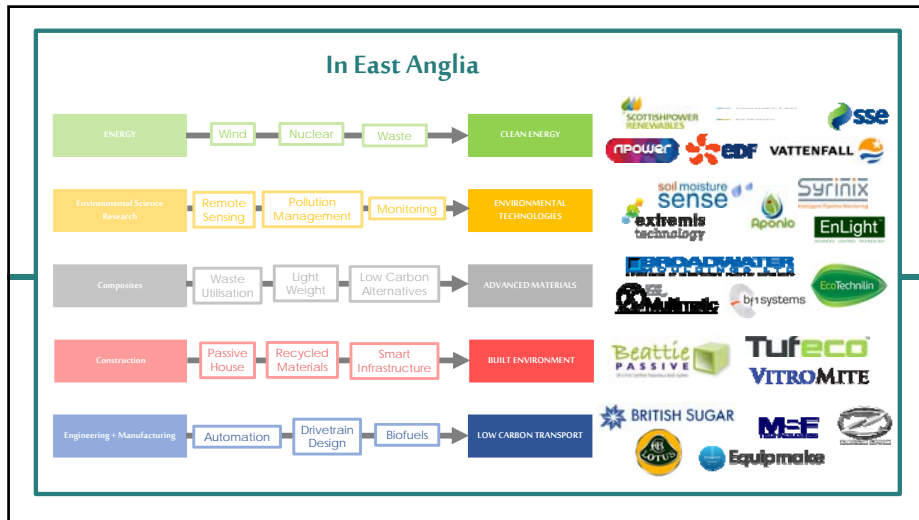
The average energy job GVA in New Anglia is **£994 Million**

55 companies within New Anglia specialise in Composites

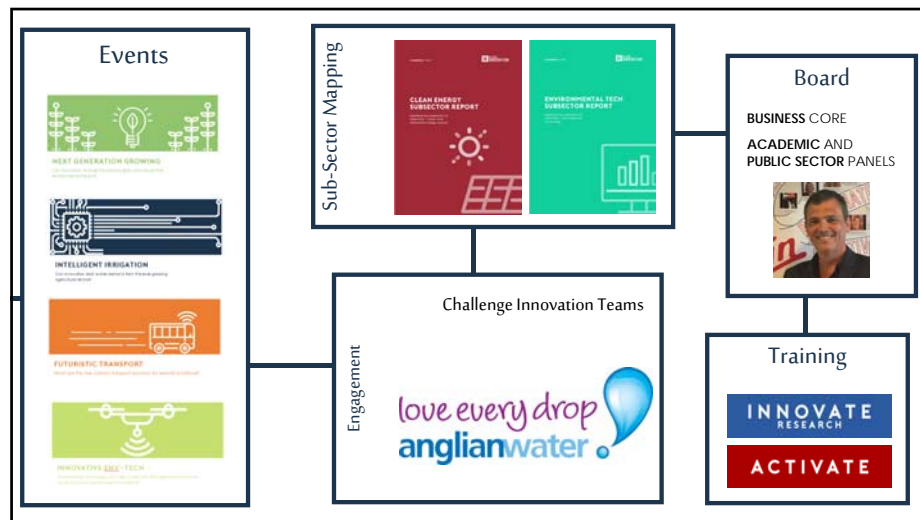
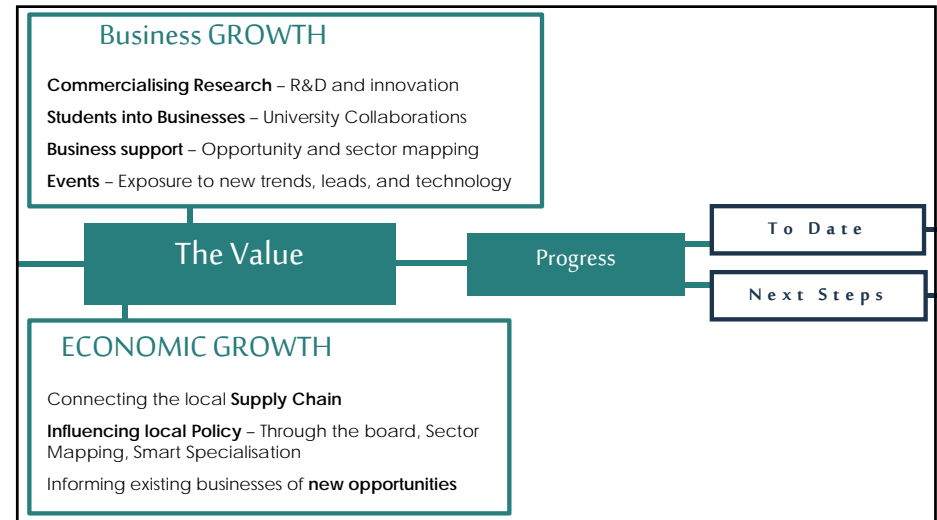
CLEAN ENERGY		ENVIRONMENTAL TECHNOLOGIES	
Renewables	CCS	Monitoring	Biotech
Storage	Nuclear	Remote Sensing	Pollution Management
ADVANCED MATERIALS		BUILT ENVIRONMENT	
Composites	Natural Composites	Passive House	Smart Infrastructure
Recycled Materials		Low Carbon Materials	Micro-generation
		LOW CARBON TRANSPORT	
		Biobuels	Automation
		Hybrid	Light Weight

There are **64,000 people** employed within construction in the region

New Anglia represents **13%** of the UK's alternative fuel market value







# Economic Development Sub Committee

Item No.

<b>Report title:</b>	<b>Presentation on Growth Hub</b>
<b>Date of meeting:</b>	<b>30 March 2017</b>
<b>Responsible Chief Officer:</b>	<b>Tom McCabe – Executive Director, Community and Environmental Services</b>

## Executive summary

This committee will be receiving a presentation from Nigel Best, who is the Manager for the New Anglia Growth Hub, and is responsible for the delivery of the main programme of publicly funded business support across Norfolk and Suffolk. He heads up a team of business advisers to provide a wide range of services and information. Nigel will be presenting the vision for the Growth Hub, and what it hopes to achieve over the short and longer term

**Recommendation – Members are invited to question the Growth Hub Manager over the current and planned future operation of the Growth Hub.**

## 1. Background

- 1.1 In 2010, the Coalition Government announced its decision to abolish Regional Development Agencies and their various business support programmes and to replace them with Local Enterprise Partnerships. A number of the LEPs elected to establish Growth Hubs to create a new focus for targeted business support and the New Anglia LEP was an early adopter. The New Anglia Growth Hub was set up in May 2014, and throughout 2014 and 2015, Growth Hubs were established as the main vehicle for business support at LEP level across the country.
- 1.2 Thirty-nine growth hubs now exist giving businesses across England ready access to the support they need to start up, scale up and create more jobs. Growth Hubs are viewed by the Government as an important part of making it easier for firms to start and grow, by ensuring business support is simpler, more joined up and easier to access.
- 1.3 Our Growth Hub is part of the Business Growth Programme delivered by New Anglia LEP in partnership with Menta, Nwes, Suffolk Chamber of Commerce and Suffolk County Council and part-funded by the European Regional Development Fund. The Growth Hub is operated by Suffolk Chamber of Commerce on behalf of New Anglia LEP, and supported by a range of partners, including Norfolk County Council, the Federation of Small Businesses, Eastern Enterprise Hub, Suffolk County Council and the District Councils. It was one of the first Growth Hubs to be established in England.
- 1.4 A recent report to this committee outlined how the County Council's Business Library is providing a wide range of business support activity across the county.

Although not part of the growth hub itself, the Business Library is a key part of the County's Business Growth Programme and Growth Hub advisors will signpost businesses to it as appropriate.

- 1.5 The New Anglia Growth Hub offers free face to face business support, an online information portal and telephone helpline and is a central point for businesses and individuals across Norfolk and Suffolk, to access business support. Business Growth Advisers are a key part of the support offered and provide businesses with access to hundreds of business services, including grants, resource efficiency, mentoring and coaching, finance, and tax advice. They can also support businesses to access faster broadband and make better use of existing broadband services.
- 1.6 Mr Best's presentation will provide more information about how the Growth Hub is organised, its aims and objectives, performance information and longer term targets.

## **2. Recommendation**

- 2.1 Members are invited to question the Growth Hub Manager over the current and planned future operation of the Growth Hub.

### **Officer Contact**

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

**Officer name :** David Dukes

**Tel No. :** 01603 223142

**Email address :** [david.dukes@norfolk.gov.uk](mailto:david.dukes@norfolk.gov.uk)



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# Economic Development Sub Committee

Item No.

<b>Report title:</b>	<b>New Anglia Economic Strategy</b>
<b>Date of meeting:</b>	<b>30 March 2017</b>
<b>Responsible Chief Officer:</b>	<b>Tom McCabe – Executive Director, Community and Environmental Services</b>
<p><b>Strategic impact</b></p> <p>The County Council has an opportunity to shape the refreshed Strategic Economic Plan for the New Anglia Local Enterprise Partnership, ensuring that it considers the impact of current Government policy (such as the current Green Paper on an Industrial Strategy and the White Paper on Housing), as well as the impact of Brexit, government willingness to devolve more powers and funding down to local areas and technology developments since the last plan was produced. By actively participating in the refresh (now to be called the New Anglia Economic Strategy), the Council will ensure that Norfolk's growth ambitions and investment priorities are clearly articulated to Government and other stakeholders.</p>	

## Executive summary

Government requested that Local Enterprise Partnerships (LEPs) produce a Strategic Economic Plan (SEP) for their area, which was required to be submitted by 31 March 2014. It was used to negotiate a six year 'Growth Deal'. The Deal gave access to a Local Growth Fund, worth £2bn nationally, which was designed to contribute to financing economic growth priorities. The current deal for Norfolk and Suffolk (Growth Deal 3), amounts to £69m, plans for which are in development and an update is provided elsewhere on this sub-committee's agenda.

While the SEP was submitted in March 2014, it was based on evidence and baselines dating from 2012. The current government has removed its requirements around when and how SEPs should be produced, so New Anglia partners have decided to refresh the SEP this year, given that the current evidence is five years old and much has changed economically and politically since the SEP was published.

The SEP will now be the 'New Anglia Economic Strategy' and will be launched at New Anglia's AGM in October 2017. It will form the primary evidence base for investment decisions.

The County Council's Leader participated in the initial scoping workshop for the Strategy in February and officers are represented on both the delivery team and steering group. Members will be kept up to date on developments, with a progress update being provided to the new set of sub-committee members at their first meeting.

### Recommendations:

**Members are requested to note:**

- i) The New Anglia Economic Strategy, which will be produced by October 2017;**
- ii) That an update will be brought to the sub-committee on 1 June 2017, to brief the new set of Council members on the Strategy.**

## 1. The New Anglia Economic Strategy

1.1 Government requested that Local Enterprise Partnerships (LEPs) produce a Strategic Economic Plan (SEP) for their area, which was used to negotiate a six year 'Growth Deal'. The Deal gave access to a Local Growth Fund, worth £2bn nationally, which was designed to contribute to financing economic growth priorities. Norfolk and Suffolk's current allocation (Growth Deal 3) is £69m, plans for which are in development (and are covered in a separate paper to this sub-committee).

The SEP was required to be submitted by 31 March 2014, but was based on evidence and baselines dating from 2012.

1.2 The time is now right to refresh the SEP for a number of reasons, including the change of Government and its revised policy around housing and industry, and the country's decision to leave the European Union (and the implications of this for business).

For example, looking at the Energy sector, while Norfolk has 50 years of experience in oil and gas, current and emerging opportunities are in 'clean tech', which is any product, process or service which is able to provide superior performance and efficiency, at a lower cost, by harnessing renewable materials and energy sources, making responsible use of natural resources. This encompasses a range of local strengths - offshore wind, bioethanol production from sugarbeet at Wissington, energy from anaerobic digestion as well as the carbon capture/storage market - which need to be fully understood, in order to prioritise investment.

1.3 The refresh process – which will see the SEP become the New Anglia Economic Strategy - was kicked off at a meeting on 9 February of Norfolk and Suffolk local authority leaders, LEP board members and chairs of the Norfolk and Suffolk sector groups. They examined the current political and economic context, as well as anticipated future trends.

1.4 The evidence for the Strategy will be derived both from existing district Local Plans, the County Council's [Norfolk Infrastructure Plan](#), the existing [New Anglia Strategic Economic Plan](#) and new evidence on future trends that is being commissioned. The Strategy will not replace local plans, but rather sit above them, as an umbrella framework.

1.5 The Council is represented on both the Strategy's delivery team and steering group. On the former, Jo Middleton and Jane Locke are providing support on procurement, stakeholder communications and the assembly of the economic evidence base, while Vince Muspratt (Acting Assistant Director of Economic Development & Strategy), is on the steering group, to ensure that that the project is delivered to the brief and agreed timetable.

1.6 The refreshed strategy will be launched in October 2017, at the New Anglia AGM. An update on the process and emerging evidence will be provided to the new set of Economic Development Sub-Committee members on 1 June.

## 2. Approach to developing the Strategy

2.1 The approach to developing the new economic strategy is broken-down into six stages - Appendix A provides an illustration of these stages and summarises the high-level tasks within each stage.

Collaborative ownership of the strategy is imperative and stakeholder engagement and communication plays a vital role in each stage. Throughout

the process there will be a range of opportunities for partners to input and influence the development of the strategy.

Of the six stages the second and third stages are where most of the work will occur:

## 2.2 Stage Two – Building the Evidence Base

Having a strong robust evidence base which will inform and underpin the new economic strategy is vital. Better analysis will enable us to better identify the areas of focus which will deliver the step change required to achieve our vision and ambitions.

An evidence report will be developed in stage two and will contain:

- An updated economic profile for Norfolk and Suffolk;
- A range of maps which illustrate key aspects of the area e.g. assets, infrastructure, major capital projects;
- Future growth scenarios on key sector;
- SWOT analysis of Norfolk and Suffolk; and
- A compendium of data and evidence which all partners can use to monitor progress.

We will also look to carry out a more in-depth review of our targets looking beyond 2026.

## 2.3 Stage Three – Economic Review and Strategy Development

The evidence report will assist in identifying the strategic objectives and emerging theme for the new economic strategy. It will also act as a tool for all partners in the development of future action plans and strategies which support economic growth.

This stage will look to answer a number of questions which will help inform the strategy:

- Which strengths and opportunities should we exploit?
- What weaknesses and threats are potential roadblocks that we need to address to succeed?
- What can we do to create a difference from competitors that they would not be able to match? (Competitive advantages – strengths, assets and the way we do business)
- What interventions are required - existing and new?
- What do we need to do individually and collectively to achieve our ambitions?

## 2.4 By the end of the process we will have:

- An Economic Strategy for Norfolk and Suffolk which:
  - Identifies and provides strategic direction, nature and scale of the change needed to achieve transformational change;
  - Builds on our strengths, illustrates how we can achieve the step change and realise future opportunities;
  - Identifies drivers needed to be mobilised in order to achieve the vision;
  - Recognises the distinction between strategy and action; and
  - Provides a framework for action plans to follow.

- An evidence report which underpins the new economic strategy.
- A framework and tools which will help inform and prioritise investment decisions ensuring value for money and enabling delivery of the economic strategy
- A shared evidence and monitoring framework.
- A revised reporting pack and dashboard for LEP Board and partners.
- A communications and engagement plan aimed to ensure the strategy is implemented effectively.

## 2.5 Timetable

<b>Scoping and Defining</b>	<b>January/February</b>
<ul style="list-style-type: none"> <li>• Agree requirements of common evidence base</li> <li>• Carry out tender process and appoint external expertise</li> </ul>	By 23 February End Feb with consultants in place by mid-March
<b>Building the evidence base</b>	<b>March - May</b>
<ul style="list-style-type: none"> <li>• Local and external resources developing the evidenced base report.</li> <li>• A range of opportunities for stakeholders to help inform &amp; develop the evidence base.</li> </ul>	Throughout
<b>Economic Review &amp; Strategy Development</b>	<b>June - July</b>
<ul style="list-style-type: none"> <li>• Analysis of evidence, identification of strategic objectives and emerging themes for the strategy.</li> <li>• Identifying and testing new approaches.</li> <li>• Second LEP Board, LA Leaders and Sector Leads Session to consider the evidence and identify strategic objectives and emerging themes</li> </ul>	Early to mid-June
<b>Draft and Design</b>	<b>August</b>
Third LEP Board, LA Leaders and Sector Leads Session to review draft economic strategy	<b>End of August</b>
<b>Sign Off and Endorsement</b>	<b>September</b>
<b>Publish New Economic Strategy</b>	<b>25<sup>th</sup> October</b>

## 3. Background

- 3.1 [March 2014 Cabinet Paper on the New Anglia Strategic Economic Plan](#) (pages 99-114 of the Cabinet papers)

### Officer Contact

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## Appendix A – Approach to developing the new Economic Strategy for Norfolk and Suffolk





# Economic Development Sub-Committee

Item No.

<b>Report title:</b>	<b>Growth Deal Update</b>
<b>Date of meeting:</b>	<b>30 March 2017</b>
<b>Responsible Chief Officer:</b>	<b>Tom McCabe – Executive Director, Community and Environmental Services</b>
<b>Strategic impact</b>	
<p>Growth Deal funding is a key source of infrastructure/project funding for the county. A number of projects are being funded from existing allocations including a major package of transport improvements in Great Yarmouth, development of the Great Yarmouth Third River Crossing and part-funding of the Lynn Sport Access Road in King's Lynn.</p> <p>Securing further Growth Deal funding for priority projects will contribute directly to the County Council's priority of Good Infrastructure.</p>	

## Executive summary

Government announced £1.8 billion of Growth Deal funding (the third such round) to 39 Local Enterprise Partnerships in the 2016 Autumn Statement. £151m was allocated to the three east of England Local Enterprise Partnership (LEPs) (New Anglia, Greater Cambridgeshire Greater Peterborough and the South East).

Government confirmed £69m (just under half of the east of England allocation) to New Anglia LEP in February this year. This funding covers the period 2018/19, 19/20 and 20/21. NALEP has a number of streams to which they will allocate the funding. £22m has been identified for capital infrastructure.

The LEP Board will be responsible for allocating funds to specific projects. The decision-making process and timeline has yet to be determined. The LEP is currently devising criteria against which they will develop funding priorities.

Norfolk County Council is working with others to identify priorities and develop the supporting business cases. This will seek to maximise the chances of securing additional growth deal funding to develop and deliver infrastructure priorities across the county as part of Growth Deal 3. A further report will be taken back to Members at the appropriate time for comment and review of the proposed priority projects.

### Recommendations:

**Members are asked to note the further round of Growth Deal to New Anglia LEP, and that a further report will be brought to committee later in the year setting out a proposed priority list of infrastructure with projects assessed against the LEP's criteria.**

## 1. Proposal

- 1.1. Government confirmed a further £69m allocation from Growth Deal to New Anglia Local Enterprise Partnership, to cover the years 2018/19, 19/20 and 20/21. At present we do not know the profile of this funding stream across each of the years, or the decision-making process and timeline of the LEP Board, which will be responsible for allocating funds to specific projects.
- 1.2. However, local authorities and others are likely to be required to prepare

business case submissions for consideration by the LEP Board with the funds being awarded on a competitive basis. To maximise chances of success, projects will need to demonstrate how they are delivering the LEP's Strategic Economic Plan (ie how they will bring forward jobs or housing growth); and to show that they can be delivered within the funding profiles.

- 1.3. At this stage Members are asked to note the further allocation of Growth Deal to New Anglia LEP and the process that has been put in place within Norfolk County Council to further develop the business cases for the priority projects. A further report will be brought back to members setting out a proposed priority list of infrastructure with projects assessed against the LEP's criteria, which are currently being devised. This can be done once the process and timeline becomes clearer; likely to be towards the end of the year.

## **2. Evidence**

- 2.1. Government has announced £69m Growth Deal funding for New Anglia LEP up until 2021. This will be allocated across a number of funding streams as per the LEP's bid to government:
  - £22m Capital Infrastructure Fund (projects that demonstrably unlock additional growth)
  - £12m Enterprise Zone Acceleration Fund (aimed to initiate development on the EZs)
  - £15m Innovation and Productivity Fund (supporting businesses to be more productive and invest in innovation and the creation of knowledge intensive jobs and business activity)
  - £20m has been pre-committed (£10m to the Norwich Northern Distributor Road and £10m to Lowestoft flood defences).
- 2.2. Perhaps of most relevance for the county council is the Capital Infrastructure Fund. Norfolk has been successful in securing over £30m of Growth Deal for transport infrastructure to date, including for a major package of transport improvements in Great Yarmouth, development of the Great Yarmouth Third River Crossing and part-funding of the Lynn Sport Access Road King's Lynn. The other funding streams are of more relevance to others including businesses. Officers will however be having discussions with the LEP on the use and relevance of these funds for bringing forward projects.
- 2.3. It should be noted that the LEP Board has been asked to agree a contribution of £3.3m – likely to be taken out of the Capital Infrastructure Fund – to bring forward and secure onward delivery of major rail improvements in the Ely area. This contribution will be matched by GCGP LEP and a further contribution from the rail freight industry. The amount of funding remaining in this pot is therefore some £18.7m.
- 2.4. More clarity around the LEP's decision-making process and timing for allocating the available funding to projects will be forthcoming over the summer. The LEP is currently devising criteria against which they will develop funding priorities. A further report will be brought to the Committee once the details of this are known and preliminary work has been done on identifying county council priorities and development of supporting evidence and business cases.

## **3. Financial Implications**

- 3.1. There are no financial implications at present. Development of the business cases and other supporting evidence will be met from existing resources. An element of match-funding towards projects is required to maximise the chances

of securing Growth Deal. Likely sources of match funding include private funding – through developer contributions – or the county council’s local transport plan allocations.

#### **4. Issues, risks and innovation**

- 4.1. The key risk to securing Growth Deal for the county council’s priority projects is differences between county council priority objectives and the LEP’s. This risk will be managed via ongoing dialogue between LEP and county officers, ensuring respective priorities are understood and accounted for.

#### **5. Background**

- 5.1. Growth Deals provide funds to local enterprise partnerships for projects that benefit the local area and economy. The first wave of Growth Deals was announced on 7 July 2014. Government expanded the deals on 29 January 2015, investing a further £1 billion in local economies across England (known as Growth Deal 2). Round 3 of local growth funding for London, the South East and the East of England was announced on 2 February 2017.

All funding covers the period up to 2021.

#### **Officer Contact**

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## Appendix A: Capital Infrastructure Funds Summary

Figures in £millions

**Table 1: Norfolk Growth Deal Allocations**  
(Current spending profiles)

	Total	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
<b>Growth Deal 1</b>							
Lynnsport Access Road, King's Lynn	1.00	1.00					
Great Yarmouth Rail Station to the Market Place	2.00			1.00	1.00		
Felbrigg Roundabout	0.042		0.042				
Great Yarmouth Package	8.875		1.68	3.48	1.565	1.075	1.075
Attleborough Package	4.622		0.266	1.266	1.95	1.175	
Thetford Package	2.386		0.331	0.105	1.2	0.675	0.075
Norwich (NATS) City Centre	7.00	0.925	1.525	2.3	2.25		
Longwater, Norwich	2.00	0.19	0.695	1.15			
<b>Growth Deal 2</b>							
Norwich A11 Corridor Package	4.175	0.3	1.325	0.55	1.00	1.00	
<b>Total</b>							
	<b>34.1</b>	<b>2.415</b>	<b>5.864</b>	<b>10.851</b>	<b>9.965</b>	<b>3.925</b>	<b>1.15</b>

**Table 2: Other Funding**

	Total	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
Community Infrastructure Levy (Indicative from 2017/18)	38.95	2.49	2.97	7.71	7.99	8.21	9.58
Local Transport Plan (Indicative allocations from DfT for improvements)	24.85	4.14	4.14	4.14	4.14	4.14	4.14

# Economic Development Sub-Committee

Item No.

<b>Report title:</b>	<b>Presentation on the Integrated Transport Strategy</b>
<b>Date of meeting:</b>	<b>30 March 2017</b>
<b>Responsible Chief Officer:</b>	<b>Tom McCabe – Executive Director, Community and Environmental Services</b>
<b>Strategic impact</b>	
An Integrated Transport Strategy for New Anglia is being developed. This looks at how the two counties' economies might develop and the transport interventions needed to support this. The strategy will be used to help attract government investment into the area to support two of the county council's priorities: Real Jobs and Good Infrastructure.	

## Executive summary

The New Anglia Local Transport Board brings together key stakeholders from across the region including Norfolk County Council. It has commissioned an integrated transport strategy for New Anglia. This will provide a well-evidenced and clear transport strategy setting out the capital investments needed to fully realise the economic potential of the area. It will provide an agreed context for short, medium and longer-term capital investments and be used to help attract significant investment into the area.

The strategy is being developed by Mouchel, the county council's partner consultants who have produced similar well-regarded work for Transport for the North (amongst others). The work is being developed through a reference group, comprising members of the New Anglia Local Transport Board. Norfolk County Council is represented on the Board by the chairs of EDT and Economic Development Committees, with the chair of EDT also being on the reference group.

The work is reaching its final stages of development. A draft of the strategy is due for the end of March. This will subsequently be agreed by the New Anglia Local Transport Board. A presentation on development and content of the strategy will be presented to the Committee.

### Recommendations:

**Members are asked to note progress in development of the New Anglia Integrated Transport Strategy.**

## 1. Proposal

- 1.1. The New Anglia Local Transport Board has commissioned an integrated transport strategy for New Anglia. This will cover the two counties of Norfolk and Suffolk. It will look forward to 2030, 40 and 50 and set out the short, medium and longer-term investment priorities based on a range of future economic scenarios.
- 1.2. Members are asked to note progress in development of this strategy. There will be a presentation to the Committee setting out its development and content.

## **2. Evidence**

- 2.1. The New Anglia area has strengths in many of the sectors with the greatest potential for growth including advanced manufacturing and engineering, agri-tech, energy, ICT and digital creative, and life sciences. Norfolk County Council, working with the Local Enterprise Partnership and other partners, has made good progress to unlock the potential. Investment has been attracted into the area's infrastructure including through Growth Deal (see separate item on the agenda) and major improvements to the trunk roads (the recently delivered A11 dualling and commitment to substantial investment into A47 improvements for example).
- 2.2. However, the absence of a well-evidenced and clear transport strategy setting out the capital investments needed to fully realise the economic potential of the area has been recognised. This is both by internal partners, in terms of having something to demonstrate to government the economic potential and the investments needed to achieve this, and by external partners. It was something noted for example by the Department for Transport's Executive Committee when they visited the area last year. A number of other areas, notably Transport for the North, have attracted significant interest and investment from government on the basis of similar initiatives.
- 2.3. Development of the transport strategy will therefore not only provide an agreed context for short, medium and longer-term capital investments but also have the potential to attract significant investment into the area to secure transport improvements in support of the developing economy.

## **3. Financial Implications**

- 3.1. The development of the strategy is being funded jointly by Norfolk County Council, Suffolk County Council and the New Anglia Local Enterprise Partnership. Norfolk County Council has allocated funding of £25,000 towards its development, met from existing budgets.

## **4. Background**

- 4.1. The New Anglia Local Transport Board brings together key stakeholders from across the region including the New Anglia Local Enterprise Partnership, Norfolk and Suffolk County Councils and Chambers of Commerce, the Department for Transport and major transport providers (Felixstowe Port, Norwich International Airport, Greater Anglia, etc...). Norfolk County Council is represented on the Board by the chairs of EDT and Economic Development Committees.
- 4.2. The Local Transport Board recognised the benefits of having a New Anglia transport strategy, not least because it would help to attract investment into capital infrastructure projects. The strategy would set out the opportunities to UK PLC from development of the New Anglia economy and set out the transport investments that are required to fully achieve this potential. The Board therefore commissioned Mouchel, Norfolk County Council's partner consultants who have produced similar well-regarded work for Transport for the North (amongst others), to produce an Integrated Transport Strategy for New Anglia.
- 4.3. The objectives of the work are:
  - Development of a small number of economic futures for the East reflecting local policy objectives, with a focus on Norfolk and Suffolk but acknowledging the impact of wider economic drivers (eg Cambridge and London, international trade)
  - Evaluation of transport scenarios (ie what technologies will be available to

meet the challenges) and strategies (ie how transport policy should respond to such changes) for Norfolk and Suffolk corresponding to the selected economic futures. This evaluation will take into account the need for inter-county connectivity as well as core external links

- A trajectory based on three years (2030, 2040 and 2050) with feedback loops between the economic futures and transport scenarios and strategies.

As well as the detailed technical evidence and supporting documents for the strategy a shorter brochure-style document will be produced that can be used in lobbying and other advocacy activities.

- 4.4. This work is being led by Norfolk County Council with a reference group, comprising Local Transport Board members, which includes the chair of EDT, providing governance and direction for the work. The programmed completion date for a draft strategy is the end of March. This will subsequently be agreed by the New Anglia Local Transport Board.

### **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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# Economic Development Sub-Committee

Item No.

<b>Report title:</b>	<b>Forward Plan and decisions taken under delegated authority</b>
<b>Date of meeting:</b>	<b>30 March 2017</b>
<b>Responsible Chief Officer:</b>	<b>Tom McCabe - Executive Director, Community and Environmental Services</b>
<b>Strategic impact</b>	
<p>The Committee Forward Plan sets out the items/decisions programmed to be brought to this Committee for consideration in relation to economic development issues in Norfolk. The plan helps the 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 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.</p>	

## Executive summary

<p>This report sets out the Forward Plan for the Economic Development Sub-Committee. The Forward Plan is a key document for this committee to use to shape future meeting agendas and items for consideration, in relation to delivering economic development issues in Norfolk.</p> <p>Each of the Council's committees has its own Forward Plan, and these are published monthly on the County Council's website. The Forward Plan for this Committee (as at 9 March 2017) is included at Appendix A.</p> <p>This report is also used to update the Committee on relevant decisions taken under delegated powers by the Executive Director within the Terms of Reference of this Committee. There are no relevant delegated decisions to report to this meeting.</p> <p><b>Recommendations:</b></p> <p><b>1. To review the Forward Plan and identify any additions, deletions or changes to reflect key issues and priorities the Committee wishes to consider.</b></p>
---

## 1. Forward Plan

- 1.1. The Forward Plan is a key document for this 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 9 March 2017) is attached at Appendix A.
- 1.3. There have been some additions and changes to the Forward Plan since it was last reviewed by this Committee in January. This includes adding the following additional items for the June meeting:-



- Norfolk Infrastructure Fund Update
- New Anglia Economic Strategy
- Presentation on ICT/Tech East
- Integrated Employment Strategy

- 1.4. The Forward Plan is published monthly on the County Council's website to enable service users and stakeholders to understand the planning business for this Committee. As this is a key document in terms of planning for this 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.
- 1.5. If any further changes are made to the programme in advance of this meeting they will be reported verbally to the Committee.

## **2. Delegated decisions**

- 2.1. This report is also used to update on 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. There are no relevant decisions to report to this meeting.

## **3. Evidence**

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

## **4. Financial Implications**

- 4.1. There are no financial implications arising from this report.

## **5. Issues, risks and innovation**

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

## **6. Background**

N/A

### **Officer Contact**

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# Forward Plan for Economic Development Sub-Committee

Appendix A

Issue/decision	Implications for other service committees?	Requested committee action (if known)	Lead officer
<b>Meeting : 1 June 2017</b>			
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)		To receive an update on the apprenticeships programme.	Employment & Skills Manager (Jan Feeney)
Forward Plan and delegated decisions		To review the Committee’s forward plan and agree any amendments/additions.	Business Support and Dev. Manager (Sarah Rhoden)
Finance Monitoring report		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 external Bodies	None	To agree appointments to external bodies.	Head of Democratic Services (Chris Walton)
Norfolk Infrastructure Fund Update	None	To note the year end position on the fund (2016/17) and agree the proposed approach for future deployment of the Fund.	Acting Assistant Director Economic Development and Strategy (Vince Muspratt)
New Anglia Economic Strategy		To give a progress update on the development of the New Anglia Economic Strategy.	Acting Assistant Director – Economic Development and Strategy (Vince Muspratt)
Presentation on ICT/Tech East	No	Receive a presentation on the Tech East Project.	Economic Development Manager (David Dukes)
Integrated Employment Strategy	No	To bring proposals for a model integrated employment strategy	Acting Assistant Director – Economic Development & Strategy (Vince Muspratt)

# Forward Plan for Economic Development Sub-Committee

## Appendix A

Issue/decision	Implications for other service committees?	Requested committee action (if known)	Lead officer
<b>Meeting : 13 July 2017</b>			
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)		To receive an update on the apprenticeships programme.	Employment & Skills Manager (Jan Feeney)
Forward Plan and delegated decisions		To review the Committee’s forward plan and agree any amendments/additions.	Business Support and Dev. Manager (Sarah Rhoden)
Performance management		To comment on performance and consider areas for further scrutiny.	Business Intelligence and Performance Analyst (Austin Goreham)
Finance Monitoring report		To review the service’s financial position in relation to the revenue budget, capital programme and level of reserves.	Finance Business Partner (Andrew Skiggs)
<b>Meeting : 30 November 2017</b>			
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)		To receive an update on the apprenticeships programme.	Employment & Skills Manager (Jan Feeney)
Forward Plan and delegated decisions		To review the Committee’s forward plan and agree any amendments/additions.	Business Support and Dev. Manager (Sarah Rhoden)
Performance management		To comment on performance and consider areas for further scrutiny.	Business Intelligence and Performance Analyst (Austin

# Forward Plan for Economic Development Sub-Committee

Appendix A

Issue/decision	Implications for other service committees?	Requested committee action (if known)	Lead officer
			Goreham)
Finance Monitoring report		To review the service's financial position in relation to the revenue budget, capital programme and level of reserves.	Finance Business Partner (Andrew Skiggs)

Regular items	Frequency	Requested committee action (if known)	Lead officer
Updates from Member working groups	Every meeting	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)	Every meeting	To receive an update on the apprenticeships programme.	Employment & Skills Manager (Jan Feeney)
Performance management	Meetings in June/July and November (where held)	To comment on performance and consider areas for further scrutiny.	Business Intelligence and Performance Analyst (Austin Goreham)
Forward Plan and delegated decisions	Every meeting	To review the Committee's forward plan and agree any amendments/additions.	Business Support and Dev. Manager (Sarah Rhoden)
Finance Monitoring report	Every meeting	To review the service's financial position in relation to the revenue budget, capital programme and level of reserves.	Finance Business Partner (Andrew Skiggs)

# Economic Development Sub-Committee

Item No.

<b>Report title:</b>	<b>Finance monitoring</b>
<b>Date of meeting:</b>	<b>30 March 2017</b>
<b>Responsible Chief Officer:</b>	<b>Tom McCabe – Executive Director, Community and Environmental Services</b>
<b>Strategic impact</b> On 22 February 2016, the County Council agreed the overall budget for the authority. The Economic Development and Strategy (EDS) net revenue budget for 2016/17 is £2.003m. At the end of each month, officers prepare financial forecasts for each service area and will highlight any potential risks or issues arising.	

## Executive summary

This report provides the Sub-Committee with the financial position for the service as at the end of February, period 11 - 2016-17 financial year, covering the revenue budget, capital programme and balance of reserves.

The spend forecast for 2016/17 is £2.003m, the capital programme relating to this committee is £10.008m and the balance of reserves as at 1 April 2016 was £2.863m.

**Members are requested to note the budgets for Economic Development and Strategy for 2016-17.**

### 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 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 agreed budget for 2016-17 are shown in Section 3.

### 3. Financial Implications

#### 3.1. Revenue

The net revenue budget for Economic Development & Strategy for 2016/17 is **£2.003m**. Table 1, below, shows the budget for the service.

**Table 1: 2016-17 Economic Development & Strategy budget**

<b>Budget</b>	<b>Budget</b>	<b>Forecast</b>	<b>Variance</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>
Core Salaries	1.489	1.489	
Overheads	0.115	0.115	
Depreciation	0.090	0.090	
NCC funded project expenditure	1.926	1.926	
Externally funded project expenditure	4.250	4.250	
Use of Reserves (as 3.3 below)	(1.592)	(1.592)	
Other Income	(0.025)	(0.025)	
Externally funded project income	(4.250)	(4.250)	
<b>Total</b>	<b>2.003</b>	<b>2.003</b>	

NCC-funded project expenditure includes £0.200m that Full Council allocated for youth employment, and the projects against this fund are under development. Of the remaining £1.726m, £1.563m is committed to projects focused on Sector Support, inward investment and support to the rural economy (including residual Apprenticeship Scheme expenditure). The remaining £0.163m is allocated to annual funding for the Local Enterprise Partnership and various other smaller projects.

Externally funded projects include France (Channel) England (£0.860m), Skills Funding Agency Apprenticeships scheme (£2.005m), Great Yarmouth 3<sup>rd</sup> River Crossing Business Plan preparation (£1.020m) and various Skills and Facilitation projects (£0.185m).

### 3.2. **Capital**

The 2016/17 capital programme for activities relating to this committee is £10.008m, which includes the £6.250m loan facility for the Aviation academy. The remaining funding is an allocation of Norfolk Infrastructure funding for the NORA development in Kings Lynn and an allocation for improvements at Scottow Enterprise Park, for which funding will be drawn down subject to the appropriate business cases for investment in the site. The forward capital programme includes further allocation for investment at Scottow.

### 3.3. **Reserves**

The reserves falling under this Committee are largely reserves held for special purposes or to fund expenditure that has been delayed. Reserves can be held for a specific purpose, for example where money is set aside to replace equipment or undertake repairs on a rolling cycle, which can help smooth the impact of funding.

Additionally they also may relate to income that we have received from specific grants where we have yet to incur the expenditure, or where the grant was planned to be used over a period of time (where the grant is not related to a specific financial year).

The balance of reserves as at 1 April 2016 was £2.863m; the table below shows the planned movement on reserves and the forecast balance for 31 March 2017.

	Balance as at 1 April 2016 £m	Forecast Balance 31 March 2017 £m	Forecast Movement £m
Apprenticeships	1.263	0.150	(1.113)
Strategic Ambitions	0.572	0.437	(0.135)
Europe Fund	0.125	0.040	(0.085)
Future Jobs Fund	0.274	0.190	(0.084)
EZ Skills	0.040	0.000	(0.040)
IEG	0.125	0.039	(0.086)
HEC Trading	0.415	0.415	
Scottow Trading	0.049	0.000	(0.049)
<b>Total Balance</b>	<b>2.863</b>	<b>1.271</b>	<b>1.592</b>

The reserves for Apprenticeships, Strategic Ambitions, Europe Fund, Future Jobs fund and EZ skills are all committed over the next three years. The IEG reserve is held to fund feasibility studies in relation to transport schemes.

#### 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, e.g. equality impact assessment, please get in touch with:

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