

Economic Development Sub-Committee

Date: **Thursday, 19 January 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

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

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To confirm the minutes of the meeting of the Economic Development Sub-Committee held on 24 November 2016.

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. To receive 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 on Monday 16 January 2017**.

6. Public Question Time

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) by **5pm on Monday 16 January 2017**.

For guidance on submitting public question, please view the Constitution at 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

7. Notice of Motions

Notice of the following motion has been given in accordance with the Committee Procedure Rules:-

1. Mr J. Childs

The Economic Development Sub-Committee congratulates the tourist industry of Norfolk for its great fiscal input into our local economy but would like to ask officers to apply pressure to the relevant authorities that have shut public toilets and stopped funding for beach cleaning to reverse these decisions as it seems perverse that we successfully attract visitors to our lovely beach towns but do little to look after them while they are here?

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

9. Emerging Sectors – The Bioeconomy

Page 12

A report by the Executive Director of Community and Environmental Services

10. Emerging Sectors – Cleantech

Page 23

A report by the Executive Director of Community and Environmental Services

11. Enterprise Zones

Page 38

A report by the Executive Director of Community and Environmental Services

- 12. Inward investment update** **Page 49**
- A report by the Executive Director of Community and Environmental Services
- 13. EU Programmes Update following the referendum** **Page 65**
- A report by the Executive Director of Community and Environmental Services
- 14. Apprenticeships funding update** **Page 72**
- A report by the Executive Director of Community and Environmental Services
- 15. Finance Monitoring report** **Page 74**
- A report by the Executive Director of Community and Environmental Services
- 16. Forward Plan and decisions taken under delegated authority** **Page 77**
- 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: 11 January 2017



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Economic Development Sub-Committee

**Minutes of the Meeting held on Thursday, 24 November 2016
at 10am in the Edwards Room at County Hall**

Present:

Ms C Bowes	Mr J Timewell
Mr J Childs	Mrs C Walker
Mr B Iles (Vice-Chairman)	Mr A White
Mr B Spratt	Mr M Wilby

1. Apologies and Substitutions

- 1.1 Apologies were received from Mr S Clancy (Chairman) (Mr B Spratt substituting), Mr C Foulger (Mr M Wilby substituting) and Mr T Jermy.
- 1.2 Mr B Iles (Vice-Chairman) in the Chair.

2. Minutes

- 2.1 The minutes of the Sub-Committee meeting on 14 July 2016 were agreed as an accurate record and signed by the Chairman.
- 2.2 The minutes of the Special meeting held on 09 September 2016 were agreed as an accurate record and signed by the Chairman.

3. Declarations of Interest

- 3.1 No interests were declared.

4. Items of Urgent Business

- 4.1 There were no items of urgent business.

5. Local Member Issues / Questions

- 5.1 There were no local member issues or questions.

6. Public Question Time

6.1 No public questions were received.

7. Update from Outside Bodies and Member Working Groups

7.1 Mr Spratt gave an update to the Sub-Committee on the recent meeting of the County Farms Advisory Board:

- The Advisory Board and Farmers hoped to improve communications between County Farms and Norfolk County Council, to support moving forward efficiently, for example with addressing farm repairs;
- There had been a reasonable harvest this year;
- It was felt that farm rents should be reviewed;
- It was felt that County Farm property assets should be looked into more closely, for example the strong-holdings around Wisbech, Acle and Blofield.
- Tenant farmers had reported they were supportive of the Advisory Board and were keen for the identified improvements to be made as quickly as possible.

8. Cambridge Norwich Tech Corridor

8.1 The Sub-Committee received the report introduced by the Economic Development Manager discussing the Cambridge Norwich Tech Corridor and the local authorities and LEPs (Local Enterprise Partnerships) that had come together in partnership to raise the profile of the Corridor and attract business investment.

8.2.1 During discussion the following points were noted:

8.2.2 The level of interest in Hethel Engineering Centre, one of the key assets along the Technology Corridor was queried; the Economic Development Manager confirmed that the Centre was performing well, with over 90% occupancy. Tenant companies tended to be more knowledge or technology based and therefore not as directly reliant on the dualling as other businesses. Instead, the Centre is seen as a key focus for attracting investment.

8.2.3 A Member highlighted a potential to the economy of Norfolk of linking to the Motorsport economy of Oxford and suggested that the announcement of road links to Oxford in the autumn statement should therefore be promoted.

8.3 The Sub-Committee **APPROVED** signing the Memorandum of Understanding and joining the Cambridge-Norwich Partnership.

9. Norfolk Library Information Service (NLIS) support to business

9.1.1 The Sub-Committee received the report discussing projects being looked into by the Business Library in partnership with the Economic Development and Strategy Group to develop its current services and provide more targeted support.

- 9.1.2 The Economic Development Manager reported that business support is an important service provided through the library. By working in partnership with the New Anglia Growth Hub, it has been possible to ensure added value to the Norfolk business support landscape and avoid duplication.
- 9.2 The Sub-Committee **RESOLVED** to **AGREE** to support the ongoing and additional work by the Business Library in partnership with the Economic Development Team.

10. Apprenticeships - update

- 10.1.1 The Sub-Committee received the report giving an update on progress against targets for the Apprenticeships Norfolk Network since 2013.
- 10.1.2 The Employment and Skills Manager reported that Norfolk lead the Eastern Region in uptake of apprenticeships.
- 10.1.3 The Apprenticeships Strategy Manager reported that despite the County's strong performance it was important to highlight that the level of service was likely to be at risk from June 2017 following funding ending at the end of March 2017.
- 10.2.1 During discussion the following points were noted:
- 10.2.2 It was indicated that industry and manufacturing apprenticeships had struggled due to difficulties experienced by the oil and gas industry.
- 10.2.3 The Apprenticeships Strategy Manager clarified that the number of young people interested in apprenticeships in the industry and manufacturing sector had in fact increased; it was not possible to break down the data further to explore trends related to specific industries and manufacturing types within this and other sectors.
- 10.2.4 External sources of funding were being explored to replace the funding ending in June 2017. Current funding was given in 2012; it had been used carefully in order to last as long as possible, therefore the endpoint of the funding was known to be accurate.
- 10.2.5 Mrs Walker praised the work of the Norfolk County Council Apprenticeships service.
- 10.2.6 Seeking a tariff from employers had not been considered because of uncertainty in the market due to the funding changes.
- 10.2.7 It had been noted that the apprenticeships training framework did not meet the needs of the renewable energy sector; this would change with the reforms due to be brought in by the Government to make apprenticeships more employer led. Pre-apprentices would also be seen, taken on by some providers as a precursor to apprenticeships.
- 10.2.8 It was noted that a group of apprentices had recently visited County Hall, and another group of apprentices would attend the County Council meeting in January 2017.
- 10.2.9 It was noted that Great Yarmouth, Thetford and King's Lynn would not benefit from the social mobility scheme indicated on page 37 of the report. The Employment and Skills Manager reported that Officers were looking to use match funding in order to

use funding more broadly across the County.

- 10.2.10 The acting Assistant Director of Economic Development and Strategy clarified that since it would be necessary to confirm how funding would be provided from June 2017 onwards before current funding ceased, a further report to review Apprenticeships funding would be brought to the Sub-Committee by March 2017.
- 10.2.11 £250,000 of funding would be needed to continue with the existing level of service.
- 10.2.12 The number of health and social care apprenticeships was increasing annually, with plans in place to increase this further. Conversations were underway with the Norwich Research Park who were looking at taking on higher level apprenticeships.
- 10.2.13 Mr Spratt proposed that the Chairman discuss with the Executive Director of Finance whether the Committee would have the capacity to fund the full £250,000 required to continue the work of Apprenticeships Norfolk, seconded by Mr Timewell.
- 10.2.14 The acting Assistant Director of Economic Development and Strategy felt it was important to first explore the external funding opportunities available before proposing any amount of funding by Norfolk County Council.
- 10.3.1 The Sub-Committee **NOTED**:
- The strong performance in Apprenticeship starts over the previous 3 years, since 2013;
 - That the Norfolk County Council Apprenticeships Norfolk Fund funding to support marketing and other activities apprenticeships would end in March 2017;
 - That the Norfolk County Council Apprenticeship Norfolk Fund funding to provide face to face support promoting apprenticeships would end in June 2017;
 - That alternative sources of funding were being explored to continue these activities;
 - That a further report detailing options for future service delivery would be brought to the committee.
- 10.3.2 The Sub-Committee **AGREED** that the Chairman discuss with the Executive Director of Finance whether the Committee would have the capacity to fund the full £250,000 required to continue the work of Apprenticeships Norfolk.

11. A47 Road Investment Strategy - update

- 11.1 The Sub-Committee received the report providing an update on A47 improvement schemes being developed by Highways England, and other projects being undertaken by Highways England.
- 11.2.1 During discussion the following points were noted:
- 11.2.2 The impact of increased timescales on the cost of schemes was queried. The Principal Infrastructure Growth Planner discussed environmental surveys which would need to be repeated if work was not completed within a short period of time, incurring a cost.

- 11.2.3 Members expressed frustrations over the timescales of existing and future Road Investment Strategy (RIS) schemes. The Principal Infrastructure Growth Planner encouraged Members to continue to express concerns over the timescales and agreed to continue to lobby for these to be sped up, however recognised that statutory procedures may inhibit this. The Principal Infrastructure Growth Planner **agreed** to write to the Minister of Transport to request for some of the schemes to be brought forward.
- 11.2.4 Issues related to the roundabouts on the A12 to Yarmouth and traffic lights on Gapton Hall roundabout were discussed, having not been addressed despite being raised with Highways England. The Principal Infrastructure Growth Planner **agreed** to follow this up.
- 11.2.5 The infrastructure of the Thickthorn Junction was discussed, and the impact on this from house building in Wymondham.
- 11.3 The Sub-Committee **AGREED** to **NOTE**:
- The status and timeline for RIS1;
 - The likely timeline for RIS2 decisions and actively engage with the A47 Alliance to ensure successful approval of our priority schemes “as a matter of urgency”

12. Housing and infrastructure growth – timescales for key infrastructure improvements

- 12.1 The Sub-Committee received and **NOTED** the report requested at the meeting on the 14 July 2016 providing information on housing completions, jobs growth and the status of key infrastructure projects.
- 12.2 The Infrastructure & Economic Growth Manager **agreed** to find information for Mr Spratt regarding housing developments and closure of railway crossings at Great Moulton, Aslacton and Tivetshall; he agreed to circulate this information to Mr Spratt and to Members of the Sub-Committee.
- 12.3 The Sub-Committee **noted** that a further report would be brought on this item in 2017.

13. MIPIIM UK 2016: Feedback from event

- 13.1.1 The Sub-Committee received and **NOTED** the report providing feedback from attendance of the County Council’s inward investment team at MIPIIM UK 2016 along with the Greater Norwich Growth Board, New Anglia Enterprise Partnership (LEP) and the private sector to promote development opportunities in Norfolk and raise Norfolk and Norwich’s profile to a national and international audience of property investors.
- 13.1.2 The Infrastructure & Economic Growth Manager introduced the report:
- A copy of the investment brochure created to promote investment opportunities in Norfolk at the MIPIIM UK event was made available to view;

- The Infrastructure & Economic Growth Manager discussed the process of brand creation and showed the prospectus promoting key features of the region;
- Business people from the private sector had helped to promote Norwich and Norfolk at the event;
- The first visit from an investment lead had been arranged.

13.2 A concern was raised over the road network in Norwich and the impact of roadworks in the City. The Executive Director of Community and Environmental Services clarified that there were no planned roadworks in Norwich over Christmas. He discussed the positives of increased footfall in the City to the retail sector and wider business. He also said that with planned growth improvements to the transport infrastructure were important.

14. Annual update on the France (Channel) England Programme

14.1 The Sub-Committee heard a presentation by the Programme Manager for Community and Environmental Services, providing an annual update on the France (Channel) England Programme:

- €105m was allocated to Priority 1, €102m to Priority 2, and €63m to Priority 3;
- The selection committee were due to meet at the end of November to decide the stage 2 projects;
- Intelligent Community Energy (ICE) had nine partners, one of which was in Norfolk, the UEA (University of East Anglia);
- ICE was targeted to the needs of isolated areas such as islands;
- The ICE programme had developed a system to develop energy based on a mix of renewable energy sources;
- Further information was given about other projects under development.

14.2 The acting Assistant Director of Economic Development and Strategy reported that monthly meetings were held with the Government Department for Exiting the European Union to look at key issues from a Norfolk perspective; it had been confirmed that projects agreed before leaving the European Union would have their funding guaranteed while Norfolk County Council was part of the Commission.

14.3 The Chairman thanked the Programme Manager for Community and Environmental Services for the report and the team for their work on the France (Channel) England Programme.

15. Finance Monitoring

15.1 The Sub-Committee received the report providing the financial position for the service as at the end of September 2016, period 6, for the 2016-17 financial year, covering the revenue budget, capital programme and balance of reserves.

15.2 The Financial Business Partner for Community and Environmental Services **agreed** to clarify the full figures of the agreed investment for Scottow.

15.3 The Sub-Committee **NOTED** the budgets for Economic Development and Strategy for 2016-17.

16. Performance management

16.1 The Sub-Committee received the report based on the revised performance management system and the Committee's four vital signs indicators.

16.2 The Sub-Committee **NOTED** that none of the 4 vital signs which fell within their remit had met the exception reporting criteria.

17. Forward Plan and decisions taken under delegated authority

17.1 The Sub-Committee received and **REVIEWED** the forward plan for the period January -March 2017.

17.2 It was **noted** that a further report would be brought to the Sub-Committee by March 2017 to review Apprenticeships Norfolk funding, in light of the risks related to ongoing funding.

The meeting closed at: 11:20 am

Chairman



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Economic Development Sub Committee

Item No.

Report title:	Emerging Sectors – The Bioeconomy
Date of meeting:	19 January 2017
Responsible Chief Officer:	Tom McCabe - Executive Director, Community and Environmental Services
Strategic impact By focusing on areas of comparative advantage, authorities responsible for economic development can reduce risk and maximise return from their financial and non-financial investment. Using this smart specialisation approach, we have identified key emerging sectors which Norfolk agencies could support in order to raise the county's profile for those sectors and ultimately create sustained and sustainable growth in the future. These sectors include cleantech, infotech and biotech.	

Executive summary

Biotech, defined as a biological process that can be used in industrial applications, is the focus of this report. Biotech has been recognised as a key area of growth by successive governments within the support strategies for life sciences, agri-tech and industrial biotech, including the new Industrial Strategy. However, we believe it is essential to consider biotech in conjunction with its areas of application, which together make up the bioeconomy.

Norfolk's bioeconomy ranges from focussed biotech R&D companies to large organisations in established industries such as agriculture, food and drink, waste management and healthcare, which together employ over a third of the Norfolk workforce. Working with delivery partners at Norwich Research Park we have identified five core sectors of the Norfolk bioeconomy, as well as linked sub-sectors of industry.

From the SWOT of the development of Norfolk's bioeconomy, we conclude that while the elements for a biocluster are in place in Norfolk, the lack of coordination and unified voice may be reducing the effectiveness of efforts to develop the bioeconomy value chain.

We illustrate our ideal bioeconomy through an imagined future researcher's route to revenue, incorporating many of the elements of a successful bioeconomy support infrastructure. We also list a number of specific recommendations which we believe would lead to positive change.

Finally, we describe the purpose and structure of a new sector development network, Biotech East, which we believe can catalyse many of the necessary changes to Norfolk's support infrastructure needed to develop a thriving, productive bioeconomy.

Hethel Innovation is seeking to support the growth of the bioeconomy in Norfolk through the creation of a biotech and bioeconomy research and business network, Biotech East. The purpose of this network is to connect the various agencies, institutions and industry sectors along the bioeconomy value chain, to secure sustainable economic growth for Norfolk and the wider East of England (see Appendix 1).

Recommendations:

- 1. Members are asked to note the developments of the ‘Bioeconomy’ and the economic opportunities that it provides.**
- 2. Members are asked to endorse 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.**

1. Proposal

- 1.1. Hethel Innovation is seeking to support the growth of the bioeconomy in Norfolk through the creation of a biotech and bioeconomy research and business network, Biotech East.
- 1.2. The purpose of this network is to connect the various agencies, institutions and industry sectors along the bioeconomy value chain, to secure sustainable economic growth for Norfolk and the wider East of England.
- 1.3. The initial phase of Biotech East’s development has taken place as part of the ERDF-funded Innovation New Anglia project, led by Hethel Innovation and supported by delivery partners including Norwich Research Park and Norfolk County Council.
- 1.4. To achieve our purpose, however, we will have to seek additional sources of funding to carry out key bioeconomy development activities.

2. Evidence

- 2.1. Biotech is defined by one national association as ‘the application of biological processes in products and technologies which help us heal, fuel and feed the world.’
- 2.2. On a national level, biotech is recognised as a key growth area in the Government’s Smart Specialisation strategy for England through the agri-tech and life sciences industrial sectors.
- 2.3. Medical biotech tools are used frequently by pharmaceutical and medical technology companies as well as small R&D-focussed biotech companies, so the health life sciences sector employed almost 250,000 people and generated approximately £60.7bn turnover in 2015. The biotech sector is also growing rapidly and attracting record levels of investment, with £489m in venture capital raised last year.
- 2.4. Agri-tech is an integral part of the wider agri-food supply chain which contributes annually £96bn or 7% of the UK’s GVA. Key biotech and biotech-related tools such as crop genetics and informatics technologies are a key part of maximising UK agricultural productivity, which has declined in the last 30 years relative to other similar countries.
- 2.5. Finally, industrial biotech, referring specifically to the use of biotech to produce industrial products such as chemical compounds or catalysts, spans biotech for cultivation of plants and animals (agro-industry), biofuels, and applied chemicals industries such as personal care and cosmetics. In the last year national statistics were collected, the industrial biotech sector comprised more than a hundred companies employing 2,600 people.

2.6. This interplay between multiple areas of application suggests that it may be more appropriate to consider biotech as an enabling set of tools rather than an industry in itself. In turn, we believe it is essential to consider biotech in conjunction with its areas of application, which together make up the bioeconomy.

2.7. A comprehensive analysis of the sector is provided in Appendix 1.

3. Issues, risks and innovation

3.1. It is crucial to develop a strategy for identifying and supporting strengths to reach opportunities, whilst addressing weaknesses and threats.

3.2. Our first step in helping to form this strategy was to conduct a SWOT analysis of developing the Norfolk bioeconomy, which are summarised below:

<p>3.3.</p> <p>STRENGTHS</p> <ul style="list-style-type: none"> • Internationally significant research assets • High-skilled human resources • Latent financial assets and mentors • Large organisations in key bioeconomy sectors • Thriving digital and tech community • Combination of agri/food/health research and industry • Innovative business spaces • Land for industrial expansion • Proximity to Lincolnshire, Suffolk and Cambridge 	<p>WEAKNESSES</p> <ul style="list-style-type: none"> • No rallying point for regional biotech and bioeconomy • Gulf between Norfolk’s research and industry • Gap between research IP and economic development strategy • Few enterprises bridging research-industry gap • Low levels of business innovation • Sub-critical incentives for SME innovation adoption • Insufficient seed capital and entrepreneur incentives • Weak infrastructure for cluster development
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3.4. The strengths of Norfolk’s bioeconomy are numerous, including world-class research assets across Norwich Research Park and specific projects such as Leaf Systems, the Biorefinery Centre and the OpenPlant synthetic biology project.

3.5. Other economic factors also play to Norfolk’s advantage, including suitability for any Cambridge biotech company relocation or overspill, and large organisations in the key sectors related to the bioeconomy which can generate market pull for any translational products or processes.

3.6. By contrast, the weaknesses of our bioeconomy focus around a comparatively unfavourable starting point in terms of existing business innovation and demographics, relatively poor transport and broadband infrastructure and a lack of alignment between the various agencies towards a common, locally-oriented goal.

3.7. Other weaknesses relate to the **scale** and **coherence** of existing solutions; efforts to incentivise translation have often been piecemeal and sub-critical.

<p>3.8.</p> <p>OPPORTUNITIES</p> <ul style="list-style-type: none"> • Regular churn of high-skilled researchers, many interested in entrepreneurialism 	<p>THREATS</p> <ul style="list-style-type: none"> • Lack of agency co-operation • Business uncertainty and reluctance to invest in innovation
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<ul style="list-style-type: none"> • Increasing focus on generating economic impact from research • The “Cambridge phenomenon” running out of space • Political will to support specific growth sectors • Weak pound making inward investment more attractive • Platform technologies such as CRISPR for synthetic biology • Brexit impact on GM and drug regulations and public opinion • Labour market restrictions could speed technology adoption 	<ul style="list-style-type: none"> • Technical challenges in scaling biotech • Renewed public opposition to biotech • Other technologies outperform biotech • Reduced research funding • Linking more to Cambridge creates a brain drain • Difficulties in exporting to new countries
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4. Background

- 4.1. In the context of this varied and uncertain picture, the UK government is defining a new industrial strategy that seems likely to involve direct support for specific industry sectors; in turn, it appears likely that biotech and the bioeconomy are going to appear high on the priority list.

Chairman of the Prime Minister’s Policy Board and former Life Sciences Minister George Freeman recently described Britain as a ‘trailblazer’ for biotech, and called for a ‘national mission’ to bring science and industry closer together.

Along with this endorsement, the bioeconomy has also been prioritised by the Department for Business, Energy and Industrial Strategy, with the first industrial strategy call for evidence issued by BEIS relating to the bioeconomy.

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:

Officer name : Simon Coward / Aaron Hunter **Tel No. :** 01953 859104

Email address : info@hethelinnovation.com



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BIOTECH EAST

BIOTECH EAST is working with businesses in biotech and the wider bioeconomy to develop a dynamic network in Norfolk, Suffolk and the wider East of England.

To achieve this, we aim to act as a:

SOURCE of unique information & guidance

Through **mapping and market reports, newsletters, workshops and consultancy**

PIONEER of approaches to innovation

Through **playbooks, toolkits, pilot and challenge-led projects**

PLATFORM for new solutions

Through **collaboration events, hackathons and supply chain networking**

VOICE of innovative industries

Through **public sector representation, futurescaping and special interest groups**

HOST for challenge- and ideas-led events

Through **inspiration events, our entrepreneurs club, partnered events and sponsorships**



ABOUT INNOVATION NEW ANGLIA



Innovation New Anglia is an innovation-led business support programme operating in Norfolk / Suffolk from Dec 2015—Dec 2018. It encompasses delivery partners **Hethel Innovation, Norfolk County Council, Suffolk County Council** and **Norwich Research Park**.

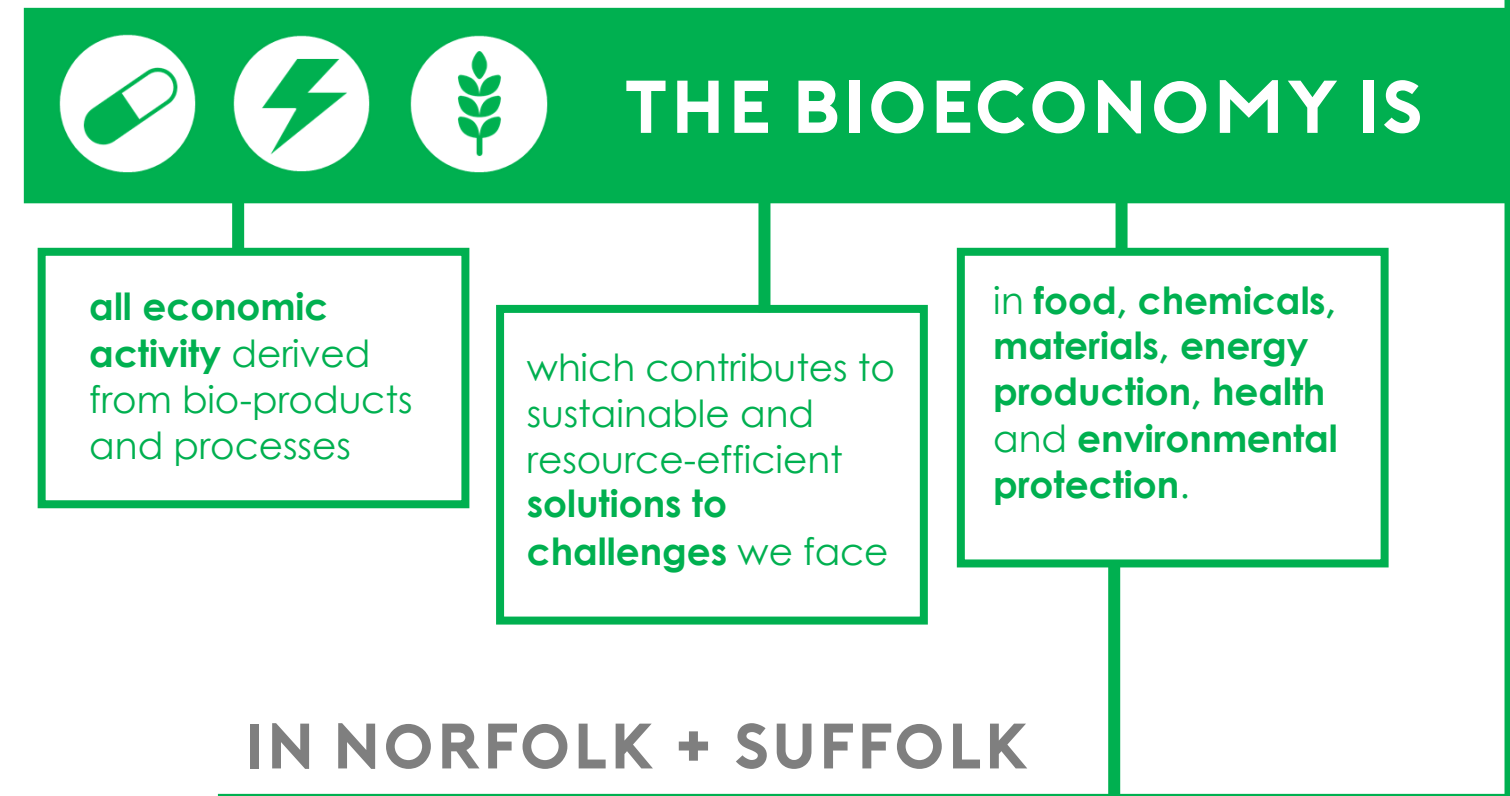
For more information about our work to develop the regional bioeconomy, please email ahunter@hethelinnovation.com.



The Innovation New Anglia project is part financed by the England European Regional Development Fund as part of the European Structural and Investment Funds Growth Programme 2014-2020. The Department for Communities and Local Government is the Managing Authority for European Regional Development Fund. Established by the European Union, European Regional Development Fund funds help local areas stimulate their economic development by investing in projects which will support innovation, businesses, create jobs and local community regenerations.

BIOTECH + THE BIOECONOMY

SECTOR OVERVIEW



Norfolk and Norwich University Hospitals NHS Foundation Trust



ASSOCIATED SECTORS
300,000 people



BIOECONOMY BUSINESSES
25,000 people



BIOTECH R+D BUSINESSES
150 people

SECTORS + INDUSTRY SUBGROUPS

The main areas of **RESEARCH FOCUS** and **INDUSTRY ACTIVITY** in the Norfolk and Suffolk bioeconomy span **five key sectors**:

INDUSTRIAL BIOTECH	Wastewater treatment	Food + drink	Chemicals
	Biofuels and biomass	Waste mining	
AGRI BIO	Agri data + robotics	Plant feed + fertilisers	Logistics + distributors
	Plant breeders	Farmers + growers	Agri chemicals
FOOD + LIFELONG HEALTH	Food processing	Food safety	Waste processing
	Farmers + growers	Chemicals	
GENOMICS + BIOINFORMATICS	Contract sequencing	Phenomics	
	Data handling	Synthetic biology	
MED TECH	Assistive technologies	Bio-pharma	Medical devices
	Digital health	Sensors, tests + imaging	

COMPARATIVE ADVANTAGE

INDUSTRIAL BIOTECH

The ~20 anaerobic digestion sites in Norfolk and Suffolk together can produce

20,000 KWE OF POWER

MED TECH

Health and social care in the region employs

>100k PEOPLE and has an estimated GVA of

£2.8 BILLION

FOOD + LIFELONG HEALTH

The **largest group** of Norfolk and Suffolk's top 100 companies are in the food and drink sector

BRITISH SUGAR

Kinnerton

ADNAMs

GREENE KING

AGRI BIO

Agriculture in the two counties employs

21,400 PEOPLE

GENOMICS + BIOINFORMATICS

Norwich and Ipswich saw respective growth in their digital GVA of

16% AND 22% between 2010-14

CHALLENGES FOR THE REGION



Agricultural productivity in the UK (including Norfolk and Suffolk) **HAS PLATEAUED FOR 20 YEARS**



A **DISPROPORTIONATE INCREASE** in the number of over-65s is expected in the UK in the next 15 years, and the East of England already has **MORE THAN THE NATIONAL AVERAGE**

The Climate Change Act **COMMITS** the UK to reduce greenhouse gas emissions by a third by 2020...

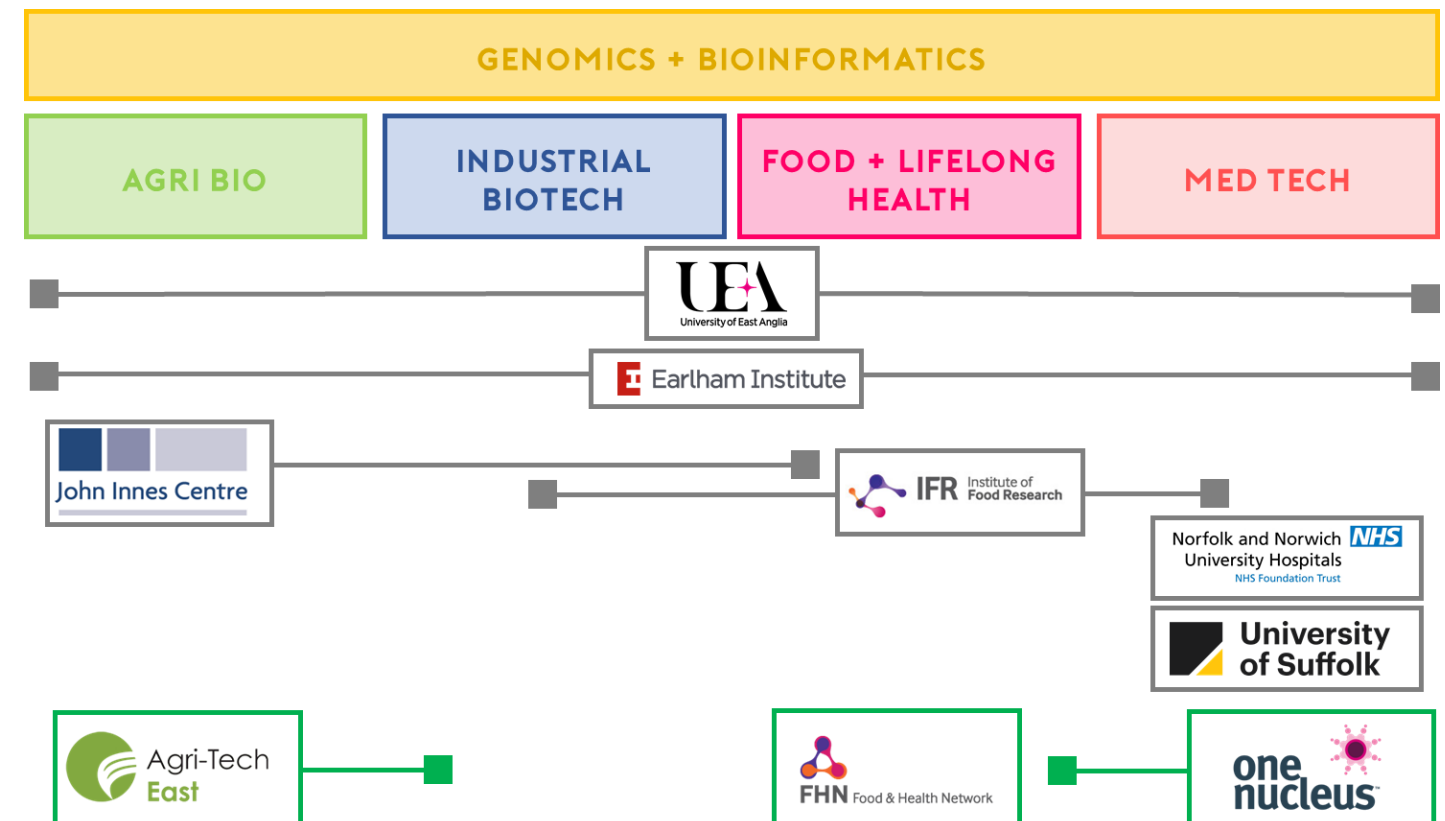


but energy consumption is still **EXPECTED TO RISE**



The number of obesity-related admissions to hospital in Norfolk, Suffolk and Cambridgeshire have risen by **MORE THAN A QUARTER** between 2013/14 and 2014/15

KEY INSTITUTES AND NETWORKS

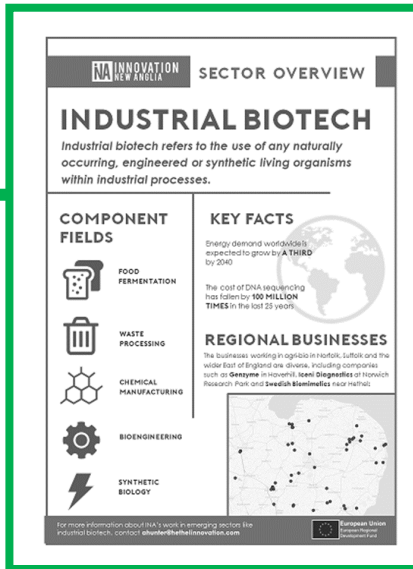


OUR OFFER INCLUDES

WEB CONTENT



SECTOR REPORTS



EVENTS + WORKSHOPS



BUSINESS SUPPORT



ABOUT INNOVATION NEW ANGLIA



Innovation New Anglia is an innovation-led business support programme operating in Norfolk / Suffolk from Dec 2015—Dec 2018. It encompasses delivery partners **Hethel Innovation**, **Norfolk County Council**, **Suffolk County Council** and **Norwich Research Park**.



For more information about **BIOTECH EAST**, please email our Sector Development Manager at ahunter@hethelinnovation.com.

The Innovation New Anglia project is part financed by the England European Regional Development Fund as part of the European Structural and Investment Funds Growth Programme 2014-2020. The Department for Communities and Local Government is the Managing Authority for European Regional Development Fund. Established by the European Union, European Regional Development Fund funds help local areas stimulate their economic development by investing in projects which will support innovation, businesses, create jobs and local community regenerations.



BIOTECH EAST

BIO TECH IS

the application of biological processes in products and technologies which help us **heal, fuel and feed** the world

all economic activity derived from bio-products and processes

which contributes to **sustainable and resource-efficient solutions**

THE BIOECONOMY IS

to challenges we face in **food, chemicals, materials, energy production, health and environmental protection.**

IN NORFOLK AND SUFFOLK

INDUSTRIAL BIOTECH



The ~20 **anaerobic digestion** sites in Norfolk and Suffolk together can produce

20,000 KWE OF POWER

MED TECH

Health and social care in the region employs **>100k PEOPLE** and has an estimated GVA of **£2.8 BILLION**



FOOD + LIFELONG HEALTH

The **largest group** of Norfolk and Suffolk's top 100 companies are in the food and drink sector



GENOMICS + BIOINFORMATICS

Norwich and Ipswich saw respective growth in their **digital GVA** of

16% AND 22% between 2010-14



AGRI BIO



Agriculture in the two counties employs **21,400 PEOPLE**

CHALLENGES FOR THE REGION



Agricultural productivity in the UK (including Norfolk and Suffolk) **HAS PLATEAUED FOR 20 YEARS**



A **DISPROPORTIONATE INCREASE** in the number of over-65s is expected in the UK in the next 15 years, and the East of England already has **MORE THAN THE NATIONAL AVERAGE**

The Climate Change Act **COMMITS** the UK to reduce greenhouse gas emissions by a third by 2020...



but energy consumption is still **EXPECTED TO RISE**



The number of obesity-related admissions to hospital in Norfolk, Suffolk and Cambridgeshire have risen by **MORE THAN A QUARTER** between 2013/14 and 2014/15

CHALLENGES FOR BIOBUSINESS

With ongoing **technological change**, increasing **competition** and an uncertain **political environment**, biobusinesses in the region face a number of challenges, including

LOW

output, jobs and skill levels in the region except Cambridge

ONLY 10%

of the top 20 **major industrial funders** to UEA are local

Key indicators of activity are

IN DECLINE

NETWORK OBJECTIVES



BIOTECH EAST is working with businesses in biotech and the wider bioeconomy to develop a dynamic network in Norfolk, Suffolk and the wider East of England.

To achieve this, we aim to act as a:

SOURCE of unique information & guidance

Through **mapping and market reports, newsletters, workshops and consultancy**

PIONEER of approaches to innovation

Through **playbooks, toolkits, pilot and challenge-led projects**

PLATFORM for new solutions

Through **collaboration events, hackathons and supply chain networking**

VOICE of innovative industries

Through **public sector representation, futurescaping and special interest groups**

HOST for challenge- and ideas-led events

Through **inspiration events, our entrepreneurs club, partnered events and sponsorships**

NETWORK IMPACT

As **BIOTECH EAST** develops we will maintain a **focus on impact**, delivered through:

- A common language
- Awareness of issues
- Direct support
- Resource creation
- Spaces for innovation
- Strategic input
- A clear vision
- Culture change



BIOTECH EAST

WEBSITE CONTENT

The screenshot shows the Biotech East website homepage. At the top is a green navigation bar with the Biotech East logo and menu items: Home, Purpose, What we do, News and events, and Who's who. The main heading reads "GROWING THE BIOECONOMY IN THE EAST OF ENGLAND". Below this are two main sections: "A RESEARCH AND INDUSTRY OPPORTUNITY" and "THE NETWORK".

A RESEARCH AND INDUSTRY OPPORTUNITY
The East of England has world-class assets across key bioeconomy sectors, in both established industries and cutting-edge areas of technology.

- FOOD + LIFELONG HEALTH**: The largest group of Norfolk and Suffolk's top 100 companies are in the **food and drink sector**.
- MED TECH**: The Cambridge Biomedical Campus is the **largest health and medical research centre in Europe**.
- GENOMICS + BIOINFORMATICS**: Earlham Institute in Norwich houses **1 of the 5 national DNA foundries** in the UK.
- AGRI BIO**: The East of England produced almost **£2 billion in crops** in 2015, more than any other UK region.
- INDUSTRIAL BIOTECH**: Norwich's Biorefinery Centre is part of a **landmark alliance** to de-risk the development of bioproducts.

THE NETWORK
To grow the regional bioeconomy, Biotech East is looking to bring the researchers and companies behind new biotech closer to market success, and connect them with the region's other major industrial sectors. It seeks to do this as a:

- PILOT** of new approaches to innovation
- VOICE** of innovative industries
- SOURCE**

On the right side, there is a "Get in the know" call to action box with a mailing list sign-up form:

Get in the know
Join our mailing list and hear about the latest biotech news, events and other opportunities

First Name

Last Name

Email

Sign up now

At the bottom of the page, the text "THE PARTNERS" is visible.

BIOTECH EAST

OUR WORKSHOPS + EVENTS

To help grow the bioeconomy **BIOTECH EAST** is delivering a programme of workshops and events that will engage researchers, support businesses and ultimately develop regional bio-clusters

WORKSHOPS

INITIATE RESEARCH

For researchers who want to develop their first ideas

INITIATE RESEARCH shows you how to think creatively and make the most of ideas, using a range of tools outlined during the session

INNOVATE RESEARCH

For those looking to explore their routes to revenue

INNOVATE RESEARCH enables researchers to see how ideas progress from the lab bench into a technology, then out into real products and businesses

ACTIVATE RESEARCH

To develop those research ideas with market potential

ACTIVATE RESEARCH introduces key methods such as the Business Model Canvas and Lean Startup, enabling research entrepreneurs to develop a business model

ACCELERATE

For active R&D businesses to build momentum

ACCELERATE helps innovative businesses and entrepreneurs benchmark and identify their key processes, before adopting business excellence

CONNECT RESEARCH

To seed collaborations between research and industry

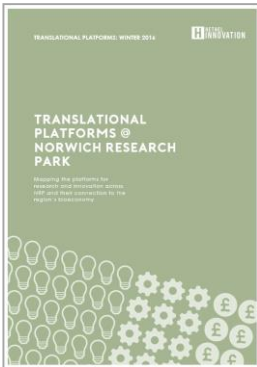
CONNECT RESEARCH provides a platform for researchers and industry to identify areas of collaboration, and develop pilot and challenge projects



BIOTECH EAST

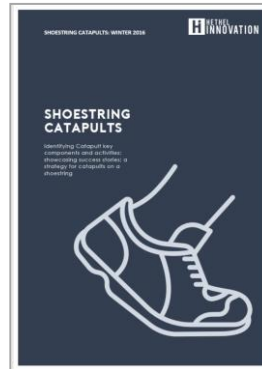
OUR WORKSHOPS + EVENTS

RESEARCH PROJECTS



TRANSLATIONAL PLATFORMS

Mapping the research, innovation and enterprise platforms across the region



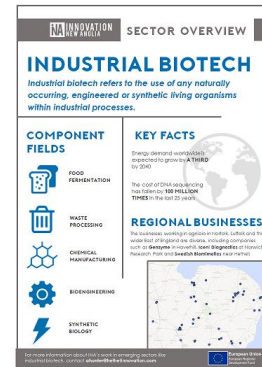
SHOESTRING CATAPULTS

Identifying key components of successful Catapults and developing a lean Catapult recipe



RESEARCH TO REVENUE

Identifying the key drivers, barriers and enablers for each stage of research translation and technology transfer



SECTOR MAPPING REPORTS

Defining the key bioeconomy subsectors in the region and mapping subsector businesses

EVENTS SERIES



EVENTS AT NORWICH RESEARCH PARK

Series exploring key concepts in business for researchers and startups, and outlining how NRP institutes can work with regional SMEs

MEET THE GAMECHANGERS

THE CHALLENGE PANELS

DROP-IN SESSIONS

ENGAGE, SHOWCASE + CHALLENGE

To build up a community of engaged, inspired researchers, businesses and entrepreneurs, and connect key groups together



For more information about how Biotech East is working to grow the bioeconomy, contact ahunter@hethelinnovation.com



Economic Development Sub Committee

Item No.

Report title:	Emerging Sectors – Cleantech
Date of meeting:	19 January 2017
Responsible Chief Officer:	Tom McCabe - Executive Director, Community and Environmental Services

Strategic impact

The term cleantech encompasses products, processes and services which address environmental issues on either a local, regional or global scale. The global cleantech sector can be divided into three broad areas: renewable energy; environmental technology (and associated activities); and low carbon technologies (and associated activities).

In a recent global survey from EY, it was calculated that throughout challenging market conditions there has been an annual gain of 18% of market capitalisation and a 12% increase in headcount within cleantech, with job creation focused mainly in the solar and wind industry. The rise in clean technology has been coined as the fourth industrial revolution in natural resources, with an estimated £1.3 trillion to be spent globally by 2030.

Within Norfolk/Suffolk, clean tech will be the region's most vital emerging growth sector and a vital pathway to economic development in the region. The cleantech sector (both in Norfolk/Suffolk and globally) builds upon the enabling sectors of engineering and manufacturing, energy and ICT.

These enabling sectors combined with the world class research in Environmental and associated sciences at the University of East Anglia and Norwich Research Park give the potential for large cleantech sector growth and the formation of a world leading cluster.

Executive summary

The emerging sectors across Norfolk and Suffolk have many intersecting disciplines, skills requirements and technologies and can therefore support cross sector collaborative innovation as well as sector specific innovation. Cleantech, Biotech and Infotech are Norfolk and Suffolk's emerging sectors, which have launched off the backing of the underpinning (Creative Digital, Tourism and Finance) and enabling (Energy, Construction, High Value Manufacturing and ICT) sectors.

Cleantech is any product, process or service which can provide superior performance for a lower cost, by harnessing renewable materials and energy sources, while greatly reducing negative ecological impacts, as well as improving efficiency and responsible use (and reuse) of natural resources. The cleantech sector can generally be broken down into five sectors which globally represent clean technology (Energy, Waste, Transport, Agriculture and Construction).

During 2015 there was a step change in the level of clean tech investment, helped along by the Paris Agreement and other specific policy measures and investment commitments. 2016 was dominated by encouraging developments for the green economy. This is characterised by several powerful countries taking positive steps in the direction of a low carbon economy (see Appendix 1).

Recommendations:

1. **Members are asked to note the emerging 'Cleantech' sector and the opportunities that it provides.**
2. **Members are asked to endorse 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.**

1. Proposal

- 1.1. There are many reasons why the emerging sector of cleantech should be supported in Norfolk/Suffolk, including the economic impact it is already having. In Norfolk/Suffolk 1 in 12 jobs is directly dependant on natural capital, which cleantech aims to preserve and promote.

2. Evidence

- 2.1. Many Hethel Engineering Centre and Scottow Enterprise Park tenants (operated by Hethel Innovation) are operating in the cleantech sector. With these businesses, others in the New Anglia region and the knowledge base of the UEA, there is a substantial base to grow the cleantech sector. With the Energy Coast increasing the cleantech infrastructure base, the individual sub sectors are there, but there needs to be a connecting body linking local subsectors to ensure a coherent and successful sector is grown.
- 2.2. New Anglia LEP can play a key role in growing the cleantech sector, and the Hethel Innovation team is keen to be a catalyst for this growth through the Cleantech East network. Working in partnership with Anglia Water, Barclays, New Anglia LEP, Extremis Technologies, UEA and many others, Cleantech East will help develop the region's sector.
- 2.3. Comprehensive analysis of the sector is provided in Appendix 1.

3. Issues, risks and innovation

- 3.1. Although the global and UK clean tech market has been growing over recent years and is set to continue growing for years to come, it does face some challenges.

3.2. Risk

Uncertain Timescales — The potential opportunity is large but timing is uncertain as to when these opportunities will materialise, additional risk to any investment.

Inaccuracy of Sales forecasts — Sales forecasts can lead to misrepresentation if they are drawn from historic data by dealers that utilised incentives to meet sale demands.

Risk Management — A greater level of transparency and accountability is needed to identify risks early on and to manage them.

3.3. Uncertainty

Technologies unproven with alternatives closer to market — For certain areas, such as wave and tidal, much of the technology is still unproven and research and development has been ongoing for many years without achieving commercial or technology breakthrough.

Disconnection between manufactures and customers — Incentives can cause manufactures to misinterpret demand, resulting in creation of an artificial demand that is not cost effective or the most desirable for the consumer.

Climate Change and Environmental Legislations — Climate change has become a key and growing influence on legislation, stimulating new and emerging sectors focusing on lowering carbon emissions and a growing financial sector based on investment in low carbon markets.

3.4. **Connection**

Technologies lie in other sectors — There are certain other sub sectors where the technology is cross cutting and where it is difficult to find a specific focus for intervention, this includes ICT and Biotech in clean technology.

Limited supply chain collaborations — There is a vibrant and growing sector in the region but limited collaboration taking place between companies in the region.

Small sub sector size — Sub sectors with small market values and relatively low forecast growths are lower priorities for intervention. Companies in these sectors need additional support.

4. **Background**

4.1. Cleantech is any product, process or service which can provide superior performance for a lower cost, by:

- harnessing renewable materials and energy sources;
- greatly reducing negative ecological impacts;
- improving efficiency and responsible use (and reuse) of natural resources.

4.2. The cleantech sector can generally be broken down into 5 sectors which globally represent clean technology: Energy, Industrial, Agricultural, Transport and Waste.

4.3. Within local economies the sectors and strengths will differ, depending on the existing economy sectors and strength on which the cleantech is based.

4.4. There is a thriving global cleantech sector, which is growing year on year. Cleantech is representative of the fourth industrial revolution.

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 : Simon Coward / Alice Reeve **Tel No. :** 01953 859104

Email address : info@hethelinnovation.com



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

THE CLEANTECH SECTOR

WHAT IS IT?

£1.3 TRILLION
BY 2030 spent on
cleantech globally



£4 BILLION BY
venture capital
investment Q1 2016

4th
INDUSTRIAL
REVOLUTION
in natural resources

6th IN THE WORLD for
cleantech innovation

**Industrial
Strategy**

Securing jobs and a
stronger economy

£9 BILLION invested



BARCLAYS



CARBON
TRUST

Innovate UK

260,000 ENTERPRISES
in cleantech



Cleantech
Incubation
Europe



HETHEL
ENGINEERING
CENTRE

LOW CARBON TRANSPORT
13% of UK's biofuel market

ADVANCED MATERIALS

55 Operating Companies



CLEAN ENERGY
7,700 people employed

ENVIRONMENTAL TECH

BUILT ENVIRONMENT
64,000 people employed



WHY IS CLEANTECH IMPORTANT?

ECONOMIC IMPACT



£3.2

TRILLION

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

£122

BILLION

UK share of the LCEGS Market

4,000

New LCEGS UK jobs to be created by 2017

1 IN 12

Jobs in New Anglia are directly dependant on natural capital

EXISTING SUPPORT



Barclays has been offering cleantech financing for over 15 years. Recently they have set up specific Cleantech, Low carbon energy and environment and Renewable energy teams. They have a particular focus on the Circular Economy.

The BIS Industrial Strategy lays out eight great technologies, 5 of which are clean technologies. With Catapult Centres on renewable energy, connected digital economies, future cities and transport systems it is clear the UK Government is supporting the individual technologies.



Innovate UK

Innovate UK is focusing on Infrastructure Systems including energy, transport and the digital economy. Within this their priorities are energy systems and supply, transport systems, and smart infrastructure.

WHAT ARE THE CHALLENGES?

RISK

UNCERTAIN TIMESCALES — The potential opportunity is large but timing is uncertain as to when these opportunities will materialise, additional risk to any investment.

INACCURACY OF SALES FORECASTS — Sales forecasts can lead to misrepresentation if they are drawn from historic data by dealers that utilised incentives to meet sale demands.

RISK MANAGEMENT — A greater level of transparency and accountability is needed to identify risks early on and to manage them.



UNCERTAINTY

TECHNOLOGIES UNPROVEN WITH ALTERNATIVES CLOSER TO MARKET — For certain areas, such as wave and tidal, much of the technology is still unproven and research and development has been ongoing for many years without achieving commercial or technology breakthrough.

DISCONNECTION BETWEEN MANUFACTURES AND CUSTOMERS — Incentives can cause manufactures to misinterpret demand resulting in creation of an artificial demand that is not cost effective or the most desirable for the consumer.

CLIMATE CHANGE AND ENVIRONMENTAL LEGISLATIONS — Climate change has become a key and growing influence on legislation, stimulating new and emerging sectors focusing on lowering carbon emissions and a growing financial sectors based on investment in low carbon markets.



CONNECTION

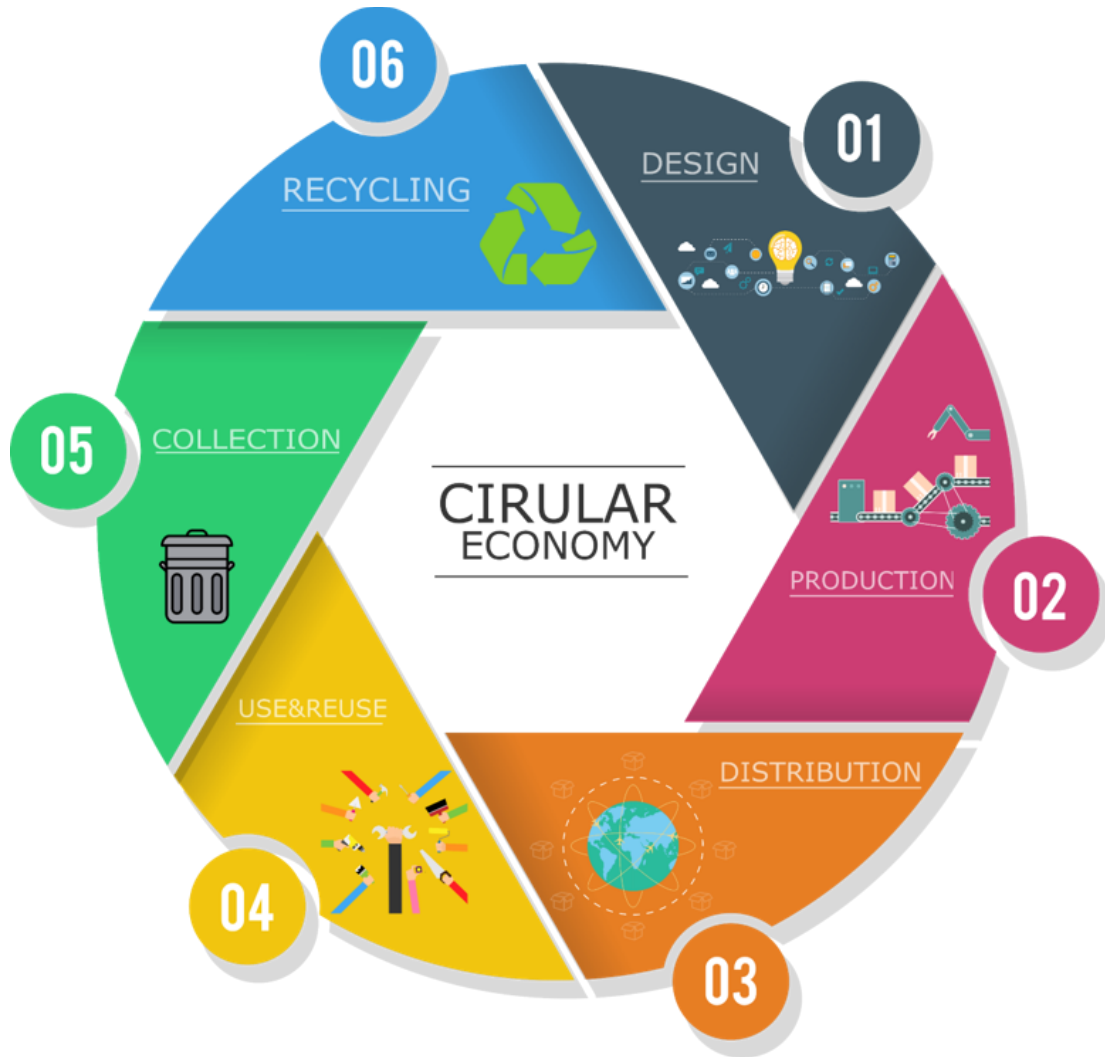
TECHNOLOGIES LIE IN OTHER SECTORS — There are certain other sub sectors where the technology is cross cutting and where it is difficult to find a specific focus for intervention, this includes ICT and Biotech in clean technology.

LIMITED SUPPLY CHAIN COLLABORATIONS — There is a vibrant and growing sector in the region but limited collaboration taking place between the companies in the region.

SMALL SUB SECTOR SIZE — Sub sectors with small market values, relatively low forecast growths are lower priorities for intervention. Companies in these sectors need additional support.



WHAT IS THE BIGGER PICTURE?



CLEAN TECHNOLOGY IS A VITAL COMPONENT OF A CIRCULAR ECONOMY ALLOWING GREATER EFFICIENCY & REUSE OF RESOURCES

THE THEORY

Instead of 'make, use & dispose', the circular economy reuses resources for as long as possible to extract the maximum value.

A circular economy involves development of **INNOVATIVE BUSINESS MODELS** which can grow the economy through **SOCIAL CAPITAL** and **CONNECTING LOCAL POTENTIAL**.

THE APPLICATION

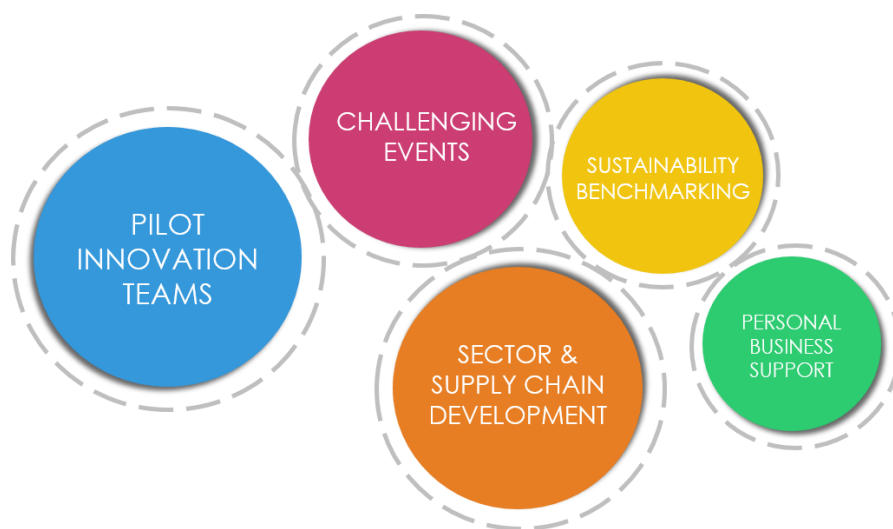
Cleantech is any product, process or service which is able to:

- 🧠 Provide **SUPERIOR PERFORMANCE** for a lower cost, by
- 🌱 Harnessing **RENEWABLE MATERIALS** and energy sources, while
- 🌿 Greatly **REDUCING NEGATIVE ECOLOGICAL** impacts, as well as
- ♻️ **IMPROVING EFFICIENCY + RESPONSIBLE USE** (and reuse) of natural resources



CLEANTECH EAST

The Cleantech East network is a **sector network** bringing together students, businesses and researchers to encourage **innovation** and **knowledge transfer**, facilitating the transition towards a **circular economy** within the East.



CLEANTECH EAST AIMS TO:



PILOT

Driving the cleantech sector forwards

THE MAIN GOAL!

PUBLIC SECTOR ENGAGEMENT
STRATEGIC ALIGNMENT

VOICE

Representing the sector in policy and local strategy



PLATFORM

Connecting multiple sectors, building the supply chain

MEET THE PIONEER
SUPPLY CHAIN MAPPING

COLLABORATIONS
INNOVATE RESEARCH

SUPPORT

Connecting knowledge, innovation and experience



CHALLENGE

Encouraging innovation through disruption

STUDENT ENGAGEMENT
INNOVATION TRAINING



CLEANTECH EAST

VISIT OUR WEBSITE!
SCAN ME:



WHY CLEANTECH IN THE EAST?

EAST ANGLIAN CLEANTECH

The cleantech sector in the East of England has an established base on which it can grow. There are already emerging strengths within the sector including:



**£994
Million**

average energy job
GVA in New Anglia

**64,000
Jobs**

within Construction
in New Anglia

55

operating composite
companies

13%

of the UK's alternative
fuel market value

CHALLENGES

THERE ARE MANY CHALLENGES THE CLEANTECH SECTOR FACES, BUT THOSE MOST RELEVANT TO THE SECTOR WITHIN THE NEW ANGLIA REGION ARE:

SMALL SUB SECTOR SIZE — Sub sectors with small market values, relatively low forecast growths are lower priorities for intervention. Companies in these sectors need additional support.

TECHNOLOGIES LIE IN OTHER SECTORS — There are certain other sub sectors where the technology is cross cutting and where it is difficult to find a specific focus for intervention, this includes ICT and Biotech in clean technology.

LIMITED SUPPLY CHAIN COLLABORATIONS — There is a vibrant and growing sector in the region but limited collaboration taking place between the companies in the region

WHY SUPPORT CLEANTECH?

CLEAN TECHNOLOGY IS A VITAL COMPONENT OF A CIRCULAR ECONOMY ALLOWING GREATER EFFICIENCY & REUSE OF RESOURCES

Instead of 'make, use & dispose', the circular economy reuses resources for as long as possible to extract the maximum value.

A circular economy involves development of **INNOVATIVE BUSINESS MODELS** which can grow the economy through **SOCIAL CAPITAL** and **CONNECTING LOCAL POTENTIAL**.



EXISTING SUPPORT

The BIS Industrial Strategy lays out eight great technologies, 5 of which are clean technologies. With Catapult Centres on renewable energy, connected digital economies, future cities and transport systems it is clear the UK Government is supporting the individual technologies.

**Industrial
Strategy**

Innovate UK

Innovate UK is focusing on Infrastructure Systems including energy, transport and the digital economy. Within this their priorities are energy systems and supply, transport systems, and smart infrastructure.

The New Anglia LEP have set out to strengthen their leadership role in the Green Economy. The LEP was selected by Government as ideally suited to lead the UK's transition towards a green economy.

NEWANGLIA

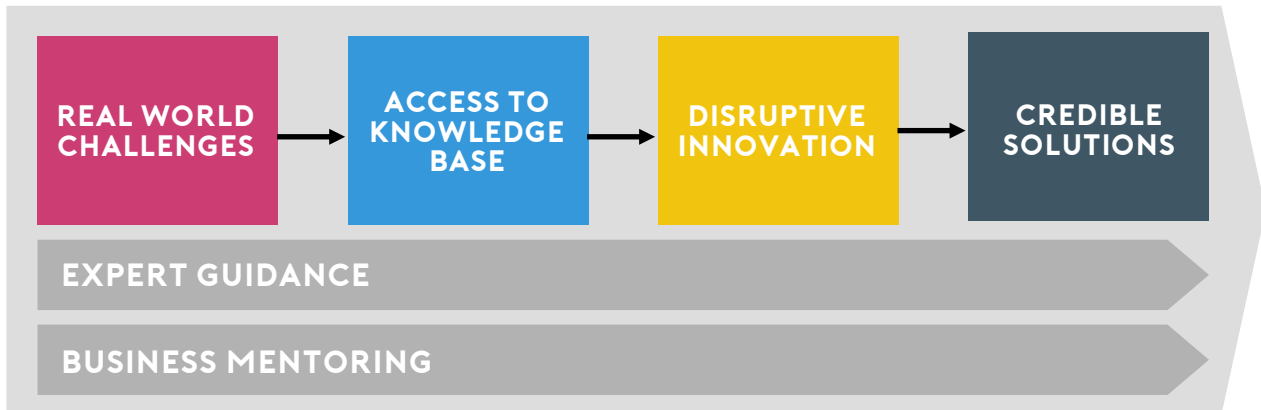
 **BARCLAYS**

Barclays has been offering cleantech financing for over 15 years. Recently they have set up specific Cleantech, Low carbon energy and environment and Renewable energy teams. They have a particular focus on the Circular Economy.

CLEANTECH EAST

PILOT INNOVATION PROGRAMMES

Our USP is students. Pilot Innovation Programmes will enable the clean tech sector to take advantage of the student and knowledge base through a structured project.



PEOPLE

CHAIR: MARK ASPINALL

Mark is experienced in starting and running organisations of various sizes. Mark has previously developed marketing strategies and led marketing teams. For the last few years, he has been building his knowledge of



COORDINATOR: ALICE REEVE

At Innovation New Anglia Alice works with organisations across private and public sectors to develop new products and services and otherwise improve their capacity for innovation.

Alice graduated in 2016 with a BSc in Environmental Sciences from UEA where she developed a passion for low carbon technologies.



GET IN TOUCH

For more information on the cleantech network and how you can get involved, contact Alice Reeve:

01953 859145
areeve@hethelinnovation.com

E-NEWSLETTER

View in browser



Welcome to the first Cleantech East Newsletter!

With this newsletter we would like to introduce you to Cleantech East.

Cleantech East is an innovative network advancing the clean tech sector in East Anglia. We are comprised of a wide range of people and organisations who have a passion for clean tech.

This quarterly newsletter gathers together all the latest news, events and member updates which have happened over the last few months.

We regularly feature student authors! To find out more about them, head over to our website.

[Visit our website](#)

News



Norwich and Norfolk ecoawards

Cleantech East are proud to be one of this years sponsors for the Norwich & Norfolk ecoawards!

[Read more](#)


How worthwhile is Hinkley?

Hinkley Point C is happening, but could we do without it...

[Read more](#)

Student Article



The world's only vertically integrated sustainable energy company

In late June of this year, Tesla, the electric vehicle company, made a \$2.6bn bito buy SolarCity. Why is Tesla buying SolarCity is a good thing...

[Read more](#)


Scarlet Prentice

UEA Environmental Science - My main focus areas being climate change and sustainability. These interests are something I further develop with my work on the committee of the university's carbon crew club...

[Visit student profile](#)

Events



Smart Infrastructure

On 2nd Feb, Hethel Engineering Centre will our Smart Infrastructure event, looking at using the smart cities movement to improve rural locations!

[Event details](#)


Activate

On 4th January, The Forum will host our Activate workshop. A dynamic free training programme for aspiring start-ups and entrepreneurs based on the lean startup method.

[Event details](#)


Connecting Composites

On 7th Feb, Hethel Engineering Centre will host our Connecting Composites event, looking at how we can connected the local composites supply chain!

[Event details](#)

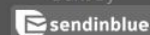

Innovation New Anglia
Hethel Engineering Centre
areeve@hethelinnovation.com



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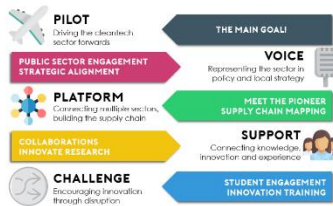
WEBSITE CONTENT



The Network

What is Cleantech East?

The Cleantech East network is a sector network bringing together students, businesses and researchers to encourage innovation and knowledge transfer, facilitating the transition towards a circular economy within the East.



What is Cleantech East working towards?

CLEANTECH EAST IS ADVANCING THE EAST'S CIRCULAR ECONOMY. A circular economy involves development of innovative business models which can grow the economy through social capital and connecting local potential.

Clean Tech East works with:

Businesses

Develop your businesses and your supply chain by working in collaboration with like minded people. Build your personal network and help to shape the future of Clean Tech in East Anglia.

Students

Becoming a student member of Clean Tech East gives you access to amazing resources and opportunities. Student Members get the chance to contribute to one of the fastest growing networks in the UK and opportunities to meet and learn from sector leaders.

Researchers

Clean Tech East Works with Researchers and Research Institutes to stay at the cutting edge of research and policy.

[Find out more about our members](#)



Norwich & Norfolk ecoawards

by Alice | Dec 12, 2016 | Local Project

TLDR Cleantech East are proud to be one of this year's sponsors for the Norwich & Norfolk ecoawards! These in Norfolk are once again being given the chance to showcase their environmental excellence as Norwich City Council and Norfolk County Council run over...



The world's only vertically integrated sustainable energy company

by Alice | Dec 12, 2016 | Energy, Market trends, New technology

TLDR Why Tesla buying SolarCity is a good thing... In late June of this year, Tesla, the electric vehicle company, made a \$2.6bn bid (to be paid in shares) to buy SolarCity. Whilst the deal is yet to be finalised, completion is anticipated in the fourth quarter...



How Worthwhile is Hinkley?

by Alice | Dec 12, 2016 | Energy, Policy, Research

TLDR Hinkley Point C is happening, but could we do without it... Say what you will about nuclear power, there are those who love it and others who loath it. Until the review was placed onto Hinkley by PM Theresa May earlier this year, it appeared nuclear was to...



Cleantech FUTURE EVENTS

INTELLIGENT IRRIGATION

Spring 2017
Hethel Engineering Centre

IMPROVING FARMING TECHNIQUES AND MACHINERY COULD SLASH RESOURCE DEMAND IN AN EVER GROWING SECTOR.

The agricultural sector is having to produce more food for more people on fewer resources than ever before. Water is vital but is becoming more scarce. Climate change is altering our earth systems impacting the hydrological cycles in ways that is making agriculture more difficult.

Many people and organisations are working on the issue of water availability. Innovation in the area is rife and in this discussion we will showcase the work being put into solving this pressing issue.

PIONEER	SPECIALITIES
HexCam	<ul style="list-style-type: none"> Remote monitoring Mechanical precision irrigation
Aponic	<ul style="list-style-type: none"> Water saving Innovative growing
Soil Moisture Sense	<ul style="list-style-type: none"> Soil monitoring Informed supply
Cranfield University	<ul style="list-style-type: none"> Research aspect Cutting edge research

ENVIRONMENTAL TECHNOLOGY

Summer 2017
UEA

ENVIRONMENTAL TECHNOLOGY CAN HELP US DEAL WITH THE NEGATIVE IMPACTS WE CAUSE, BUT WHAT ARE THE LATEST INNOVATIONS?

This event will explore what pioneering research is focused on within environmental technologies and how these can be transferred into industry. Through this event we will link the technology to the demand, helping to bring innovations to market which will tackle our growing negative environmental impact.

PIONEER	SPECIALITIES
UEA Researchers	<ul style="list-style-type: none"> Future trends Current research themes
Environmental Consultancies	<ul style="list-style-type: none"> Industry demand

Cleantech FUTURE EVENTS

NEXT GENERATION GROWING

Autumn 2017
Centrum, NRP

WITH THE RISING POPULATION AND DIMINISHING RESOURCES, THE AGRICULTURAL SECTOR IS UNDER MORE PRESSURE THAN EVER.

There have been considerable advancements over recent years in regards to reducing pollution from agricultural practices.

In this session we will look at how we can reduce environmental impacts at the beginning, taking a proactive approach. By altering the way crops are grown, we can change the tactics and tackle demand at its source.

PIONEER

SPECIALITIES

Aponic	<ul style="list-style-type: none">• Hydroponics• Resource, time and nutrient demand
Growpod	<ul style="list-style-type: none">• Aeroponics• Resource, time and nutrient demand
Openplant	<ul style="list-style-type: none">• Synthetic Biology• Genetic modification• Demand reduction

FUTURISTIC TRANSPORT

Winter 2017
Hethel Engineering Centre

TRANSPORT IS RESPONSIBLE FOR 23% OF THE UK'S GREENHOUSE GAS EMISSIONS, BUT BEING IN A RURAL SETTING SUCH AS NORFOLK, GOOD TRANSPORT IS VITAL.

This event will explore how we can provide a sustainable and reliable transport system to rural locations allowing people to both move freely and reduce emissions. Connected, lightweight systems powered by alternative fuels can help underpin further growth within the region whilst tackling environmental challenges.

PIONEER

SPECIALITIES

Equipmake	<ul style="list-style-type: none">• Electric vehicles• Clean public transport
Zenos	<ul style="list-style-type: none">• Lightweight personal vehicles
Future Transport Systems	<ul style="list-style-type: none">• Electric vehicles• Grid integration• Infrastructure strategies

Economic Development Sub-Committee

Item No.

Report title:	Enterprise Zones
Date of meeting:	19 January 2017
Responsible Chief Officer:	Tom McCabe - Executive Director, Community and Environmental Services
<p>Strategic impact Enterprise Zones (EZ) are a key Central Government initiative, conceived to regenerate difficult employment sites and to help stimulate the economy as the country slowly climbed out of recession. They provide incentives to businesses occupying the site, superfast broadband, simplified planning and 100% rates retention by the local authorities/LEP set aside from the local baseline. This provides a means to fund site infrastructure etc. One Zone awarded in the first round covers six sites in Great Yarmouth and Lowestoft (Space to Grow). A further round of awards was made in 2014 with an additional four sites in Norfolk in New Anglia LEP's Space to Innovate EZ. In combination the Norfolk EZ sites are expected to deliver 21,848 jobs and 316,700m² of development over their period of operation.</p>	

<p>Executive summary Initially conceived in the 1980s, Enterprise Zones helped regenerate major sites such as the London Docklands and Liverpool Docks and led to the creation of thousands of new jobs. The incoming Coalition Government in 2010 reintroduced the Enterprise Zone concept, although the incentives offered were far less generous as research showed the 1980s zones created considerable displacement.</p> <p>The reason behind their re-establishment was part of a major strategy to rebalance the economy, generate more private sector jobs, encourage investment and bring forward stalled or difficult sites. We have a number of those in Norfolk and were delighted to have sites included in both rounds – six sites across Great Yarmouth and Lowestoft (Space to Grow) in the first wave, and four further sites in the second, Space to Innovate Zone.</p> <p>Enterprise Zones work by providing financial incentives to businesses through reduced business rates, enabling swift decision-making through simplified planning processes and allowing the retention of 100% of business rates paid/payable for the 25-year lifespan of the EZ.</p> <p>The Government requires LEPs to enter into an agreement with the Local Authorities concerned, including the County Council, in order to give assurance that all partners will work to deliver the EZ. The agreement also determines how it will operate and how income will be used/apportioned. Great Yarmouth's first EZ already has an agreement in place but formal agreements for the new EZ sites will need to be in place by March 2017.</p> <p>The Economic Development team played a key role in the awarding of the first Enterprise Zone and supported the application for Space to Innovate. The team has also been supporting the delivery of projects on a number of the sites, including looking into the provision of loan finance to forward fund projects to enable/accelerate/enhance the sites and ensure predicted Enterprise Zone income is realised.</p>

Recommendation:

Members are requested to endorse the approach being taken to support Enterprise Zone development.

1. Proposal

- 1.1. Enterprise Zone (EZ) status is an economic intervention created by Central Government and afforded to a number of discrete employment areas. Initially established in the 1980s, they played a key role in regenerating some difficult urban areas such as Liverpool Docks, the London Docklands and parts of the West Midlands. The benefits to business were very generous and Government's own research in 1987 revealed displacement, but there was net job growth and the environmental improvements were significant.
- 1.2. The model introduced in 2011 was less generous to businesses and there seems to be less displacement. Businesses occupying an EZ site can qualify for business rates reduction of up to 100% for the first five years, capped at = €65,000 per year (the figure is set by a European body). Local authorities are required to introduce a system of simplified planning and superfast broadband. The other key benefit is for the Local Enterprise Partnership to retain 100% of business rates collected (or payable in the event that a business qualifies for free rates) over the 25-year lifetime of the EZ. The money collected is to be used for economic development purposes.
- 1.3. The rateable value of EZ sites is not included in the baseline of the district in which they are located. So under the current arrangements for local business rates retention where 50% of rates growth is retained locally, the performance of the EZ is not taken into account. This is due to change in 2020 when 100% of growth will be retained by local government. Formulae are being established to ensure Enterprise Zone sites will not be affected by these changes and also that the intended benefits of EZ status are not diluted.
- 1.4. The Enterprise Zone sites were carefully selected. It was not appropriate to select a site that was fully serviced and ready to develop. Instead we chose sites that had constraints and where EZ status would make an appreciable difference to the site's prospects. In other words, without EZ status the sites would probably remain undeveloped and not generate rates without significant financial intervention. Such intervention would probably be difficult to fund or justify.
- 1.5. The rates collected/payable by businesses on the EZ sites are retained by the District Council and in a tripartite agreement with the LEP and the County Council, distributed across 3 "pots", broadly shared as follows +/- each % split (this will vary from site to site but the ratios below are typical).
 - Pot A - 25% is retained locally in lieu of rates that may have been collected if the site did not have EZ status. 4/5 of this sum is retained by the Local District to provide funding for core services, and 1/5 is paid to Norfolk County Council. This is paid annually as receipts come in.
 - Pot B - 35% to support site development, enablement, enhancement or acceleration. It is clearly important for the EZ to develop out as quickly as possible, so it would not be practical to simply spend Pot B as income is received over the 25-year lifespan. Typically there is a need to spend money up front – either by using cash balances, or borrowing. The relevant district or the County Council will be the main source. Expenditure will be carefully profiled against expected revenue.
 - Pot C - 40% paid to the Local Enterprise Partnership to fund wider economic development initiatives across the two counties.

- 1.6. Each site will have a different approach and Pot B will be larger if there are more costly constraints needing to be overcome. Pot B tends to expand at the expense of both Pots A and C.
- 1.7. This report focusses more on Pot B, and how this Council can support projects using it. Proposed activity utilising Pot B is contained within Site Delivery Plans that are being established for each site and will form part of wider legal agreements that are to be signed by March 2017.
- 1.8. This report provides members with an update on the progress of the EZ sites, and an opportunity to question officers on the approach being taken.

2. Evidence

- 2.1. In April 2012 the Space to Grow Enterprise Zone was established as part of the first wave of Enterprise Zones. Covering six sites (See Appendix A) across **Great Yarmouth and Lowestoft**, the Zone seeks to exploit the area's strengths in the energy sector. This was a large Zone containing a significant amount of employment land. The following table shows the current position (after four years) against the 2025 target (Gt Yarmouth only figures in (brackets)):

	Current position	2025 target
Businesses	40 (23)	150
Jobs	2,101 (1,081)	9,000
Private investment	£30.6m (£21.7m)	Not stated
Floor space (m ²)	36,500m ² (27,300m ²)	540,000

- 2.2. The Space to Innovate EZ has only recently commenced and it is therefore too early to provide performance data. However, the targets are as follows:

	Jobs					m ² developed		
	Direct	Indirect	Construction	Total Jobs	Businesses	New	Refurb	Total
Egmere	309	Not collected	148	457	62	14,500	-	14,500
Nar Ouse	1,990	Not collected	955	2,945	83	50,000	-	50,000
NRP	6,667	Not collected	3,200	9,867	44	66,000	-	66,000
Scottow	1,161	Not collected	116	1,277	116	-	36,400	36,400
Norfolk S21 Total	10,127	Not collected	4,420	14,547	305	130,500	36,400	166,900

- 2.3. National comparisons are not readily available but in 2014 a report was produced showing the Great Yarmouth and Lowestoft (Space to Grow) Enterprise Zone to be one of the most successful in the country. Across the UK only 2,754 jobs had been created across the remaining 23 Enterprise Zone sites (an average of only 114 jobs per site), performance far below what had been achieved through effective management of the Space to Grow site in Great Yarmouth and Lowestoft. Nationally, many sites have started to gather momentum, but the swift start and sustained pace in Great Yarmouth has been significant.

- 2.4. Each of the sites either has, or is developing a Site Delivery Plan which presents how the site will develop, how it will be promoted, what it will deliver and what needs to be done to make it happen – in essence, the business case for using Pot B. The rationale for Pot B is to invest as quickly as possible in order to enable development to take place as soon as, and as quickly as possible. There is also the potential to enhance the site to attract better quality, or more intense investment that will generate a higher rates yield.
- 2.5. Appropriate spend from Pot B could include any or all of the following:
- Master planning
 - Ensuring that the sites have access to superfast broadband (a requirement of the EZ)
 - The creation of a Local Development Order, or another form of simplified planning can be implemented (also a requirement of the EZ)
 - Basic but vital infrastructure provision
 - Environmental improvements, or remediation
 - Building refurbishment (if already in situ)
 - Resolving issues around power, drainage, highways access, water and other site services.
 - Undertaking speculative build – Pot B can be used as a safety net in the event of a rental or sales income deficit
 - Rent guarantees for a third-party developer
 - Site promotion, or wider sector promotion
 - Business support or supply chain development
 - Additional, state aid compliant grant aid as an incentive to a company to invest.

3. Financial implications

- 3.1. There are no direct implications as a result of this report. However, each of the new sites in the Space to Innovate EZ will deliver a modest income stream for the county council through a 20% share of Pot A. In addition, the County Council may be requested to provide funding to support projects on one or more of the sites, in order to enable, enhance or accelerate development. This will ultimately lead to business rates income being generated, from which any funding we provide will be recouped, plus appropriate interest. Any proposed support will be subject to consultation with the Executive Director of Finance, and any proposals will carefully assess expenditure and repayments against projected income streams to be generated from the site in question.

4. Issues, risks and innovation

- 4.1. Without intervention the main risk is that some or indeed all of the new Enterprise Zone sites created in Norfolk will fail to maximise their potential; indeed some may not develop at all. The Site Development Plans will be important documents for each respective site, including the original Great Yarmouth sites.
- 4.2. If the plans are not delivered, the sites risk not generating the projected income over their respective lifetimes. Forward funding development, infrastructure and promotional work in accordance with the plan is vital. Indeed, the former Chancellor in 2013 urged local authorities to borrow against the projected collective value of the original 23 sites – estimated at the time to be £2.3bn. It was a key component of government policy. If these sites remain stalled there will be considerable reputational damage, alongside a missed opportunity to address key economic development targets and to generate revenue.

- 4.3. Another risk is the failure to capitalise on the opportunity presented by EZ status. Some of Norfolk's EZ sites represent important inward investment opportunities – especially the Great Yarmouth sites linked to the energy sector. EZ status offers direct incentives, but it also provides local authorities with the opportunity to be creative with the potential income over the lifetime of the Zone in relation to specific deals. This is especially important if an investment has the potential to be transformational and at the same time deliver far more rates income than was originally projected.
- 4.4. Each site has a capital investment programme, with some projected to cost millions of pounds, although all programmes will be phased. The majority of these costs will be absorbed through conventional revenue generation and repayment routes, however with the additional revenue of business rates, the financing models are more complex than conventional business parks.
- 4.5. The County Council only has direct control over one of the new Enterprise Zone sites (Scottow Enterprise Park) and therefore has clear sight over the site's development needs/costs and how realistic the projected income is. It can also control marketing and management of the site.

5. Background

- 5.1. The new EZ sites in Norfolk are the undeveloped areas (see appendix A) of:
- Egmere Business Zone (North Norfolk);
 - Norwich Research Park, (South Norfolk);
 - Scottow Enterprise Park (North Norfolk);
 - Nar Ouse Business Park (King's Lynn and West Norfolk).

Each site has a projected rate of development and revenue generation. The Site Development Plan proposals being agreed for each site needs to be of a scale commensurate with the projected income. District Council colleagues are leading on the plans for the sites in their areas. The County Council as owner of SEP is leading on that site. Where they lead, the district will look to fund projects but we may be requested to assist alongside SEP projects.

Each intervention will be subject to the creation of a business plan to illustrate the business rate income can cover repayments with appropriate interest.

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:

Officer name : David Dukes

Tel No. : 01603 223142

Email address : david.dukes@norfolk.gov.uk



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



- 01** Egmere Business Zone, Wells-next-the-Sea - 7.4 hectares page 5
- 02** Futura Park, Ipswich - 10 hectares page 6
- 03** Princes Street Office District, Ipswich - 2.9 hectares page 6
- 04** Waterfront Island, Ipswich - 2 hectares page 7
- 05** Nar Ouse Business Park, King's Lynn - 15 hectares page 8
- 06** Norwich Research Park, Norwich - 25 hectares page 9
- 07** Scottow Enterprise Park, Coltishall - 26 hectares page 10
- 08** Sproughton Enterprise Park, Ipswich - 14 hectares page 11
- 09** Stowmarket Enterprise Park, Stowmarket - 17 hectares page 11
- 10** Suffolk Business Park, Bury St Edmunds - 14 hectares page 12
- 11** Beacon Park, Great Yarmouth - 16.7 hectares page 13
- 12** South Denes, Great Yarmouth - 58.8 hectares page 13
- 13** Ellough Business Park, Lowestoft - 17 hectares page 14
- 14** Mobbs Way, Lowestoft - 4.7 hectares page 14
- 15** Riverside Road, Lowestoft - 4.5 hectares page 15
- 16** South Lowestoft Industrial Estate, Lowestoft - 20 hectares page 15

● Existing Innovation Centre sites
● Existing Great Yarmouth and Lowestoft EZ sites



Egmere Business Zone

Wells-next-the-Sea < 7.4 hectares >

The Egmere Business Zone is a 7.4 ha site, situated to the south of port facilities at Wells-next-the-Sea, which has been established to support investment associated with the growing offshore renewables sector off the North Norfolk coast.

The Egmere Business Zone is situated on the B1105 road - 7 kilometres south of the Port of Wells and 9 kilometres north of the thriving market town and employment centre of Fakenham, where connection can be made onto the A148, A1065 and A1067 roads.

The Zone has been established in response to demand shown by the growing offshore renewables sector and is already home to the headquarters and Operations and Maintenance facilities of the Sheringham Shoal offshore windfarm, operated by Statkraft.

Other windfarms off the coast which have the potential to be supported from the Port of Wells / Egmere Business Zone - include the Dudgeon, Race Bank, Triton Knoll, Lincs, Lynn and Inner Dowsing schemes.

The Egmere Business Zone offers an outstanding rural setting, with easy access to the Port of Wells' Outer Harbour facilities, a simplified planning regime and a dynamic and supportive local authority.

With the benefit of Superfast broadband, business rate incentives and investment in site infrastructure to provide "development-ready" sites, the Egmere Business Zone site provides an excellent location for new business investment.

Benefits:

- business rate discount of up to £275,000 over five years
- simplified planning
- access to Superfast broadband

Nar Ouse Business Park

King's Lynn ◀ 15 hectares ▶

The Nar Ouse Business Park is a 15 ha site on the southern edge of the town close to the A47, A10 and A17. The site is well connected via these strategic road links to the regional cities of Peterborough, Norwich and Cambridge. The nearby King's Lynn to London railway line offers an hourly service.

Owned by the Borough Council of King's Lynn & West Norfolk, the site is clean and clear and primary infrastructure and utilities have been provided. The site benefits from outline planning permission for B1, B2 and B8 uses.

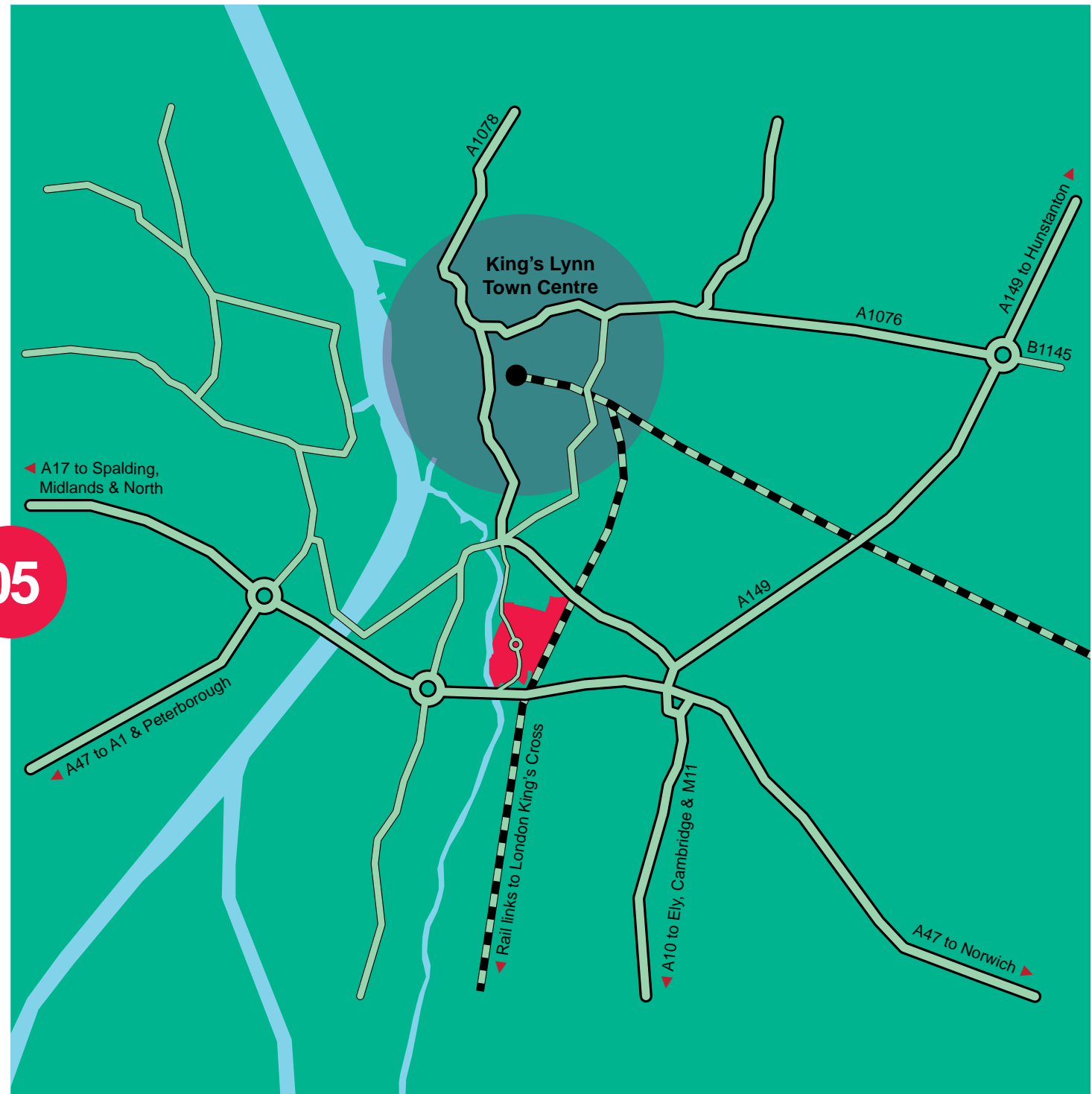
Food processing, agri-tech, advanced engineering and high-tech manufacturing are the sector focus for this site. Each already has a strong presence in the area, with several leading edge businesses located in West Norfolk. This critical mass provides significant local expertise, well developed supply chain activity and a strong skills base, which would benefit new and growing businesses.

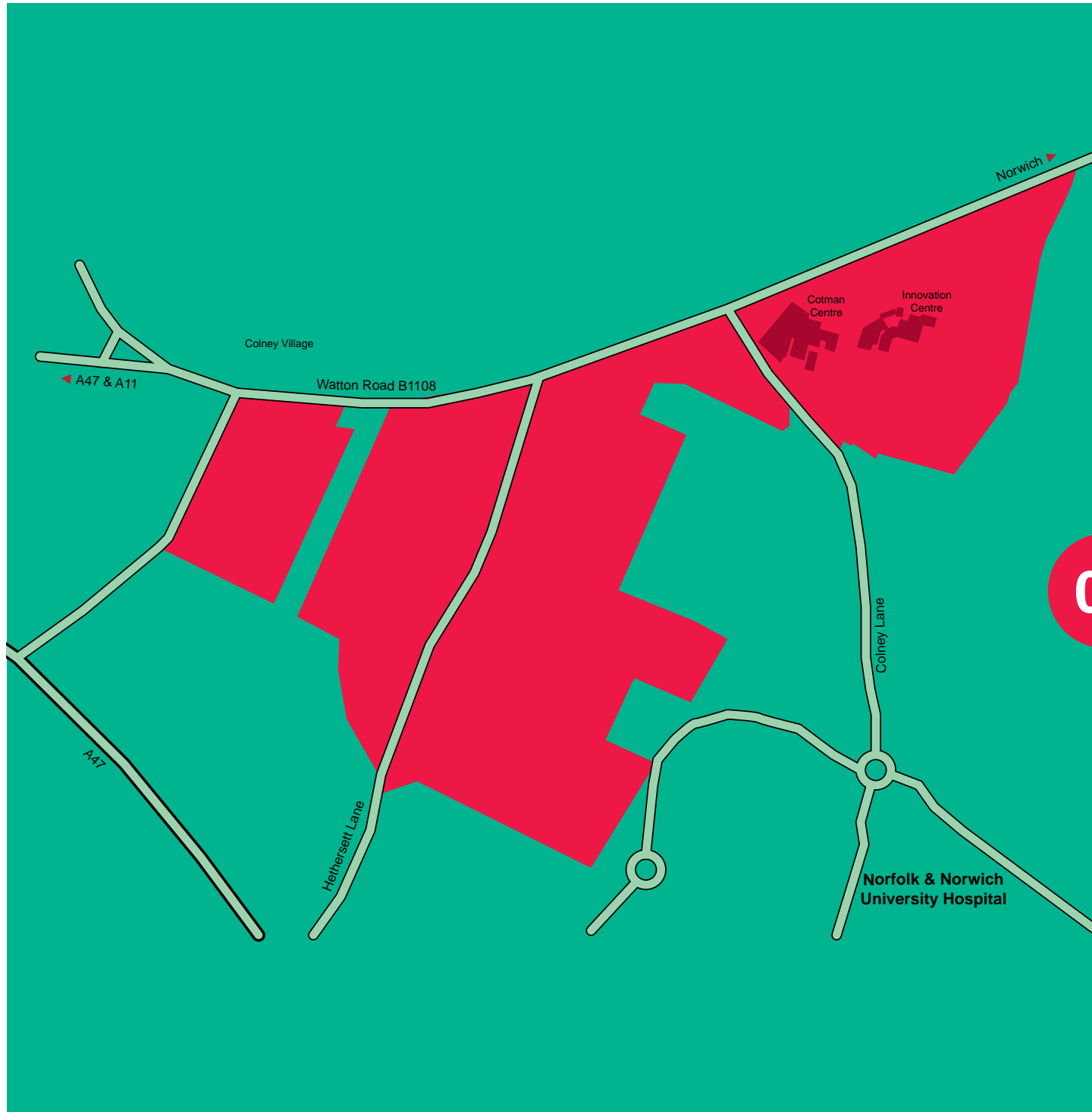
Close links with the adjacent newly-opened King's Lynn Innovation Centre will also stimulate business growth, drive research and development, and attract new international businesses.

With support for accessing business grants, moving into new markets or starting to export, along with a comprehensive business aftercare programme, the site offers excellent growth opportunities.

Benefits:

- business rate discount of up to £275,000 over five years
- simplified planning
- access to Superfast broadband





Norwich Research Park

Norwich
 < 25 hectares >

One of the largest single-site concentrations of research in food, health and life sciences in Europe, Norwich Research Park has world-leading credentials to secure the UK's position as the global leader in these emerging multi-billion pound sectors.

The Park is home to over 12,000 employees including 3,000 researchers and clinicians with an annual research spend of over £100 million.

It brings together four internationally renowned research organisations, the John Innes Centre, the Institute of Food Research, The Genome Analysis Centre and The Sainsbury Laboratory, together with the University of East Anglia and the Norwich and Norfolk University Hospitals NHS Foundation Trust, all located within a 1km radius.

New developments include a £81.6 million Food & Health research centre, the Quadram Institute and Leaf Systems - a translational facility for the research, development and manufacture of high value products in plants. Norwich Research Park Enterprise Zone has outline planning permission for 25 ha of commercial, research and development, and ancillary uses.

The Park has fully resilient Superfast broadband and it boasts a range of accessible facilities including the award winning Centrum building, which provides accommodation for early stage companies and acts as a hub for networking and knowledge exchange.

A remarkable location, with excellent transport links to Cambridge, London and Europe, businesses locating to the Park also benefit from the outstanding quality of life South Norfolk offers.

Benefits:

- business rate discount of up to £275,000 over five years
- simplified planning
- access to Superfast broadband

06

Scottow Enterprise Park

Coltishall

◀ 26 hectares ▶

Scottow Enterprise Park is a 12.4 ha Ex-RAF site on the Northern Edge of the Greater Norwich urban zone. The site will benefit from the planned Northern Distributor road (due Q1 of 2018), which will greatly enhance site accessibility and support economic growth North of Norwich.

The site provides a unique offering for grow on space, a private high voltage renewable electricity network and promises to be a strategic business location across the East and the UK. This unique test bed will be perfectly positioned for low carbon & built environment technologies, with tenants already onsite and growth underway.

This Norfolk County Council owned site has the backing of local partners to ensure routes into the Enterprise Zone could not be smoother. A move to the Scottow Enterprise Zone will not only put your business in the right place to profit from the huge investment over 25 years that's being made into this enterprise park, you will also benefit from business rate relief for up to five years to get you moving quicker and commitment for Superfast broadband to speed communications with your customers.

07

Benefits:

- business rate discount of up to £275,000 over five years
- simplified planning
- access to Superfast broadband





Great Yarmouth and Lowestoft Enterprise Zone

Great Yarmouth and Lowestoft are at the heart of the East of England's energy powerhouse. It is estimated that £50 billion will be invested in the region's energy sector over the next two decades, with £18.1 billion to be committed up to 2020. Your business can be part of this exciting future by moving and growing in the Great Yarmouth and Lowestoft Enterprise Zone.

Beacon Park 11 Great Yarmouth < 16.7 hectares >

Beacon Park, one of the most successful Enterprise Zone sites in the country, offers a range of bespoke design-and-build opportunities for growing companies, in addition to high-quality, ready-built offices and workshops for businesses seeking a speedy occupation.

Targeted at growing energy sector businesses, the fully-landscaped park is a growing hub for the high-tech and light industrial operations of businesses in the sector and is home to EEEGR, the East of England Energy Group.

The 16.7ha site is superbly located, with direct access to the new A12/A143 link road and close to the A12 trunk road linking Great Yarmouth and Lowestoft. In the 2015 Autumn Statement, the Government approved a bid to extend the existing Enterprise Zone at Beacon Park, which will mean space for an additional 30 businesses.

For more information, visit www.beaconpark.co.uk

South Denes 12 Great Yarmouth < 58.8 hectares >

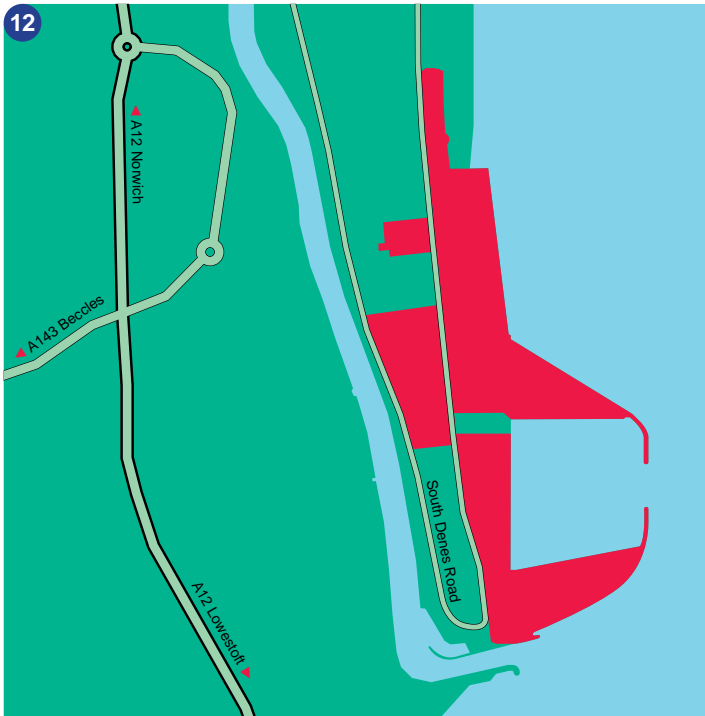
This area of the Enterprise Zone encompasses a large area of land between the River Yare and the southern North Sea in Great Yarmouth, including the deep water Outer Harbour. This site is strategically placed for access to the southern North Sea and is uniquely well situated for companies to take advantage of the vast potential of the offshore wind energy industry.

The 58.8 ha site features land ripe for development and for storage and laydown. The Enterprise Zone area is enveloped by a 13.3 ha Local Development Order that includes the Outer Harbour and a long stretch of the river quayside and brownfield development land which allows for a simplified planning process for businesses in the energy, port and logistics sectors. The wider area is served by the A12 and A47 trunk roads which provide road links to the south and to the west. Great Yarmouth railway station, which is located 2km north of the area, provides links to Norwich and onto London.

Three sites, amounting to an additional 1.14 ha of industrial land, are set to be added to the South Denes Enterprise Zone Site in 2017.

Benefits:

- business rate discount of up to £275,000 over five years
- simplified planning
- access to Superfast broadband



Economic Development Sub-Committee

Item No.....

Report title:	Inward investment update
Date of meeting:	19 January 2017
Responsible Chief Officer:	Tom McCabe - Executive Director, Community and Environmental Services
<p>Strategic impact Attracting and retaining inward investment is an important activity, albeit a highly competitive one. Investment creates jobs, which boosts growth and raises living standards. It can also help to drive competition and make companies more efficient. Investors bring knowledge, resource, new ways of thinking and new technology which in turn can raise skill levels, productivity and salary levels. Inward investment can create or enhance clusters, drive innovation and also raise our profile nationally and internationally. That can help attract skilled people and attract further investment – success breeds success. Where inward investment involves the acquisition of a locally based company it may not always result in a positive outcome.</p>	

<p>Executive summary This report provides committee with an overview of the inward investment function carried out within the Economic Development and Strategy Group, in collaboration with a number of local partners, an update on current performance and proposals for future activity.</p> <p>Recommendation – members are invited to comment on current performance and arrangements, as well as suggest improvements.</p>
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1. Background

- 1.1 Norfolk County Council, the seven District Councils and the New Anglia LEP all undertake inward investment activity, designed primarily to attract and retain investment by business. This is over and above any work undertaken to establish and grow indigenous businesses, especially those unlikely to consider relocating outside of the county. Various specialists and local partners such as universities, colleges, recruitment agencies and local property agents are brought in as required. The DIT - Department for International Trade (formerly UKTI) - is also a key player where an investment has an international dimension.

- 1.2 Certainly, all local areas will seek to demonstrate their respective attractions to other parts of the UK where possible. The Welsh Assembly Government has a London office purely to attract business from the capital. Other major cities also promote themselves within the capital, as well as targeting other areas of the UK to try and supplement their respective sector strengths.

- 1.3 Inward investment has been recognised as a key element of the economic growth strategies for many of Norfolk’s LAs as well as the LEP, which has translated to a fair degree of joint working across and between both county areas. This enables more localised intelligence.
- 1.4 This paper explains how the local authorities and the LEP currently encourage or support inward investment, with a focus around three key areas:
- Outwardly focussed – generating enquiries through a range of promotional activity;
 - Inwardly focussed – responding to and managing enquiries, working to support locally based companies;
 - Product development – ensuring we maximise our offer, enhance it, expand it, understand it and present it appropriately.
- 1.5 Appendix A gives some further background to what is generally understood to be inward investment, and what are some of the decision drivers.

2. Norfolk’s performance in terms of attracting investment

- 2.1 Appendix B describes the national picture in terms of inward investment, which has been improving over the past five years as the UK (and the world) recovers from the recession. This section looks at Norfolk’s performance.
- 2.2 In 2015/16, in partnership with UKTI (now DIT), Norfolk attracted 10 projects, involving 453 new jobs. Five of those projects involved substantive involvement from the Economic Development team and/or other local partners.
- 2.3 Those projects emanated from a wide range of countries – Denmark, China, Australia, Netherlands, Sweden, Nigeria, Malaysia and Belgium.
- 2.4 One project was an acquisition (Riddlesworth Hall School which was widely covered in the media). One new investment was Supernova Energy which we attracted to Hethel Engineering Centre and another project was a new retail investment. The remaining six (accounting for the majority of the job growth) came from existing businesses. These were not publicised.
- 2.5 In addition the team handled 22 further enquiries, of which nine did not progress and the remainder have carried over into this current year.
- 2.6 The Economic Development Team, together with other local partners including the LEP, has supported a substantial number of UK (local) owned businesses, including some expansions and intra county relocations:
- 22 Agritech projects supported, creating 75 jobs, £1.2m grant awarded – projects either promoted, managed, appraised or a combination – Norfolk and Suffolk;
 - Partners in the delivery of the LEP’s grant schemes. 51 projects supported, leading to 309 jobs, granted £2.5m;

- 40 substantive contacts with Norfolk businesses for a wide range of reasons (not included above). Notable projects already covered in previous reports include Eastern Attachments, Baxter Healthcare and Lintott Control Systems.

2.7 **Current 2016/17 pipeline** – There are 30 projects on the national enquiry pipeline, which include Norfolk/NALEP as a contender. The following 12 anonymised projects are the strongest on the pipeline. The number of enquiries we would expect to receive has reduced in the past few months – in line with national trends.

- 1 – Offsite modular construction company seeking 24,000sqm manufacturing facility to manufacture residential housing units. Creating 610-630 jobs
- 2 – Electric vehicle manufacturer looking at a phased investment, starting at a small scale R&D facility and growing into a 200,000sqm site for manufacturing, creating up to 1,000 jobs
- 3 – South Korean manufacturer, based in Seoul. Manufacturing interactive touch screens for use in the education & business sectors. Seeking 600sqm/1000sqm facility, creating 4-10 jobs
- 4 – UK expansion project for a notable games development company in the UK. Looking to create 100 high quality jobs
- 5 – Dutch waste company seeking a 15,000sqm site for recycling operations that would handle farm plastic waste such as silage wrap – they clean it and then process for recycling
- 6 – Chinese engineering firm, looking to work with UK engineering firm specialising in system controls. Companies have been suggested.
- 7 – South African medical testing company looking to set up sales and business office in UK. Have identified Norwich. Project on hold, due to confirmation of contracts with target company
- 8 – Offshore wind component manufacturer looking to provide products to Tier 1 offshore wind manufacturers. Ongoing dialogue - contingent on winning contracts in future bidding rounds
- 9 – Italian Steel manufacturer looking to purchase/rent site in GY to service offshore wind market. Ongoing
- 10 – Chinese skincare company looking for R&D partner in UK. In talks with newly established company at NRP, but very early stage enquiry
- 11 – Japanese automotive manufacturer producing electric sports cars and looking for a European base. Sites at Scottow and Hethel are being promoted. On DIT pipeline as UK-wide enquiry for European base
- 12 – Dutch engineering company seeking support to establish a new facility in Norwich

3. Resourcing inward investment activity – how we are organised locally

3.1 Appendix C provides some background on how inward investment was historically managed from a national and regional perspective. In 2012, following the abolition of the regional tier of UKTI, a new national service was established to engage with local partnerships.

3.2 In 2013, the County Council's Economic Development and Strategy team increased its capacity and set about engaging more substantially at a national level. Broadly, we feel the past few years have presented us with a better opportunity to promote ourselves, and this has resulted in more investment as described in section 2.

- We have been able to promote Norfolk, and its key assets both sectoral and locational, directly to national influencers.
- We have had better access to the national pipeline
- We have had access to a nationally-based team of sector specialists who have worked with (a smaller number of) our key foreign owned businesses and were highly surprised and impressed by the quality and breadth.

3.3 This preceded the signing of an MOU by the County Council with the LEP, Suffolk CC and DIT to act as the main and first point of contact with DIT. We committed to:

- respond to all new inward investment enquiries;
- maintain and keep updated a commercial land and premises register;
- maintain a database of information to support responses to enquiries;
- liaise with specialist colleagues, districts, the LEP and businesses in order to better understand our offer, opportunities and product;
- maintain a contact register for foreign owned and other key businesses in Norfolk;
- conduct inward visits, should Norfolk be shortlisted as a favoured location, linking up with local partners as appropriate;
- develop and maintain a clear understanding of the local "offer", our key sectors, R&D capability, business expertise etc.;
- undertake, lead on or support lead generation activity.

3.4 The ED&S Group expanded to provide a full time specialist resource to lead on this inward investment activity. However, it was always recognised that input from other partners, especially the District Councils, would be vital. Other ED&S staff assist where necessary. All District Council Economic Development teams provide a valuable supporting role, and in some cases will lead on an enquiry especially if there is a direct approach. The total resource provided by the County Council to support inward investment is approximately 1.8 FTE staff and a budget of £70k.

3.5 The LEP has one post that supports inward investment (as part of its role managing Enterprise Zones), and the MD is very supportive if required. Each of

the District Councils supports inward investment, and most have at least one team member devoted to this function.

- 3.6 The following section provides some detail about current and planned activity, linked to the key areas shown in 1.4. The focus is on job creation, awareness raising, lead generation and enquiry handling with an emphasis on our key sectors.

4. Planned activity

Outward focussed – profile raising

- 4.1 With modest resources available, it is not practical to undertake major profile raising campaigns. To gain sufficient reach and impact would cost far more than could be justified. However, these are the main ways we are currently or are proposing to raise our profile.
- 4.2 We manage the Locate:Norfolk website which contains substantial information about the county's key business sectors, key locations, a map-based property search facility and the wider economy (housing, schools, culture, recreation, environment etc.). The sectors we especially focus on are:
- Energy, with particular emphasis on the renewables sector;
 - Health and Life Sciences (with emphasis on the NRP);
 - ICT and Digital Creative Media;
 - Manufacturing generally, with more advanced engineering focussed on Hethel – especially automotive, but also aviation;
 - Financial and Professional Services;
 - Agri-tech, which again links with the NRP but embraces engineering, food processing and farming, with its supply chain.
- 4.3 As well as keeping the website refreshed, the team manages the Locate: Norfolk twitter feed which has 5,822 followers; we have put out 2,063 tweets celebrating success and opportunities from Norfolk.
- 4.4 Recent research has shown that the profile of Norwich, where there is a perception, is generally more positive than Norfolk's. As such we will be looking to leverage the City's profile more in the future, especially in relation to the sectors which are strongest there. We collaborated with the Greater Norwich Growth Board, the LEP and Suffolk partners to present Norfolk under the Greater Norwich brand at the recent MIPIM property exhibition.
- 4.5 In addition a recent initiative to leverage our proximity to Cambridge, enhanced by the completion of the A11 dualling, has seen the launch of the Cambridge Norwich Tech Corridor. This is a major initiative supported by all the authorities between Norwich and Cambridge and was the subject of a report to the last committee meeting in November. The project has been supported by the Business Rates Pool to enable the recruitment of a specialist to bring forward the various sites along the A11, build connections between the two cities and promote the opportunity.

- 4.6 A core activity for the team is targeted promotion nationally and internationally to DIT professionals. This includes sector specialists and overseas posts. It is vital that our key messages are promoted to DIT so that our assets form part of the national offer. Various national sector profiles do not generally promote specific localities but instead amalgamate strengths into a coherent suite of messages. However, once interest is shown in the UK offer DIT is able to pinpoint the optimum location(s).
- 4.7 In the past three years we have hosted sector specialists from the Agri-tech sector, Financial Services team, Automotive Engineering, Offshore Wind, Life Sciences and ICT. We follow up this work by providing regular sector updates. Often we are brought together with other LEP areas that are strong in these sectors to provide singular briefing documents. A summit on Offshore Wind is planned for January 2017.
- 4.8 Sector focussed lead generation work has been undertaken for sectors where we consider our strengths to be nationally significant. This includes sector focussed exhibitions, targeted lead generation at specific businesses, and the creation of marketing material. These are covered in the next paragraphs.

Product development – targeted sector initiatives

- 4.9 **The Wind Energy Sector.** This committee was appraised in 2015 of the opportunities presented by the sector. In addition, decommissioning of ageing oil and gas assets in the Southern North Sea is starting to occur with Gt Yarmouth businesses picking up work and investment. All activity is undertaken in partnership with Great Yarmouth Borough Council, North Norfolk DC, Waveney DC, Suffolk CC and East of England Energy Group.
- 4.10 The creation of an energy sector focussed Enterprise Zone has provided an excellent backdrop around which to present a substantive offer to the sector. The awarding of Assisted Area status, the achievement of CORE (Centre for Offshore Renewable Engineering) status and the coming together of Norfolk and Suffolk authorities under a single brand (East of England Energy Zone) has all helped to place the area in a strong position. Activity includes:
- an exhibition programme at major wind energy events – ongoing. The next event is the European Wind Energy conference in June 2017;
 - a relationship management programme targeted at all the main wind turbine manufacturers, their higher tier suppliers and the developers to understand and influence investment decisions. A high level, ongoing dialogue exists with all of the key potential investors;
 - a PR campaign, to be recommenced in 2017;
 - web presence and the development of marketing material;
 - research into the supply chain and the production of a capability matrix;
 - analysis of our property offer and the development of a strategy to meet investor needs, especially within the port;
 - lobbying Government.

- 4.11 Activity is fully funded from the Enterprise Zone income, allowing a more expansive approach than can be afforded with other sectors.
- 4.12 **Bio Tech** – working with the Norwich Research Park Office, the LEP and South Norfolk Council we have engaged specialists to investigate and narrate the key areas of science that will be of interest to start up, or existing businesses. In particular those who could benefit from the join up between the core areas of science. This resulted in the emergence of:
- Industrial Biotech, focussing on natural products, biodesign, bioengineering and carbohydrates;
 - Med Biotech, focussing on gastroenterology, medical microbiology, anti-microbial resistance and biofilms;
 - Agri Biotech, focussing on crop yield, precision agriculture, crop resilience and crop quality;
 - Food and Health, focussing on gut health and microbiome, food bioactives and food safety.
- 4.13 The specialists have taken these core strengths and opportunities and presented them to a substantial number of Bio Tech companies in the USA, with the aim of tempting them to explore the potential of collaboration which may lead to investment. 107 leads were identified and these are being examined to find the areas of closest fit on the NRP. This is the first time an exercise like this has been undertaken and interest across the NRP is considerable. The total cost is currently projected at £30,000, split three ways between ourselves, South Norfolk Council and the NRP.
- 4.14 **ICT** – Our work in this sector has emerged thanks to the inclusion of Norwich in the 2014 Tech Nation report. The City has sustained its place in both the subsequent years and as a result we have entertained several enquiries from London based businesses. We have also helped to establish Tech East which is going to provide a stronger focus for our promotional work and its emerging action plan will target London especially. We are also working with our new Voice and Data contract providers to leverage their relationships with ICT companies. The LEP and the City Council as well as Suffolk CC are key partners.
- 4.15 **Automotive Engineering** – Hethel Engineering Centre has incubated over 200 new businesses; many were start-ups in the automotive sector. We know many chose Hethel despite other parts of the UK (and beyond) offering attractive incentives. Hethel is therefore seen as a major investment opportunity and is seen by DIT as a national asset. The next stage is to pursue the concept of a Technology Park on the land surrounding it.
- 4.16 **Aviation** – There are relatively few regional airports in the UK and even fewer have available employment land. This is a growing sector and we are working with the airport and other partners to attract investment. We believe the creation of the International Aviation Academy will play a key role.

- 4.17 An important aspect of attracting inward investment is to ensure we have a variety of serviced employment sites across the county. However, many of our strategic sites are constrained due to the cost of providing utilities, or due to the need for highway works. This report will not discuss specific site issues, but there is a delicate balancing act in terms of profile raising focussing on one or more employment sites that may not yet be ready to bring forward. But unless demand can be demonstrated, developers will be unlikely to invest.
- 4.18 **Enterprise Zones** – are an important development that are providing the means to unlock certain sites. They provide a potential income stream which can be used to forward fund infrastructure. The incentives offered by EZ status are an attractant in their own right and in addition, the Government promotes EZ sites as a national suite of locations.
- 4.19 The experience of Hethel Engineering Centre as well as the other business incubators across the county has provided evidence that a high quality, supportive start-up environment is highly valuable. We are exploring the potential of developing more incubation space, especially ones with a sector focus, and will present these ideas to Committee at a later date as they progress.

Inward focussed activity - relationships with existing companies

- 4.20 As has already been stated, much of our investment comes from existing businesses. Part of our relationship with DIT, and a key function of ours and District Economic Development teams, is building and maintaining relationships with key businesses. Between us we have extensive relationships with most of the county's larger 50 companies, by employment, where they play a major, outwardly focussed role within the sectors described earlier. In addition we maintain relationships with many other companies, especially where they are key constituents of the sectors mentioned earlier.
- 4.21 There is a hierarchy of relationships which places responsibility for leading on relationship management, with a small number having ministerial-level contact, a larger number managed at national DIT-level, a still larger number handled by DIT's Investment Services Team and the remainder managed locally. Information and knowledge is widely shared.
- 4.22 UK-owned companies tend to be managed locally unless they are amongst the largest.
- 4.23 Where a Norfolk-based company has a head office elsewhere in the UK, DIT will generally ensure we are kept abreast of corporate developments, if they may have an impact on the Norfolk based plant.

EU Project Proposal

- 4.24 The Economic Development team is leading on a project that will deliver an EU funded support programme if successful. It will actually contribute to all three areas of inward investment.

- 4.25 The project will generate, encourage and support successful new inward investments within Norfolk, Suffolk and the Greater Cambridge Greater Peterborough LEP area, referred to as GCGP/NA. It aims to increase economic prosperity, jobs and GVA across GCGP/NA. The project will raise the profile of GCGP/NA as an inward investment destination; it aims to bring new inward investment from internationally and locally based SMEs and support the growth aspirations of SMEs in the area through better use of investment opportunities.
- 4.26 If we are successful, this £2.7m programme will operate for three years from mid-2017 and deliver 250 intensive business supports, create 10 new business and 170 new jobs as well as a number of other outputs.

Officer Contact

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

If you have any questions about matters contained in this paper please get in touch with:

Officer Name: David Dukes **Tel No:** 01603 223142
Email address: david.dukes@norfolk.gov.uk



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

Background – what is inward investment, and what drives decisions

- 1 The generally accepted view of what constitutes inward investment embraces these key areas:
 - I. Attracting new direct investment, which can take the form of:
 - a relocation from elsewhere in the UK or further afield;
 - expansion, to create a new facility – possibly a branch or subsidiary;
 - a new start-up company, but usually considered inward investment when the company could have opted to start-up outside of Norfolk;
 - an acquisition.
 - II. Working with existing companies that are already based in Norfolk. The primary aim is to sustain that company, but also to identify threats and opportunities for expansion, providing assistance where possible, especially with growth opportunities, or by connecting with other companies, the academic base or support programmes (especially grants or other finance).
 - III. Improving the Norfolk “product”. This includes employment land (especially the creation of Enterprise Zones and Assisted Areas), new premises, incubation facilities, the cultural environment, and gathering intelligence about the “offer” to inform/support profile raising activity.
 - IV. Investment in land, property or other fixed assets – especially valuable if the investor unlocks a constrained site, or significantly improves the quality/profile of a development – attracting more, and better quality end users as a result.
- 2 It is usual for the main focus of this activity to be on foreign investment (FDI). For over 30 years UKTI (now DIT) has acted as the key national focus for attracting FDI, and it has never had a remit in simply moving investment around the UK. Of course we are not so constrained – and neither are other areas of the UK, especially devolved administrations.
- 3 Investment generally has a highly positive outcome. Investment creates jobs, which boosts growth and raises living standards. It can also help to drive competition and make companies more efficient. Investors bring knowledge, resource, new ways of thinking and new technology which in turn can raise skill levels, productivity and salary levels. Inward investment can create or enhance clusters, drive innovation and also raise our profile nationally and internationally. That can help attract skilled people and attract further investment – success breeds success.
- 4 It may also involve acquisition of a company – this can be planned and managed, and result in substantial growth. A good example is Seajacks in Great Yarmouth which targeted Murubeni and achieved it. The investor may have better access to markets, or the ability to invest in plant, equipment and skills, or they may relocate functions/activity from other plants. The benefits may therefore be longer term. On the other hand, the acquisition may result in efficiencies causing job losses locally, or result in downsizing. Occasionally an

acquisition can even lead to closure, with a view to liquidating assets for other purposes, or simply to reduce competition.

- 5 **What drives investment decisions?** Investment decisions tend to be made on the basis of a combination of a number of factors. Essentially, a business will be looking to exploit an opportunity which may range from local to regional, to national, to European to global. Analysis of enquiries received in recent years shows the following as common criteria:
- proximity to a major (growing) market and if physical products are involved will usually drive choice towards the centre of that market, or a location close to the main motorway network, and/or a major airport;
 - proximity to a sea/airport (this is very often a key determinant);
 - proximity to resources – raw materials (in the case of Palm Paper it was access to a large supply of water that was a key determinant);
 - to be part of a supply chain, or to exploit one – tends to occur more when there are clusters of larger businesses;
 - quality of relationships with key support agencies that provide many roles ranging from initial the provision of initial information, to providing assistance with relocating staff;
 - proximity to knowledge bases, centres of excellence or a specific skill base, and the labour supply generally. Also, the likely cost of this labour – in some cases this can be a key determinant;
 - financial incentives – either through Assisted Area grants (currently not universally available), national schemes such as Regional Growth Fund (again not available now) or Enterprise Zone incentives;
 - available, serviced land or suitable existing premises, deemed to be affordable but investors are clearly willing to pay more for “premium”, desired locations.
- 6 Ultimately, key decisions are still based around a search for sites close to the main motorway networks, key airports and/or major centres of population; it is no surprise that well over half of all UK investment gravitates to London and the Greater South East (including the M4 corridor).
- 7 A recent piece of work by Deyton Bell, for the Cambridge Norwich Technology Corridor partnership, asked 50 (technology) businesses based in Norfolk, Suffolk and Cambridgeshire about their key drivers for investment and the top 8 were:
1. Skills
 2. Cambridge (for businesses based there)
 3. Costs
 4. Road access
 5. Proximity to suppliers
 6. Proximity to customers
 7. Links with Universities
 8. Quality of Life
- 8 The overall image of a location will rarely be a factor in attracting an investment in the first place. Few locations will have a high enough profile to

have a material effect on a general basis. However, associations with certain key sectors can enable carefully targeted profile raising as long as the information is underpinned by an authoritative third party. Norwich's inclusion in the Tech Nation report is a key example.

- 9 However, a prior connection with a local area by the key decision-maker can be important. Similarly, an overseas company's first steps in the UK market may occur through the appointment of a UK based representative, usually with experience of the sector and the local market. The eventual location chosen for the investment may simply be where the representative is based.
- 10 Environmental or quality of life factors can play a role, although given that most areas in the UK claim to present this as a major advantage, it is difficult to present this as a USP unless a visit actually takes place.
- 11 Some locations attract investment due to the availability of substantial grant funding, or because the local authorities own substantial property portfolios which they can deploy. Despite state aid constraints, it is clear that authorities that are able to take a stake in developments can usually present attractive deals.
- 12 One important exception to much of the above has been Cambridge, where a global reputation for science, technology and R&D helps to generate considerably more interest and investment than comparable towns and cities. However, lack of space and very high costs are now major constraints. This has been a key driver behind the Cambridge Norwich Tech Corridor initiative, which has drawn support from Cambridgeshire local authorities. Those partners see benefit in collaborating with us, which is important given the other "corridors" of major importance that emanate from Cambridge.

National Trends and the types of investment the UK attracted in 2015/16

- 1 The UK has historically been very successful at attracting and retaining inward investment. The most recent figures (2015) show we are the leading European destination for investment (closely followed by Germany) and 3rd only behind the USA and China (including Hong Kong). In line with global trends, until 2014/15, there were lean years, but the past 2 years have seen more new investments and more expansions into the UK – and we have performed well against the rest of the world.
- 2 The UK attracted 2,200 projects last year; over half came from the US and the main EU countries plus Switzerland. UKTI's budget specifically for inward investment in 2015/16 was £44.6m, although additional support is provided via the Foreign Office, especially at the various embassies and consular buildings throughout the world.
- 3 London attracted by far the most investment, attracting nearly 900 of the 2,200 projects landed. The rest of England attracted 1043, but the majority went to the regions adjoining London – and specifically to the counties/LEP areas closest to London.
- 4 Wales and Scotland won only 100 projects each, and Northern Ireland just 30.
- 5 Many of the successful projects involve investment into or from existing businesses. Nationally, more projects, more jobs and more investment was delivered this way. But in the past five years, nationally there have been more new investments rather than expansions. For Norfolk, given that attracting new investment has always been a challenge, it will always be at least as important to maintain close relationships with existing companies.
- 6 However, there is increasing pressure on foreign-owned companies located in the UK, as well as indigenous companies to look at lower cost bases overseas. A recent survey of 100 CEOs of large businesses by KPMG showed a majority felt the recent referendum on EU membership may cause them to relocate head office or other operational functions overseas. Plus, the widely reported rhetoric from the new US president is likely to put more pressure on US-owned companies to reshore business back to the USA wherever possible. A strategy which includes actions to ensure business retention, and to exploit opportunities to encourage further investment is vital.
- 7 Large-scale relocations or brand new investments into a new location are quite rare. The creation of new car plants and electronics factories occurs less often, and in Norfolk was always a rare occurrence. An obvious exception was Palm Paper's much celebrated investment (over £400 million) into King's Lynn around 10 years ago. More common are more modest expansions, measured

acquisitions or the establishment of small sales offices (and the latter can sometimes actually be to the detriment of local businesses if this merely facilitates the provision of goods or services from a remote base, in direct competition with locally based suppliers).

- 8 The most important sector in terms of both jobs and numbers of projects is in financial and professional services, with 681 projects and 41,876 jobs. The majority of this was directed at London. Other sectors include:
 - Advanced manufacturing – 618 projects and 37,400 jobs
 - Creative and ICT – 668 projects and 14,000 jobs
 - Energy – 260 projects and 13,500 jobs
 - Electronics – 138 projects and 3,900 jobs
 - Life Sciences – 178 projects and 14,600 jobs
- 9 In all sectors this represents an increase on 2014/15 and maintains a generally upward trend overall since 2011/12, which is the first year an improvement occurred since the recession.
- 10 There are no interim figures available to provide an indication of how the UK is faring in 2016/17 so we will need to wait until the summer before we have that information.

Background to historic inward investment resourcing and organisation

- 1 The devolved administrations (Scotland, Wales and Northern Ireland) have for many years devoted substantially more resource into promoting their respective territories than England. Until 2010/11, the 9 English Regions ran their own inward investment programmes, with the East (6 counties of Norfolk, Suffolk, Essex, Hertfordshire, Bedfordshire and Cambridgeshire) having the least resource available – In 2010 the budget was £2.1m which was half as much as the next lowest spending RDA. All RDAs employed their own staff (or in the case of the East of England, contracted the service out), and established to varying degrees an overseas presence together with influencing and promotional campaigns. It was clear there was considerable competition, and often the regions/DAs had a much stronger overseas presence than DIT/UKTI.
- 2 Since April 2011, the English regions ceased to deliver an inward investment function – although the devolved administrations continue to promote their respective areas. From 1 April 2011, a national service was established to provide links between the centre and the localities – they naturally chose LEP's as their point of contact
- 3 The East of England budget at £2.1m was consistently low compared to the other regions – and some of the larger city areas too. More recently we have been ascertaining the resources some of the city regions devote to inward investment. For example, Manchester (population 2.7m) has published its position recently. It devotes almost £3m a year, although some of the Metropolitan Boroughs may also undertake local activity. In 2014, the Leeds city region spent £2.9m, employing 34 staff.
- 4 Within the East of England region, it was Cambridge and the counties close to London that benefitted the most from regional investment. On average, Norfolk received around 4-5 new investments per year that the regional body claimed credit for, creating around 25 jobs per year. As section 2 shows we are now achieving more than double that in terms of successes, and many more jobs.
- 5 The key issue for Norfolk and its partners (as well as Suffolk) has always been that our economic assets were generally not well-known or valued outside the local area. The sheer strength of the other regions' resources meant that they would usually be in pole position to proactively promote their assets, or respond with substantial offers even if those offers are sometimes not as strong as those we have in Norfolk.
- 6 In 2012, UKTI established a National Investment Services Team whose responsibilities are:
 - liaising with localities to build up and maintain a clear understanding of local assets;
 - receiving and responding to enquiries – and passing them over to localities for their input;

- working with overseas posts and sector leads to communicate sector strengths and market opportunities in UK;
- maintaining a CRM process, with major employers.

Economic Development Sub-Committee

Item No.

Report title:	EU programmes update following the referendum
Date of meeting:	19 January 2017
Responsible Chief Officer:	Tom McCabe - Executive Director, Community and Environmental Services
Strategic impact The objective of the work of the Economic Programmes Team is to maximise the amount of European Union (EU) funding secured by NCC, as well as organisations or businesses across Norfolk. Aligned to NCC priorities, the team provides intensive support to ensure high quality, competitive bids are submitted.	

Executive summary

A report was taken to the Policy and Resources Committee in July about the impact of the referendum on various activities of the County Council. At that time the impact on European funding programmes was largely unknown. This report is to update the Economic Development sub-committee on government announcements since July that impact upon the European Union funded programmes that we manage, deliver and support applications to.

In the immediate period following the EU referendum, activity across the range of EU funded programmes stalled while awaiting advice from central government on how to proceed. Some development time was lost as applicants awaited further news before taking the decision to apply for EU funds.

In October 2016, the Chancellor announced that all EU funded projects contracted before we leave the EU will be honoured in full. This guarantee includes honouring funding for projects which are due to complete in the years following the UK departure from the EU. The guarantee is subject to projects meeting two criteria: 1) value for money and 2) fit with national priorities; both of which are tested when projects are assessed.

This commitment has provided welcome assurance that businesses and organisations can continue to benefit from European funded schemes available in our local area until funding contracts expire. The Economic Programmes team are therefore promoting the EU funding opportunities to potential applicants to get as much contracted as possible before we leave the EU ('use it or lose it') to ensure we maximise economic development funding to the County. Section 5.1 sets out the activity that has happened on each programme since the referendum.

Since the referendum, the LGA has been leading a debate about the role of local government and English communities in the Brexit negotiations; this included securing a seat for local government at the negotiating table. LGA members agreed to focus initial Brexit work on the following five priority areas to ensure we are able to use the LGA seat at the negotiating table effectively on behalf of councils:

1. The future position of local government;
2. Securing investment that is currently sourced from the EU;
3. Developing a new legal base for local government;
4. Community cohesion; and
5. Place-based impact.

In Norfolk we have begun preparing our principles and framework for successor funding schemes, and have been asked by the LGA Brexit Sounding Board to put forward the opportunities and risks for such schemes.

Recommendations:

- 1) The committee notes the government guarantee for funding and the EU project activity that has happened since the referendum.**
- 2) The committee approves the proposal and principles for any economic based successor schemes to EU funding (post-2020) as the basis for our submission to the LGA Brexit Sounding Board.**

1. Proposal

1.1 The proposal for successor aid schemes for economic development, to replace European funding after we leave the EU, should be:

“The UK government should replace EU funding with a national successor scheme delivered locally which maintains the current global value and is index linked”.

1.2 The principles for successor schemes

The principles for such a scheme should be:

1) A scheme of the same value and index linked

The current value of European funded grants available to Norfolk is more than £72m – and that figure excludes the millions of pounds of direct payments to farmers. These grants deliver economic growth by supporting businesses, research and development, skills, innovation, low carbon and the environment. We want to ensure Norfolk continues to receive its fair share of economic growth funding, and that the value of successor schemes is index linked.

2) Schemes of economic impact

Grant applications are currently assessed on their economic impact – the ability to deliver economic growth, create jobs and business growth, deliver skills or training, and commercialise innovative products. This is key in any new scheme, to justify the use of public funds.

3) Ability to prioritise funding locally

Funding should be focused on meeting local economic strategies for growth rather than diluting the impact locally through nationally set priorities. We have evidence that involving the local community in setting priorities and developing local projects works best for our local areas.

4) Decision-making delegated to local areas

We would welcome local (County) allocations of funding under which we can make our own decisions about priorities and project selection. Funding should be focussed on research and economic growth, environment, skills and employability outcomes to build inclusive growth into the framework for delivery.

5) *Ability to collaborate transnationally where relevant*

One of the current advantages of EU funded schemes is the ability to impact on common challenges by working in partnership with other countries and areas. We want to retain this ability where it is relevant to Norfolk, for example challenges faced in the seas, fisheries and waterways, environment, historic and natural assets.

6) *Simplifying schemes*

Simplification of rules and regulations needs to be centre stage of a new funding regime. Complexity, state aid rules and compliance all add barriers to achieving the potential for economic growth. We have experienced different government departments contradicting each other on the application of scheme rules and significant variance in interpretation of regulations (e.g. application of state aid).

7) *Joining similar schemes together*

Complementary schemes such as business advice and workforce training should be overseen by one government department and delivered locally to ensure consistency. Replacement of the current myriad of schemes with fewer, broader schemes would also be welcome.

2. Evidence

- 2.1 The EU funded schemes currently available in Norfolk and their value are appended to this report at Appendix 1 (as reported to the Policy & Resources Committee in July 2016).

When considering the future of aid schemes and how they might be delivered, we should place them in the context of nationally available economic schemes such as Enterprise Zone Status and Growth Deals, and how such schemes might impact on business rates because of the opportunity to raise revenue as a result of economic growth.

- 2.2 The objective of the Economic Programmes Team is to maximise economic funds into Norfolk. The impact of the loss of these EU funded schemes to Norfolk needs to be mitigated by ensuring that successor schemes maintain the current global value and are index linked.
- 2.3 We need to lobby for longer-term certainty of funding. Reasonable funding durations of around 10 years would give real certainty and the ability to plan investment over longer periods to deliver against key economic objectives. If schemes are linked to parliamentary terms or subject to national driven policy changes on a regular basis, the risk to local strategy would be significant.

3. Financial Implications

- 3.1. Agreeing the principles and framework for lobbying for future schemes (post-2020) does not have any financial implications.

4. Issues, risks and innovation

We have considered the risks for successor aid schemes based on our experience of EU funding to date.

4.1 Risks of successor schemes

- The total value of the amount available decreases if the historic value of contributions to EU funded schemes are not ring-fenced.
- We lose the grass roots approach to delivery of schemes such as LEADER.
- Research & Development is protected to the detriment of other priorities.
- Non-devolved areas lose out to devolved areas creating greater inequalities between urban and rural areas.
- There is a hiatus while new funding streams are designed and implemented if access to successor EU funding streams is not an option for the UK.
- A shortening of funding terms and becoming dependent on governmental terms.
- National funding streams typically have shorter lifespans than EU funded programmes and are often announced at short notice. This makes multiyear planning and meaningful cooperation or innovation difficult.

5. **Background**

5.1. **Delivery of EU funded programmes since Brexit**

5.1.1 Large rural business grants via EAFRD (European Agriculture Fund for Rural Development)

The New Anglia area has a £13m allocation under this EU National fund aimed at larger rural businesses. Since the referendum result there have been three contracted projects while a further eight projects are at various stages of appraisal. These projects have a combined value of £1,673,596 investment which means there continues to be significant funding opportunities for local organisations.

In January 2017, Defra will launch Calls for projects under the themes of:

- Business Development;
- Food Processing; and
- Tourism Infrastructure.

A further call for Tourism Cooperation will follow in spring 2017.

All the Calls will be open for 12 months and alongside LEADER will represent significant bidding opportunities for Norfolk businesses. NCC employs a Rural Projects Facilitator who is available to support potential applicants through the process.

Most grants awarded will have a maximum value of £170,000 although there is an opportunity to apply for up to £1m under food processing. The funding available in each theme is set out below.

Food processing	£5,206,351
Rural business development (including farm diversification)	£3,904,763
Tourism infrastructure	£2,603,175
Tourism cooperation	£1,301,589

Alongside LEADER funding, EAFRD and LEADER together represent over £20m rural business funding available to local businesses.

5.1.2 Small rural business grants via LEADER

Norfolk County Council is the Accountable Body for five Local Action Groups (LAGs) across Norfolk and north Suffolk with responsibility for delivering £9m of LEADER funding by 2020. LEADER funding is aimed at smaller rural businesses, with local people making decisions about where grant funding is awarded.

The programme was launched in November 2015 but has been severely hampered by restrictions imposed during two periods of purdah and a great deal of uncertainty since the referendum. Following the announcements made by the Chancellor in October confidence has risen although there are still areas that need greater clarification from the Rural Payments Agency (RPA) in particular whether the programme can spend the entire £9m allocation even if the UK leaves the EU early (March 2019). The RPA are also currently being various cautious over any commitments being made that go past September 2018.

Prior to the referendum, eight projects had been approved with grant funding of just under £400k. We have now approved 24 projects in total with a value of £952,783.31, representing nearly 13% of the funding pot. We have continued to develop a strong pipeline of potential grant funding opportunities during this period and are working on projects that potentially would generate another £1.5m of grants.

5.1.3 Skills and employability funding via ESF

The current allocation of European Social Funding (ESF) to New Anglia is approximately £35m which delivers skills and employability activity to move people closer or into work as well as funding skills development and career progression to people in work to the benefit of local SMEs.

This programme is delivering well with contracts to the value of circa £14m having been either awarded or tendered. Recent organisations to have been successful in securing ESF in Norfolk include:

- TCHC (private);
- City College Norwich (public);
- Great Yarmouth College (public);
- The Matthew Project (social enterprise);
- Skills Reach (private).

Norfolk County Council is awaiting the outcome on three interlinked projects which will work with businesses and charities in rural Norfolk to improve the employability skills of residents in rural Norfolk helping them to move into work or progress within the workplace.

In January 2016 several further high value calls are planned for release providing further bidding opportunities. The ESF facilitators will work to support any applicants to access this funding while it remains available.

5.1.4 Business support funding via ERDF

The current allocation of European Regional Development Funding (ERDF) to New Anglia is approximately £37m across three priorities:

- Business (SME) Support;
- Innovation;
- Low Carbon.

This programme has also been delivering well having contracted projects to the value of circa £18m to date. Recent organisations in Norfolk to have been successful in securing ERDF include:

- Norfolk County Council (lead partner in two projects);
- Hethel Engineering Centre;
- Norfolk and Waveney Enterprise Services;
- New Anglia LEP Growth Hub.

SMEs across Norfolk will primarily be the beneficiaries of these projects.

Further calls for applicants will continue to take place across New Anglia, designed to meet the local project pipeline which the ERDF facilitators are supporting.

5.1.5 Interreg programmes (transnational partnership programmes)

Organisations across Norfolk are currently eligible for a number of Interreg programmes including:

- France Channel England (managed by Norfolk County Council);
- North West Europe;
- Two Seas;
- North Sea.

There are also programmes such as Horizon2020 (of particular interest to UEA) which also represent funding opportunities.

The EU team is continuing to work with potential applicants, including NCC internal departments to identify funding opportunities for Norfolk's priorities which can't currently be funded with existing resources.

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:

Officer name : Eliska Cheeseman **Tel No. :** 01603 228827

Email address : eliska.cheeseman@norfolk.gov.uk



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Value of EU Programmes in Norfolk

Table 1

Nationally distributed Programmes	Area	Value of ERDF	Apportionment to Norfolk on population figures
ERDF	New Anglia Local Enterprise Partnership Area	£39,296,113	£21,349,570
ESF	New Anglia Local Enterprise Partnership Area	£37,207,563	£20,214,869
EAFRD	New Anglia Local Enterprise Partnership Area	£13,216,058	£7,180,284
LEADER	5 LAG areas in Norfolk	-	£9,160,976
Interreg	Eligible Areas		
France (Channel) England	Parts of France and England	£179,268,293	£6,418,049
Two Seas	Parts of France, England, Belgium, Netherlands	£191,219,512	£5,724,822
North Sea	Parts of UK, Belgium, Netherlands, Germany, Denmark, Sweden, Norway	£133,739,837	£1,935,251
North West Europe	Parts of Ireland, UK, Belgium, Luxembourg, Switzerland, France, Germany, Netherlands	£316,097,560	£1,524,672
Interreg Europe	All European nations plus Switzerland and Norway	£291,869,919	£486,384
CAP	Funds farming, wildlife and rural businesses and the wider economy	Value to England £15 billion	Apportionment to Norfolk on land mass £601 million

Population statistics: Source EuroStat; Exchange rate at 1.23 (close on 24 June 2016)

Economic Development Sub-Committee

Item No.

Report title:	Apprenticeships Funding Update
Date of meeting:	19 January 2017
Responsible Chief Officer:	Tom McCabe – Executive Director, Community and Environmental Services
Strategic impact Members were provided with a report at the November 2016 meeting highlighting the strong performance in apprenticeships starts supporting the County Council's key objectives. Members were asked to note that the funding for much of the apprenticeship service will cease in June 2017 and that whilst alternative sources of external funding are being explored it may not be possible to continue with the current level of service offer. This report provides an update on the position.	

Executive summary

Recommendations:

Members are asked to note:

- That it has 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 continues.

1. Proposal

- 1.1. In November, Members were concerned about the potential loss of Youth Work Apprentice posts from July 2017 when the current contracts finish.

Officers have completed an analysis of the original Apprenticeships Norfolk Funding made available in 2012 and have identified a high likelihood that up to £150,000 could be available to support the delivery of this work from July 2017.

Officers continue to explore potential match funding opportunities from a variety of sources including social mobility funding and ESF that could facilitate the retention and further development of the service, and will look to maximise the level of resources used from external sources to minimise the use of core funds. Further information will be available in the first quarter of 2017 when ESF calls are released and a further paper will keep Members updated then.

2. Evidence

- 2.1. The work of the apprentices in schools, hostels, youth centres and other community settings has impacted on the numbers of young people citing an Apprenticeship as their first choice at 16, rising from 1% in 2015 (128) to 6% in 2016 (464). Additionally, the latest data released from DfE shows that Norfolk

has the highest number of 16 and 17 year olds in the Eastern Region participating in Apprenticeships with growth in excess of 3% in October 2016 compared with the previous year. So, not only are more young people expressing an interest in an apprenticeship, but more are actively pursuing this to its natural conclusion, enabling more young people to earn whilst they learn and improving the skills levels in Norfolk.

Raising the profile of apprenticeships generally is an important part of the service offered by the four apprentices, they attend careers fairs in a variety of settings and host workshops to help with employability support. The apprentices have built excellent relationships with schools, DWP and other organisations in Norfolk and are regularly invited back and recommended to others across Norfolk.

Networking and communicating via social media and focus groups has allowed them to build relationships and strong partnerships for the future. The team are innovative, adaptable and professional in their delivery and have been commended by many who have worked with them.

The four Apprentice Youth Workers are a valuable resource offering a service throughout Norfolk to all events they attend, providing information and assistance. With ongoing provision of this service in Norfolk it is expected that we will continue to see growth in apprenticeships and for Norfolk to remain the county that is leading the way in the Eastern Region.

3 Financial implications

- 3.1 Up until the end of June 2017, no additional funding is required. Officers have identified some £150,000 that could be used to support continued activity for a further two years from July 2017 to June 2019.

4 Issues, risks and innovation

- 4.1 Officers are now confident that there will be sufficient funding available within Norfolk County Council to continue activities from July 2017 for a further 2 years. Officers will continue to explore opportunities to attract match funding from an external source that would enable an enhanced level of service to be offered.

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:

Officer name : Jan Feeney

Tel No. : 01603 222178

Email address : Jan.feeney@norfolk.gov.uk



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Economic Development Sub-Committee

Item No.

Report title:	Finance monitoring
Date of meeting:	19 January 2017
Responsible Chief Officer:	Tom McCabe – Executive Director, Community and Environmental Services
Strategic impact 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 December, period 9 - 2016-17 financial year, covering the revenue budget, capital programme and balance of reserves.

The revenue budget 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

Budget	Budget	Forecast	Variance
	£m	£m	£m
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)	
Total	2.003	2.003	

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 3rd 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)
Total Balance	2.863	1.271	1.592

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:

Officer name : Andrew Skiggs (finance) **Tel No. :** 01603 223144

Email address : andrew.skiggs@norfolk.gov.uk



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Economic Development Sub-Committee

Item No.

Report title:	Forward Plan and decisions taken under delegated authority
Date of meeting:	19 January 2017
Responsible Chief Officer:	Tom McCabe - Executive Director, Community and Environmental Services
Strategic impact 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.	

Executive summary

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.

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 28 December 2016) is included at Appendix A.

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.

Recommendations:

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

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 28 December 2016) 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 May. Most of the changes have been agreed at Committee meetings; other changes for future meetings are summarised below.

- Growth Deal - moved from January to March
- Integrated Employment Strategy – moved from January to March
- Presentation on Growth Hub – moved from January to March

- 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

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:

Officer name : Sarah Rhoden

Tel No. : 01603 222867

Email address : sarah.rhoden@norfolk.gov.uk



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

Forward Plan for Economic Development Sub-Committee

Appendix A

Issue/decision	Implications for other service committees?	Requested committee action (if known)	Lead officer
Meeting : 30 March 2017			
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)
Presentation on ICT/Tech East	No	Receive a presentation on the Tech East Project	Economic Development Manager (David Dukes)
Presentation on the Integrated Transport Strategy	No	Receive a presentation on the Integrated Transport Strategy	Infrastructure and Economic Growth Manager (Tig Armstrong)
Presentation on Growth Hub		Update the Committee on the work of the Growth Hub - presentation	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)
Growth Deal	No	To advise the committee of the outcome of the Growth Deal secured by the LEP	Infrastructure and Economic Growth Manager (Tig Armstrong)

Forward Plan for Economic Development Sub-Committee

Appendix A

Issue/decision	Implications for other service committees?	Requested committee action (if known)	Lead officer
Meeting : 1 June 2017			
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)	Every meeting	To receive an update on the apprenticeships programme.	Employment & Skills Manager (Jan Feeney)
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)
Appointments to external Bodies	None	To agree appointments to external bodies	Head of Democratic Services (Chris Walton)
Meeting : 13 July 2017			
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)	Every meeting	To receive an update on the apprenticeships programme.	Employment & Skills Manager (Jan Feeney)
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)
Performance management	Meetings in May, July, September and November (where held)	To comment on performance and consider areas for further scrutiny.	Business Intelligence and Performance Analyst (Austin Goreham)

Forward Plan for Economic Development Sub-Committee

Appendix A

Issue/decision	Implications for other service committees?	Requested committee action (if known)	Lead officer
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)
Meeting : 30 November 2017			
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)	Every meeting	To receive an update on the apprenticeships programme.	Employment & Skills Manager (Jan Feeney)
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)
Performance management	Meetings in May, July, September and November (where held)	To comment on performance and consider areas for further scrutiny.	Business Intelligence and Performance Analyst (Austin Goreham)
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)