

Economic Development Sub-Committee

Date: **Thursday, 14 July 2016**

Time: **10:00**

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

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

Membership

Mr S Clancy - Chairman

Ms C Bowes Mr T Jermy

Mr J Childs Mr J Timewell

Mr C Foulger Mrs C Walker

M B Illes Mr A White

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

Tim Shaw on 01603 222948 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. **Economic Dev Mins of 12 May 2016**

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3. **Declarations of Interest**

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

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

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

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

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

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

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

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

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

Please note that all questions must be received by the Committee Team (committees@norfolk.gov.uk) by **5pm on Monday, 11 July 2016**.

6. **Public QuestionTime**

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

Please note that all questions must be received by the Committee Team (committees@norfolk.gov.uk) by **5pm Monday, 11 July 2016**. For guidance on submitting public question, please view the Consitution at www.norfolk.gov.uk.

7. **Member Working Group Update**

Verbal Update by Members

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Report by Executive Director, Community and Environmental Services	
16. Finance Monitoring report	Page 126
Report by Executive Director, Community and Environmental Services	


Group Meetings

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

Chris Walton
Head of Democratic Services

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Martineau Lane
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NR1 2DH

Date Agenda Published: 06 July 2016

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Economic Development Sub- Committee

**Minutes of the Meeting held on 12 May 2016 at
10.00 am at County Hall.**

Present:

Mr S Clancy (Chairman)	
Ms C Bowes	Mr J Timewell
Mr J Childs	Mrs C Walker
Mr C Foulger	Mr A White
Mr B Iles	

Also Present:

Mr B Spratt
Mr D Ramsbotham

1A Apologies and Substitutions

Mr B Bremner for Mr T Jermy.

1B Chairman's comments: Mrs Colleen Walker, the previous Chair of the Sub-Committee.

The Chairman placed on record the Sub-Committee's thanks to Mrs Colleen Walker, the previous Chair of the Sub-Committee, for all her hard work during her period in the chair. He said that he would continue with the approach that had been taken by Mrs Walker and look to have the Sub-Committee reach decisions about economic development issues on the merits of each issue, rather than on purely political considerations.

2 Minutes

- 2.1 The minutes of the meeting held on the 24 March 2016 were agreed as a correct record and signed by the Chairman.

3 Declaration of Interest

- 3.1 There were no declarations of interest.

4A Items of Urgent Business

There were no items of urgent business.

4B The withdrawal of the report on County Farms— Item 9 on the Agenda.

- 4B.1** The Chairman said that he intended to withdraw the item on County Farms from the agenda because he wanted the key issues that needed to be addressed as part of the county farms review to be considered at a meeting of the County Farms Advisory Board before a detailed report was presented to this Sub-Committee at its next meeting on 14 July 2016, as recommended by Audit Committee.
- 4B.2** Mr B Bremner, Mr Childs, Mr J Timewell and Mrs Walker said that they were of the opinion that the county farms report should be considered at this meeting and asked for this to be recorded in the minutes. They said that the Sub-Committee had helped instigate* the review of county farms and it was important for this matter to be discussed in the public domain at this time because they had serious misgivings about how the review was being carried out.
- 4B.3** Having heard the views of Members of the Sub-Committee, the Chairman said that he remained of the view that the report should be withdrawn. With no objection to the withdrawal of the report from the report author, and the Chairman being advised by Democratic Services that it was for the Chairman to rule on this, the Chairman withdrew the report.
- 4B.4** The Sub-Committee considered it important for the Advisory Board meeting to be formally minuted. The Chairman said that he would formally request this.
- 4B.5** It was confirmed that any Members of the County Council were free to attend the next meeting of the Advisory Board which was scheduled for 27 May 2016.

**Note: After the meeting it was confirmed by the Chief Internal Auditor that the Audit Committee (for the Governance Audit) and the Executive Director of Finance (for the Lines of Enquiry) had originated the review. The Sub Committee would be asked by Audit Committee to receive the Audit Reports and the CFAB report.*

5 Local Member Issues / Questions

- 5.1 There were no local member issues/questions.

6 Public Question Time

- 6.1 There were no public questions.

7. Member Working Group Update

- 7.1 The Sub-Committee received verbal updates from members for the following outside bodies:-

7.2 **Norfolk, Suffolk, Essex China Partnership**

- There had not been a meeting of the Partnership since the Sub-Committee had last met.

7.3 **Scottow Enterprise Park Working Group**

- The project was going well and Mr S Coward's input was proving to be invaluable.
- Two large companies would be moving to the Scottow Enterprise Park in the near future.
- The buildings around the site had been brought up to a higher standard.
- Existing bases at the site were being relent.

7.4 **Norfolk Rail Group**

- There were no new issues to report at this meeting. Mr Tim East had been nominated as Chairman of the Group.

7.2 **North West Norfolk Economic Development Working Group**

- It was noted that this Working Group had come to an end.

8. **Norwich Aviation Academy**

8.1 The Sub - Committee received a presentation from David Dukes, Economic Development Manager, about the International Aviation Academy - Norwich.

8.2 The following points were raised during the presentation and in the ensuing discussion:-

- This project would be the first of its kind in the UK, and possibly the world.
- The Academy building was designed to enable a core pipeline of entrants into the aviation world to be trained from age 16 onwards.
- Starting with engineering, the Academy would provide access for courses across a total of six areas of aviation.
- The BSc (Hons) Professional Aviation Engineering Practice degree was the first of its kind. It would be delivered by CCN, in partnership with KLM, validated by the UEA. It has already recruited over 30 entrants.
- Recruitment had also already started for several 16-18 courses.
- The Academy could take up to a maximum of between 200 and 250 students undertaking a wide range of long and short term courses. Details regarding these courses were included in a list that was passed around the committee tables for Members to see.
- The Emulation Zone would be CAA compliant, as the aircraft would technically still be airworthy. There was no intention to move the aircraft until it became obsolete for training purposes.
- The total build costs for the project were originally estimated at £12.23m, funded from a range of public and private sources that had been made public

previously. Details can be found on the Committee pages website. However, costs had come in a little higher, but thanks to value engineering and amendments, the project remains on budget and there are not expected to be any major issues.

- Previous presentations to members had explained the huge growth in aviation world-wide, and the lack of skilled people in all areas, but especially engineering.
- Norwich already had significant and well-established training facilities through KLM UK Engineering and CCN. The airport has space (a rare commodity at most airports) and the various partners including the County Council have worked together to create a facility to capitalise on that opportunity.
- The Academy would be operated by International Aviation Academy - Norwich Limited (IAA-N Ltd). This will be the Academy Board and will take over from the existing Project Board when it commences operating in late 2016.
- The current Project Board would continue to operate for the next few months to finalise the design and construction of the Academy but with operational issues dealt with by the IAA-N Board.
- The Academy Board will be responsible for the management and operation of the Academy on a day to day basis plus marketing its use to secure more tenants, building maintenance and facilities management provision, strategic property and future management of expansion projects.
- Selected Academy tenants would be invited to be members of a liaison/advisory board to represent the views of the tenants and help inform the successful operation of the Academy. That would be formed formally later this year.
- Norse had created Norse Development Company Ltd to hold the asset and to receive the LEP grant. Ultimately, Norse stood behind the loan provided by NCC.
- Building work has already commenced with demolition prior to re-build now fully underway. The planning application for change of use to an educational facility was submitted in Dec 2015 and had been granted in full, although a couple of conditions remain to be met.
- KLM UK Engineering and City College Norwich were expected to commence fit-out in January 2017 with full building completion and handover at Easter 2017.

8.3 The Sub-Committee noted the detailed presentation.

9. County Farms

9.1 It was noted that this item had been withdrawn from the agenda for this meeting. Please see minute 4B above.

10 Finance Monitoring report

10.1 The Sub-Committee received a report from the Executive Director, Community and Environmental Services that provided the Sub-Committee with the financial position for the service to the end of the 2015-16 financial year, including the planned use of reserves. The report also provided an overview of the budget for 2016-17.

10.2 The Sub-Committee noted the year end position for Economic Development and Strategy for 2015/16 and the budget for 2016/17.

11 Performance Management Report

11.1 The Sub-Committee received a report from the Executive Director, Community and Environmental Services that was based upon the revised Performance Management System, which was implemented as of 1 April 2016, and the Sub-Committee's 4 vital signs indicators.

11.2 It was noted that performance was reported on an exception basis using a report card format, meaning that only those vital signs that were performing poorly or where performance was deteriorating were presented to the Sub-Committee. None of the vital signs indicators had met the exception criteria therefore no report cards had been included in the report. All report cards were made available to view through Members Insight. It is intended to make these available through the Council's website for future meetings.

11.3 After giving careful consideration to the proposal set out at paragraph 1.5 of the report that an annual report on housing was provided to the EDT Committee and to this Sub-Committee it was:

RESOLVED-

That the Sub-Committee receives at its next meeting a baseline report (that forms the basis for a series of annual reports) from the Executive Director, Community and Environmental Services about the correlation between new homes built throughout Norfolk (including housing site completion figures) in the preceding 12 months and the impact that this has had on the creation of jobs in the local economy.

12 Year End Update on EU Funding programmes, excluding France (Channel) England

12.1 The Sub-Committee received a report from the Executive Director, Community and Environmental Services.

12.2 The Sub-Committee also received a presentation from Eliska Cheeseman, Programme Manager, about securing EU funding for Norfolk. The presentation explained the work of the EU team in securing additional funding for NCC and organisations across Norfolk.

12.3 The Chairman said that he would like the information included in the presentation and in the report about the wide range of EU funding that both NCC and Norfolk's businesses and organisations could benefit from to be shared with County Councillors (through Members Insight) and Parish Councils in Norfolk (through appropriate links).

- 12.4 The Sub-Committee noted the annual report and that following the initial investment of £250K:
- the FCE programme will see the council managing a €209m programme;
 - EU Bids valued in excess of £21.3m from across Norfolk are currently being assessed.
 - £7.4 m secured by NCC for direct delivery to businesses in rural areas
 - £13m secured to manage programme delivery and provide support to future applicants in the coming years.

13. Apprenticeships – Update

- 13.1 The Sub-Committee received a verbal update from Jan Feeney, the Employment and Skills Manager, about the work that was being done to increase the number and levels of apprenticeships in Norfolk.
- 13.2 Laid on the table were details to show how apprenticeships carried out in Norfolk compared with those in the East of England and in the country as a whole.
- 13.3 During discussion Members stressed the importance of Norfolk’s apprenticeship strategies and activities taking on board the needs of those with mental health difficulties and those undertaking engineering and manufacturing apprenticeships as well as supporting youngsters seeking appropriate careers advice at school.
- 13.4 The Sub-Committee noted the report and placed on record their appreciation of the high level of work that was being done by Jan Feeney and her team to support apprenticeships in Norfolk that was seen as a flagship activity of the County Council.
- 13.5 The Sub-Committee also noted that at the next meeting they would be presented with details about various apprenticeship strategies and activities. Members also asked for the Apprenticeships Norfolk Strategic Plan and details of the Enterpriser Adviser project together with the names of high schools participating in each.

14. Forward Plan and delegated decisions

- 14.1 The Sub-Committee received a report from the Executive Director, Community and Environmental Services which set out the Forward Plan and other relevant decisions taken under delegated powers by the Executive Director within the Terms of Reference of the Sub-Committee since the last meeting on 24 March 2016.
- 14.2 The Sub-Committee noted the forward plan subject to the following additions:

At the meeting on 14 July 2016:

- To receive a report from the County Farms Advisory Board (see minute 4 B).
- To receive a baseline report (that forms the basis for a series of annual reports) from the Executive Director, Community and Environmental Services about the correlation between new homes built throughout Norfolk (including housing site completion figures) in the preceding 12 months and the impact that this has had on the creation of jobs in the local economy.

- 14.3 The Sub-Committee noted the delegated decisions that were set out at paragraph 2.1 of the report.
- 14.4 The Sub-Committee also supported a request that Mrs C Walker made in the meeting that she be provided with an opportunity to be included in a County Council delegation to Parliament in support of a 3rd river crossing for Great Yarmouth.

The meeting closed at 11.40 am

Chairman



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Economic Development Sub-Committee

Norwich Research Park / Agritech update
14th July 2016

DAVID DUKES – ECONOMIC DEVELOPMENT MANAGER

Background

Agriculture, Food and Drink is regarded as one of Norfolk's underpinning sectors:

- the largest employer
- £2.2 bn GVA per annum
- Farms produce 20% of UK's vegetables
- The sector grew faster than average during 2007 to 2010
- Agritech and Life Sciences are key sectors for growth



The Agri-tech landscape

Agri-tech: making use of technology to add value to the sector:

Norfolk's household names



A large logistics sector supports the sector:



Government, NALEP and NCC support the sector



Eastern Agritech Growth Initiative

Run by GCGP and supported by NALEP and NCC

A £4m + fund supporting agri-businesses

R&D or growth applications are possible

Scheme runs till March 2017



16 Norfolk businesses have already benefitted, including

Diesel Dynamics; Dofy Gate; Flint Vinyards;

Fountain Foods; Pangaea Agrichemicals

Case Study: J A Collison and Sons

- A family farm based near King's Lynn, one of the largest cut flower growers in the UK
- Applied for a Growth Grant provided to purchase and install a fully automatic, robotic flower processing and bunching facility to grow the business.



The installation has led to the following:

- i) company won a new supermarket contract to supply packed tulips
- ii) production increase by 30%
- iii) staff upskilling and training

Case Study: The Genome Analysis Centre



The Genome Analysis Centre (TGAC) are based at the Norwich Research Park.

They successfully bid for an Agritech R&D grant

They aim to develop their 'Crop Quant' concept to create a product ready to commercialise

If successful, the product will provide a mass produced market solution, retailing at around £30,000.



Food Enterprise Zones

- Norfolk has its first Food Enterprise Zone designated

FEZ are designed to facilitate growth in the agri-food, agri-tech and food and drink processing sectors



The Greater Norwich FEZ covers land from Honingham in the west, taking in land below Easton village and encompassing the Showground to the east

Agri-tech East



- Agri-tech East is an independent membership organisation
- Its creation was supported by NCC
- It supports agricultural innovation
- The organisation promotes and supports the Eastern Agritech Grant Initiative

NCC Initiatives

- NCC supports the sector in a number of ways:
- County Farms
- UEA NERC bid
- LEADER programme
- Inward investment



Norwich Research Park (NRP) overview

- Norwich Research Park - Europe's largest single site concentration of research, training and education institutions in health, food and environmental sciences.
- An annual research budget of over £100m
- Over 2,700 scientists and 12,000 further staff employed
- World class organisations with first class research citations.
- The life sciences sector is worth £132m pa to Norfolk and Suffolk



Norwich Research Park: current assets

- Over 40 innovative businesses are located in the Norwich Bio-Incubator and the Innovation Centre on the site.



The Centrum provides a commercial laboratory, offices and business centre.

- The Enterprise Centre will support low carbon sector businesses



Norwich Research Park – coming soon

- The Quadram Institute is under development, and will specialise in human health, food and disease research.
- Enterprise Zone status achieved.
- NCC is supporting NRP with their “Nature’s Engineers” project - to find investors to support healthy new products, using biological systems and molecule manipulation techniques.
- Leaf Systems have started building their bespoke facility



Thank you

Economic Development Sub-Committee

Item No.....

Report title:	Appointments to internal and external bodies
Date of meeting:	14 July 2016
Responsible Chief Officer:	Anne Gibson, Executive Director of Resources
Strategic impact	
<p>Appointments to Outside Bodies are made for a number of reasons, not least that they add value in terms of contributing towards the Council's priorities and strategic objectives. The Council also makes appointments to a number of member level internal bodies such as Boards, Panels, and Steering Groups.</p> <p>Responsibility for appointing to internal and external bodies lies with the Service Committees. The same applies to the positions of Member Champion.</p>	

Executive summary

In the September 2014 cycle, Service Committees undertook a fundamental review of the Outside Bodies to which the Council appoints. The views of members who have served on these bodies together with those bodies themselves and Chief Officers were sought and reported back to Committees.

Set out in the appendix to this report are the outside and internal appointments relevant to this Committee together with the current membership.

Recommendation

- **That Members review and where appropriate make appointments to those external bodies, internal bodies and Champions position as set out in Appendix A.**

1. Proposal

Outside Bodies

1.1 In the September 2014 cycle, all organisations and the current member representatives were invited to provide feedback on the value to the Council and the organisation of continued representation and to make a recommendation to that effect. In addition, Chief Officers were consulted.

1.2 Organisations were asked a number of questions about the role of the Councillor representative. Councillor representatives were asked questions such as how the body aligned with the Council's priorities and challenges and what the benefits are to the people of Norfolk from continued representation. Finally, both

were asked whether they supported continued representation. Committees considered this information and made decisions on appointments. The appendix to this report sets out the outside bodies under the remit of this Committee. Members will note that the current representative is shown against the relevant body. Members are asked to review Appendix A and decide whether to continue to make an appointment, and if so, to agree who the member should be.

Internal bodies

1.3 Set out in Appendix A are the internal bodies that come under the remit of this Committee. There is no requirement for there to be strict political balance as the bodies concerned do not have any executive authority. The current appointments are not made on the basis of strict political proportionality, so the Committee may, if it wishes to retain a particular body, change the political makeup. The members shown in the appendix are those currently serving on the body.

2. Evidence

2.1 The views of the Councillor representative, the organisation and Chief Officer were reported to the Committee when it undertook its fundamental review of appointments in 2014.

3. Financial Implications

The decisions members make will have a small financial implication for the members allowances budget, as attendance at an internal or external body is an approved duty under the scheme, for which members may claim travel expenses.

4. Issues, risks and innovation

4.1 There are no other relevant implications to be considered by members.

5. Background

5.1 The Council makes appointments to a significant number of internal bodies and external bodies. Under the Committee system, responsibility for these bodies lies with the Service Committees.

5.2 There is no requirement for a member of an internal body to be appointed from the “parent committee”. In certain categories of outside bodies it will be most appropriate for the local member to be appointed; in others, Committees will wish to have the flexibility to appoint the most appropriate member regardless of their division or committee membership. In this way a “whole Council” approach can be taken to appointments.

Background Papers – There are no background papers relevant to the preparation of this report

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:

Officer Name:	Tel No:	Email address:
Chris Walton	01603 222620	chris.walton@norfolk.gov.uk



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Economic Development Sub-Committee Outside Bodies

2015/16 Appointments shown

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

Jonathan Childs

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

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

George Nobbs (Richard Bearman sub)

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

3. Norwich Airport Consultative Committee (1)

Shelagh Gurney, (Sub David Collis)

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

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

George Nobbs (Sub Mike Sands).

5. Norfolk Rail Group (4)

Colleen Walker
Andrew Boswell
Tim East
Michael Chenery

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

6. Norfolk Chamber of Commerce and Industry (1)

John Timewell

Norfolk Chamber of Commerce is an independent, not-for-profit Company that aims to support its membership be more successful and to improve the Norfolk economy. public/private economic development partnership for Norfolk and Suffolk.

7. Greater Thetford Development Board (1)

Denis Crawford

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

Colleen Walker

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

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

Jonathan Childs

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

10. Hethel Innovation Ltd (2)

Stuart Clancy
John Timewell

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

11. Great Yarmouth Port Authority (1)

Patrick Hacon (to May 2016)

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

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

Jonathan Childs

To exchange information, ideas and proposals for discussion between the constituent interest groups and the Port's CEO and Harbour Master, thus improving co-ordination and understanding between the different port users

and interest groups within Great Yarmouth with relevance to the operations of the Port.

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

Colleen Walker

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

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

Colleen Walker

15. Royal Norfolk Agricultural Association (1)

Ian Mackie

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

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

George Nobbs

Colleen Walker (sub)

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

Member Champions

Apprenticeships – Colleen Walker

County Farms – Ian Mackie

Rail – Michael Chenery

For information only, below is a list of the Member Working Groups reporting to this Committee:-

- County Farms
- Scottow Enterprise Park (see separate paper on the agenda about this Working Group)

Economic Development Sub-Committee

Item No.

Report title:	Housing and jobs growth – performance
Date of meeting:	14 July 2016
Responsible Chief Officer:	Tom McCabe, Executive Director Community and Environmental Services
Strategic impact This report has been requested by the Economic Development Sub-Committee.	

Executive summary

Housing construction and jobs creation are both indicators of, and central to the economic development of Norfolk. Targets for both are enshrined in a range of key plans and agreements, e.g. the seven district authority's local plans (housing), the New Anglia Strategic Economic Plan (housing and jobs) and the Greater Norwich Joint Core Strategy and City Deal (housing and jobs).

There are therefore both pragmatic reasons (ensuring sufficient housing and employment is available for Norfolk residents) and political imperatives (the City Deal was struck with, and progress is regularly reported to central government) to meet the established targets.

This report details the origins of the key housing and jobs growth targets, and provides high-level annual performance data for the past three years. Of particular note in this report is the difference in annual rates of new house construction and jobs creation. Annual average housing delivery rates for the past three year have been approximately 47% below the number required to meet targets. At the same time, the number of new jobs created annually over the past three years has been approximately 280% above the target rate.

This report is intended to be the first in a series of annual reports detailing progress against the established targets. More detailed analysis could be produced in future reports.

Recommendations:

Members are asked to comment on the report and consider what future analysis they would like to see.

1. Evidence

1.1. Through the development of the New Anglia Strategic Economic Plan (the SEP), aggregated housing construction and job creation targets were established for Norfolk and Suffolk for the period to 2026. The following details how these targets were established.

1.2. Jobs target

The SEP commits the partners to deliver 95,000 new jobs between 2012 and 2026 across Norfolk and Suffolk. The target is derived from:

- a 'business as usual' growth forecast– 63,000 *

- Enterprise Zone-related growth – 6,000
- the Norwich City Deal target – 18,000
- the Ipswich City Deal target – 3,000
- plus ~5%

* ('East of England Forecasting Model forecast)

- 1.3. The Norfolk element of this target is 57,000. This target is derived from:
- a 'business as usual' growth forecast – 33,000
 - 50% of the Enterprise Zone-related growth – 3,000
 - The Norwich City Deal target – 18,000
 - plus ~5%
- 1.4. To meet the 2026 target for Norfolk approximately 4,070 new jobs need to be created annually.
- 1.5. The total job numbers in Norfolk (including full-time, part-time and self-employed) are calculated annually by the 'East of England Forecasting Model'. Annual figures provided since the SEP base year (2012) are:
- 2012 – 401,600
 - 2013 – 410,500
 - 2014 – 422,100
- 1.6. These figures represent annual increases of 8,900 (2012 – 13) and 11,600 (2013 – 14), both of which significantly exceed the annual average jobs growth rate required to meet the target.
- 1.7. Housing
The SEP commits the partners to delivering 117,000 new houses across Norfolk and Suffolk by 2026. This target reflects the aggregated housing delivery targets established by all district authorities in their local plans. District authority housing targets are based on 'housing need' as determined by housing market assessments, which take into account local context, including anticipated job creation rates. For example the Ipswich and Norwich City Deals established job creation targets over and above 'business as usual' growth which affect future housing needs.
- 1.8. The total new housing target for Norfolk from 2012 – 2026 is approximately 72,000. To meet this target approximately 5,140 new houses must be completed annually across Norfolk.
- 1.9. Total new completions are compiled annually in Norfolk County Council's 'Housing Monitoring Report'. Completions since the base year (2012) are:
- 2011/12 – 2,676
 - 2012/13 – 2,316
 - 2013/14 – 2,673
 - 2014/15 – 3,161

1.10. Average annual completions for the previous four years is 2,706, which is 47% lower than required to meet the SEP target, and therefore below the rate of new house construction require to established 'housing need'. Critically annual shortfalls are carried forward from year to year, thereby increasing the annual number to be delivered to meet the overall target.

1.11. Implications and further analysis

Significant further analysis would need to be carried out to determine if, and to what extent the apparent difference in annual housing construction and job creation rates is affecting economic growth. A critical element of this would be to determine if the relative low rate of new housing construction is impeding job creation.

Officer Contact

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

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Economic Development Sub-Committee

Item No.

Report title:	Scottow Enterprise Park Member Working Group
Date of meeting:	14 July 2016
Responsible Chief Officer:	Tom McCabe, Executive Director Community and Environmental Services
Strategic impact	
Working Groups enable a small group of Members to develop a more in-depth knowledge in a particular subject area and to focus on that subject area in a way that Committees would not have the time to be able to do so. As such, they have a useful purpose in assisting committees in the decision making process.	

Executive summary

<p>In January 2015, the Sub Committee established a Member Working Group to oversee Scottow Enterprise Park. Since that time, Hethel Innovation Ltd have been commissioned to manage SEP to provide a sharper commercial focus to activities. This is a good opportunity to review the arrangements for the Working Group to ensure that it can effectively support this focus.</p> <p>A smaller more focussed Membership for the Working Group is suggested, as follows:-</p> <ul style="list-style-type: none"> 3 x Norfolk County Council Members 1 x North Norfolk District Council Member 1 x Broadland District Council Member <p>The Working Group would continue to be advisory, and is not a decision making body.</p> <p>Recommendations:</p> <ol style="list-style-type: none"> 1. To consider the Membership of the Scottow Enterprise Member Working Group, and the suggested revised Membership set out in para 1.5.
--

1. Proposal

- 1.1. At the meeting in January 2015, the Sub Committee agreed to establish a new Member Working Group to provide oversight and steer for Scottow Enterprise Park (SEP), superseding the previous Member Steering Group arrangements.
- 1.2. The Sub Committee agreed that the Working Group would be advisory with the following role:-
 - Provide overall direction for the project.
 - Consider advice and comments from the Community Liaison Reference Group.
 - Make recommendations on master planning and business cases for site uses

to the Economic Development Sub-Committee (and EDT Committee, where appropriate).

- Monitor progress against the Scottow Enterprise Park business plan, to ensure key milestones are achieved.

1.3. As Members will be aware, Hethel Innovation Ltd have recently been commissioned to manage SEP to provide a sharper commercial focus to activities. This is a good opportunity to review the arrangements for the Member Working Group to ensure that it can effectively support this focus.

1.4. It is proposed that the Sub Committee Review the Membership of the Working Group. The current Membership is as follows:-

Cllr Mick Castle
Cllr Jonathon Childs
Cllr Nigel Dixon
Cllr Tom Garrod
Cllr David Harrison
Cllr John Timewell

Leader of the Council (the Leader was agreed as an ex officio member of the Working Group on the basis that the Leader is also an ex officio non-voting member of the Sub Committee)

1.5. A smaller more focussed group of Members is suggested. It is also suggested to invite Member representatives from the relevant district councils to be part of the group. The proposed Membership is as follows:-

3 x Norfolk County Council Members
1 x North Norfolk District Council Member
1 x Broadland District Council Member

1.6. The Working Group will continue to be supported by relevant officers, including the Executive Director.

1.7. The Head of Law and Monitoring Officer has previously provided guidance on Working Groups. In particular, this sets out that Working Groups are not decision making bodies, to enable the free and frank exchange of views do not working in public and formal minutes are not kept. If the Sub Committee wishes to invite representatives from district councils to join the Working Group it will be on this basis and on the understanding that all information shared will be treated confidentially.

2. Financial Implications

2.1. There are no implications arising from this report. Any implications, financial or otherwise, relating to the remit of the Working Groups will be considered by the relevant Working Group and recommendations made to this Committee, as needed.

3. Background

3.1. • Scottow Enterprise Park Working Group – [report to Economic Development Sub Committee 19 January 2015](#)

Officer Contact

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

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Economic Development Sub-Committee

Item No.

Report title:	Scottow Enterprise Park – Update
Date of meeting:	14 July 2016
Responsible Chief Officer:	Tom McCabe, Executive Director, Community and Environmental Services
Strategic impact To maximise the return on the County Council's investment in Scottow Enterprise Park (SEP).	

Executive summary

This paper seeks Member endorsement on the next steps in the development of the business.

Recommendations:

Members are asked to:

- 1. Receive and approve the SEP Business Plan, Development Vision and Operating Plan.**
- 2. Note that a detailed Capital Investment Plan is in preparation.**
- 3. Discuss the future operating model for SEP and consider the timescale for receiving a detailed proposal.**

1. Proposal

1.1 There are a number of different elements of work, that together set the potential next steps in the development of the SEP business:

- SEP Business Plan
- SEP Development Vision
- SEP Operating Plan
- SEP Capital Investment Plan
- SEP Future Operating Model

1.2 SEP Business Plan - Appendix 1

1.2.1 SEP needs to become a viable and sustainable business with its income exceeding the sum of operating cost, cost of capital investment and the revenue return that should be made to NCC.

1.2.2 Vision

- Create an engine of economic growth delivering startups, business growth and job creation
- Impact the local and wider economy, focusing on building STEM (Science, Technology, Engineering & Manufacturing) business sector
- Reach beyond businesses to schools, colleges, universities and the local community

- 1.2.3 Competitor Analysis
- Undertake competitor analysis to identify unique selling points, assess competitor strengths and identify new approaches to build competitiveness / uniqueness
- 1.2.4 Business Model Canvas/Business on a Page
- Build single page business canvas to identify key axis for strengthening / growing business
 - Identify key building blocks that makes business successful
- 1.2.5 Value Proposition
- SEP offers a wide range of offices and workshops, as well as access to external storage space and - within constraints – use of the runway / track
 - The location is good with improving access to both Norwich and the coast, and is a secure site with 24hr / 7 day week security
 - A wide range of business support services are available to tenants and the wider STEM business sectors located locally
 - SEP is an Enterprise Zone and therefore is able to access infrastructure funding and offer zero business rates for the next five years
 - Through physical location and sector focus, SEP is creating a community of likeminded businesses supporting each other
- 1.2.6 Phased Development Approach
- Identify key steps in developing business from building team, to putting in place management systems including performance management and driving business forward in key areas that deliver impact
- 1.2.7 Benchmarking
- Benchmark business against agreed criteria to assess regularly to ensure continuous improvement
- 1.2.8 Financials
- Build annual, 5 year and 10 year Profit and Loss
 - Capital Investment Programme requires continuous review as understanding grows
 - Costdown initiatives underway in terms of reducing labour costs, contract costs and overheads
 - Increasing Margins through increasing rents
 - Increasing Revenues through increasing occupancy and identifying new revenue streams
- 1.2.9
- Management Systems
 - HSE including Risk Register, Risk Assessments, Safe Visits, Manual, Emergency Procedures Manual
 - Buildings & Infrastructure including upgrade programmes and specific project plans
 - Site Operations & Maintenance including preventative and reliability centre maintenance schedules / work instructions
 - Financial sheets for P&L, cashflow, balance sheets
 - Customer Management including CRM System, customer tracing, creating enquiries, pricing structures around rents and service charges
 - HR (Team Development) including organograms, appraisals, induction and training
 - Performance including dashboards, reviews and infograms

- 1.2.10 Strategy Development
 - Communications including newsletters, meetings, events
 - Marketing including marketing brochures, web sites, events, open days, business support adding additional value
 - Governance to ensure openness and transparency
 - Consultation to ensure effective dialogue
 - Stakeholders to ensure informative discussions and strong collaborations
 - Enterprise to drive economic growth
 - External Expert Support to ensure SEP team is supported and acting responsibly
- 1.2.11 Exit Strategy
 - Creating Limited Company to increase efficiencies and drive increased impact / value
 - Identifying new owner, if sale of site is considered an option
- 1.3 **SEP Development Vision – Appendix 2**
- 1.3.1 History and Heritage
 - As SEP looks to the future, to be an engine for economic growth in North Norfolk and the wider county, all efforts must be made to respect the history and heritage of the site
 - Allowing controlled public access through Open Days and specific Events, as well as developing virtual web based presence will encourage remembrance
 - Retaining as many buildings as possible and the completeness of the site will allow the site to retain its heritage
- 1.3.2 Strategic View
 - SEP is an economic development initiative seeking to encourage business start-ups and create jobs
 - Through providing significant volumes of building space, businesses will have the space to grow
 - With the additional business support programmes, sector focused networks can be facilitated, collaborations encouraged and supply chains strengthened
- 1.3.3 Value Proposition
 - SEP offers a wide range of offices and workshops, as well as access to external storage space and - within constraints – use of the runway / track
 - The location is good with improving access to both Norwich and the coast, and is a secure site with 24hr / 7 day week security
 - A wide range of business support services are available to tenants and the wider STEM (Science, Technology, Engineering & Manufacturing) business sectors located locally
 - SEP is an Enterprise Zone and therefore is able to access infrastructure funding and offer zero business rates for the next five years
 - Through physical location and sector focus, SEP is creating a community of likeminded businesses supporting each other
- 1.3.4 Demand
 - Significant demand is coming from Norfolk and specifically North Norfolk businesses and individuals
 - Specific sector demand is being received from STEM related businesses
 - Customers are seeking offices, workshops and storage areas – as well as the associated support – and links to relevant networks / supply chains and clusters

Masterplan with Zones

- 1.3.5 Community Zone (A)
 - At the front of the site this zone has the potential to support community activities through use of the grass areas, wood, buildings, sports facilities
 - Being at the front of the site this zone allows easy access by the community
- 1.3.6 Technical Zones (B&C)
 - These zones house most of the buildings available for renting by STEM focused businesses and includes the four large hangars
 - These two zones are likely to generate the greatest job creation
- 1.3.7 Storage Zone (D)
 - Already filling quickly as this area offers cost effective storage in the old Bomb Storage Area
 - Significant demand is being managed for storage units
- 1.3.8 Buildings Strategy
 - The objective is to safeguard as many buildings as possible and bring them back into use as lettable spaces, particularly creating workshop spaces
 - All lettable buildings will need to achieve planning permission through an agreed planning strategy, and comply with statutory regulations
 - Most buildings will be let with single occupation, but some will be let for multi occupancy
 - Significant investment is needed to bring buildings up to necessary EPC standards / Building Regulations
- 1.3.9 Infrastructure
 - Significant investment is needed to upgrade the water, gas, broadband, security infrastructure
- 1.3.10 Enterprise Strategy
 - A number of buildings will be refurbished to provide flexible space for an Enterprise Hub, Innovation Centre, Business Hub to provide hot desking, startup offices / workshops, meeting room and conferencing space
 - Enterprise Support Programmes will be delivered including Startup Masterclasses and LaunchPad (offering rent free space)
 - Sector events will be run encouraging the sharing of best practice, networking and collaboration

1.4 SEP Operating Plan – Appendix 3

- 1.4.1 The Operating Plan, which takes ten years learning from Hethel Innovation Centre, will ensure we develop a lean, effective, fit for purpose business
- 1.4.2 Team Formation & Development
 - Team being recruited to fit business needs
 - Team Roles & Responsibilities being developed
 - Team skills gap being identified through Training Needs Analysis

- 1.4.3 Supplier Benchmarking / Contractor Management
 - Supplier benchmarking underway to ensure we work with value adding / responsible suppliers
 - SEP team taking control of management of contractors to raise standards in terms of Quality, Cost, Delivery, HSE & Innovation
 - External Expert Engagement being mapped to ensure all necessary support in place
- 1.4.4 Performance Management System
 - Review Meetings being undertaken weekly / monthly / quarterly
 - Performance Dashboards being put into place to ensure progress / focus and direction is being monitored
 - Achievements / Infograms being developed to aid in communication of success
- 1.4.5 Financial Management System
 - P&L / Cashflow / Balance Sheet are being put into place in excel based form
 - Capital Investment Programme continuing to be developed as buildings and infrastructure understanding grows
- 1.4.6 HSE Management System
 - HSE Management System being installed including manual detailing roles and responsibilities
 - Emergency Procedures Manual being developed, as well as Risk Register and Remedial Action Plan
 - Safe Visits soon to be started, and development of risk assessments around manual handling, COSHH, fire, confined spaces, etc

Permit to Work System to be developed and implemented
- 1.4.7 Buildings & Infrastructure Management System
 - Buildings & Infrastructure Management System being installed to handle upgrades and ongoing operation / statutory compliance
 - Work programmes being developed for each Building and Infrastructure Project
- 1.4.8
 - Site Operations & Maintenance Management System
 - Preventative & Reliability Maintenance Schedules being developed to ensure safe and efficient site operation
 - Work instructions to be developed to ensure safe and efficient operation of all Zones and Track / Runway
- 1.4.9 Customer Management System
 - CRM (Customer Relationship Management) System being implemented allowing customer tracking
 - Property Agents Strategy being developed
 - Marketing strategies being developed to secure new tenants / new revenue streams
 - Customer Complaints process being put in place

- 1.4.10 Business Operations/Processes Management System
- Key Business Processes are being mapped
 - Stakeholder Management strategy being developed, including meetings / reviews / e-newsletters
 - Communications Strategy being developed including e-newsletters / events
 - Consultation Strategy being developed including forums / reviews / discussions / feedback
 - Governance Strategy being developed to ensure clear and transparent governance
 - Marketing Strategy being developed, including web sites / open days

1.5 **SEP Capital Investment Plan**

- 1.5.1 There are various infrastructure, utility and building issues that will need to be addressed through a planned investment programme – in order to maximise the potential of the site.
- 1.5.2 Work is already underway to improve broadband and water supply and to consider the scale and optimum timing for investment in the buildings and wider site infrastructure.
- 1.5.3 An overall plan will be developed to set out anticipated development over the next five years and any investment decision will be subject to a detailed business case and need to be processed through the normal County Council procedures.

1.6 **SEP Future Operating Model**

- 1.6.1 At present SEP operates as a business unit within the wider Economic Development and Strategy service. This offers the benefits that the wider support network of NCC provides – but brings with it the procedures and regulations that all teams within the County Council must adhere to.
- 1.6.2 Members may wish to begin to consider how SEP – as a potential trading business – best operates in the future and if they wish to change the business model and what criteria or timelines should be set for any decision
- 1.6.3 An obvious model may be that of Hethel Innovation Limited – which is a wholly owned NCC company with NCC directors but a private sector chairman.
- 1.6.4 There are various other models in operation for NCC services, including Norse Group, Norfolk Energy Futures and Independence Matters

2. Financial Implications

- 2.1. The purpose of the three detailed documents considered in this paper is to ensure that NCC maximises its commercial return from existing and planned investment in SEP.
- 2.2. The business and operating plans will enable the development of a set of monthly financial and operating metrics that will be regularly reported to Members.
- 2.3. Any future capital investment or decisions on operating models will be subject to business cases and appropriate NCC approvals.

3. Issues, risks and innovation

- 3.1. There are a range of risks associated with the operation of a business. Robust planning and operational procedures are necessary to mitigate these risks and optimise the return on investment.

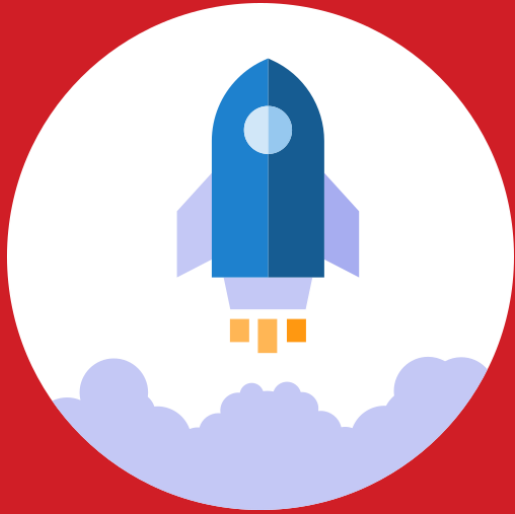
Officer Contact

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

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Business Plan

In Partnership With



Vision

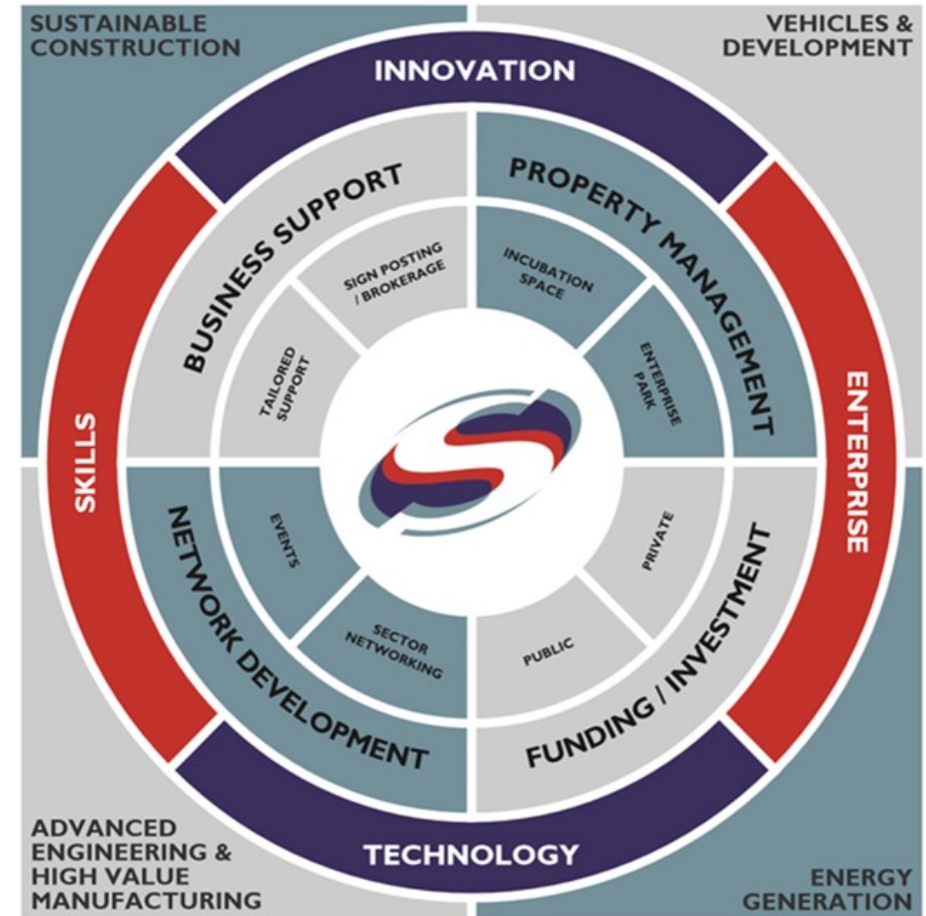
Scottow Enterprise Zone aims to deliver local economic growth through:

- providing incubation / grow on space for businesses to start-up and grow, and create jobs
- delivering bespoke support that helps individuals start-up businesses and existing businesses achieve accelerated levels of growth
- provide innovation support to help businesses develop new products, processes and services for new customers and new markets
- becoming an Enterprise Zone that reaches out beyond the boundaries of the Enterprise Zone focusing on the business sectors of Science, Technology, Engineering and Manufacturing
- looking to the future – raising aspirations, whilst respecting the past and the site's heritage

Scottow Enterprise Zone will seek to be a solution provider and a destination of growth.

SEP must be more than a 'property play', and most strive to create enterprising communities and innovating business clusters.

SEP will always seek to address market failure whether in the areas of enterprise, innovation, skills or sectors. Therefore, at the heart of SEP, will sit key buildings focused specifically on creating Incubation, Grow on, Innovation and Skills Spaces.



Business On A Page

REVENUES

Rent from:*

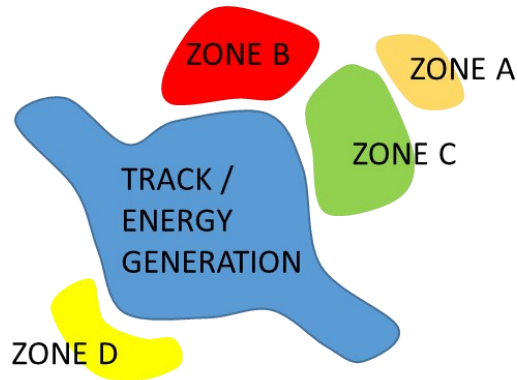
Community Zone A:	15,331 sqft (4)
Technical Zone B:	221,744 sqft (19)
Technical Zone C:	248,201 sqft (52)
Storage Zone D:	40,0009 sqft (38)
<i>Note: Total No of Buildings</i>	<i>115</i>

Rent from PV Farm

Phase 1 & 2: 49.5MW

Revenue from:

Track Use:	Cycle & Running Track, Low Speed Driver Training, etc
Film Use:	Whilst film companies see as SEP as a destination
Conferencing Use:	Revenue from conferencing as facilities come online



RETURNS ON INVESTMENT



Financial Return on Investment will be secured from:

- Interest paid on loans
- Revenue generated in the short / medium term will be invested into site, so raising the value of the site
- Revenue generated in the long term will payback loans and provide returns to the shareholder

Economic return on Investment will be secured from:

- Job creation & Business Start-ups
- Business Rate generation

CAPITAL PROGRAM & OVERHEADS



Buildings & Infrastructure Capital Program needs to be managed using in house expertise to ensure value for money and best solutions, including tendering

Buildings & Infrastructure Repair Program – needs to be accelerated with specific focus building in house resource and management

Preventative / Reliability Centred Maintenance Schedules – need to be developed and utilise in house expertise

LABOUR



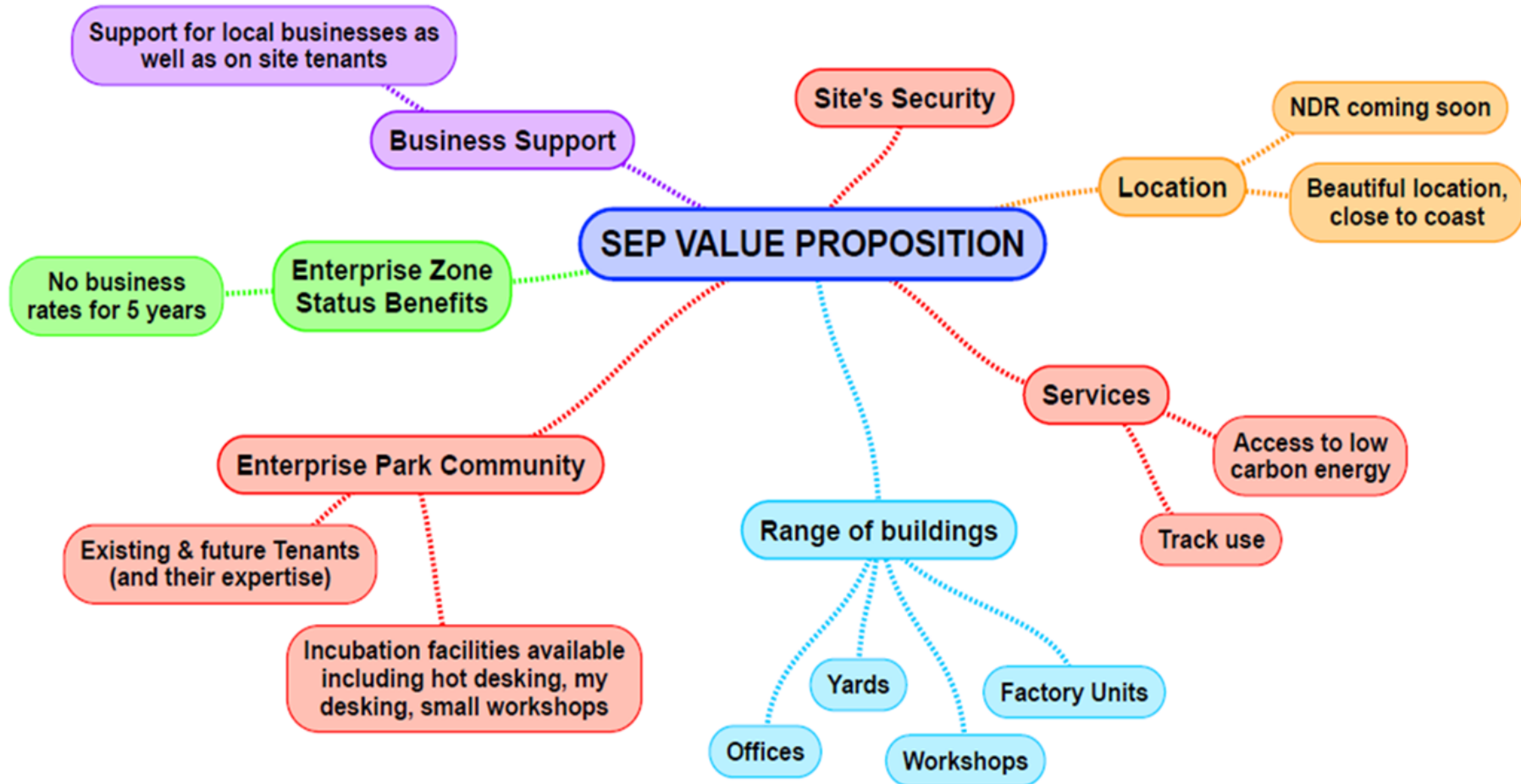
- Direct labour costs need to reduce & team be expert in core business activities
- Indirect labour costs need to significantly reduce

FUNDING / LOANS



- **Funding** will come from Enterprise Zone status, and Sale of Buildings / Land
- **Loans / Investment** will come from shareholder Norfolk County Council
- **Grants** will be sought from other sources

Value Proposition



Value Proposition

Business Support

- Business support for local businesses, as well as on-site tenants, provided through one-on-one support & workshops delivered by Innovation New Anglia

Enterprise Zone Status Benefits

- One of the 10 sites within the New Anglia LEP Enterprise Zone - "Space to Grow"
- Tenants can benefit from:
 - No business rates for five years
 - Simplified planning
 - Access to Superfast broadband

Enterprise Park Community

- Existing and future tenants, and their expertise
- Incubation facilities available, including hot desking, my desking & small workshops

Range of Buildings:

- Buildings available include offices, workshops, factory units and yards

Services:

- Access to track use and low-carbon energy through the on-site 49.5MW solar park

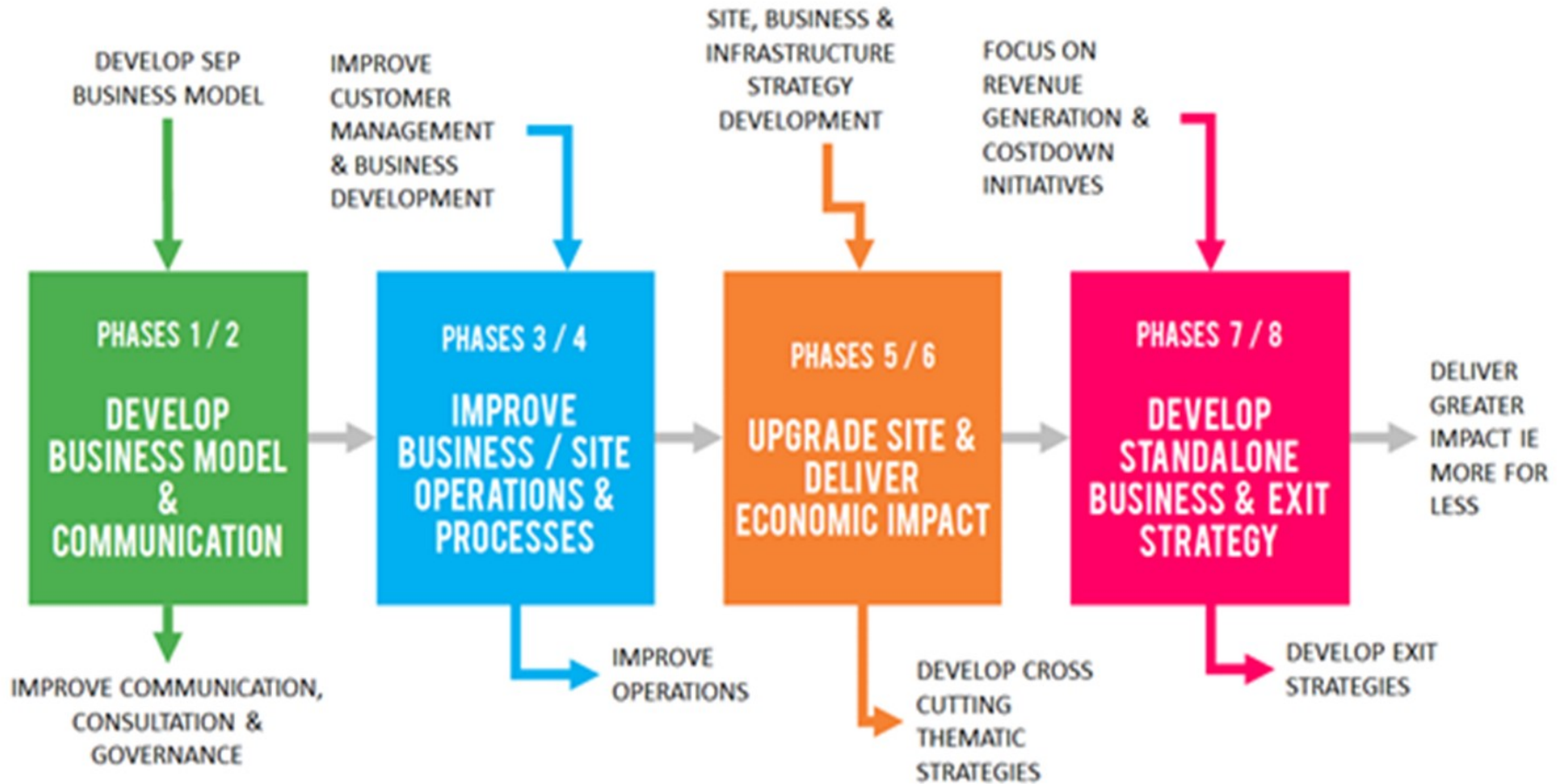
Location:

- Beautiful location, close to the North Norfolk coast
- Northern Distributor road planned to open early 2018

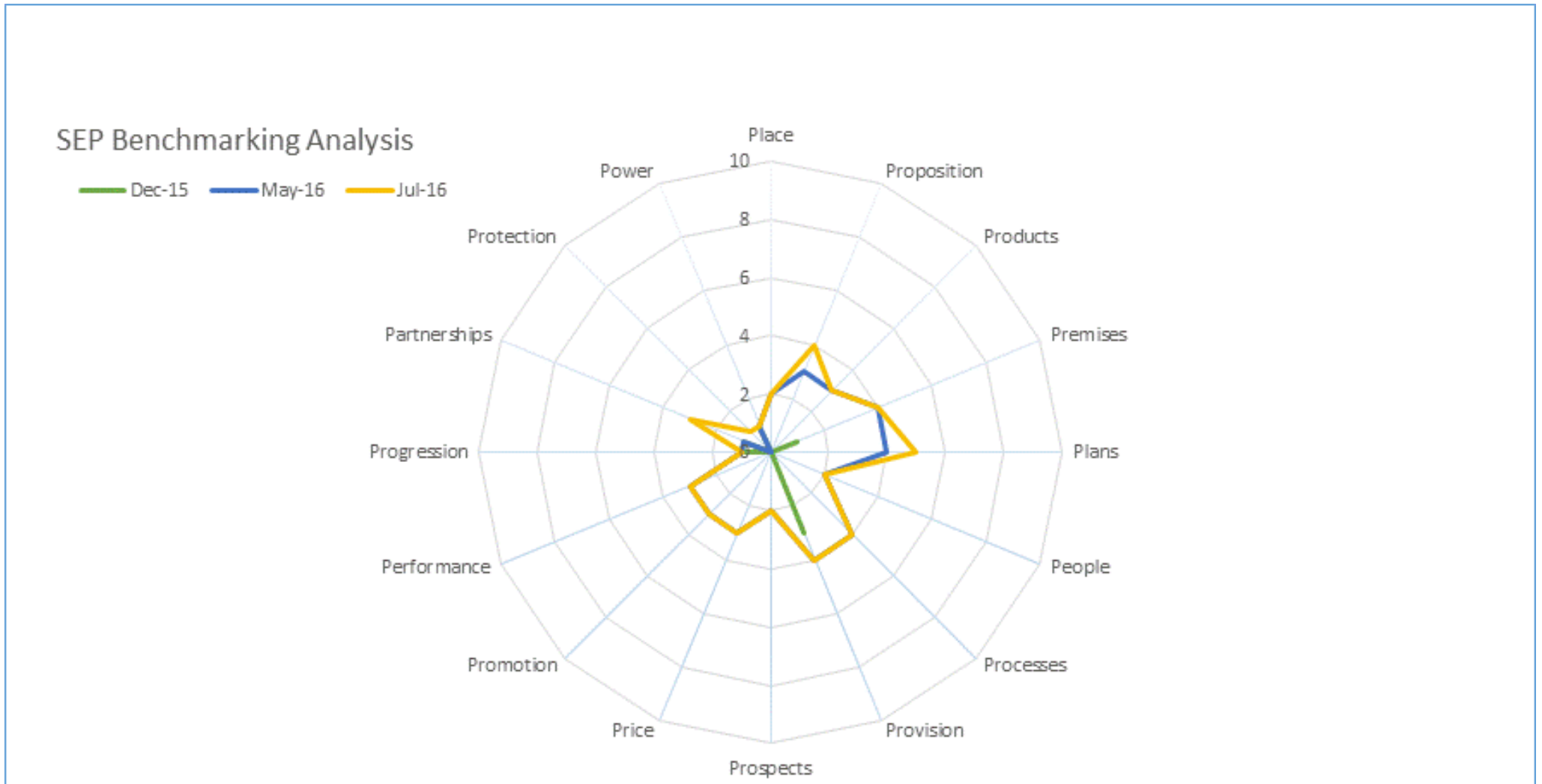
Site Security

- 24/7 guard ensuring site security

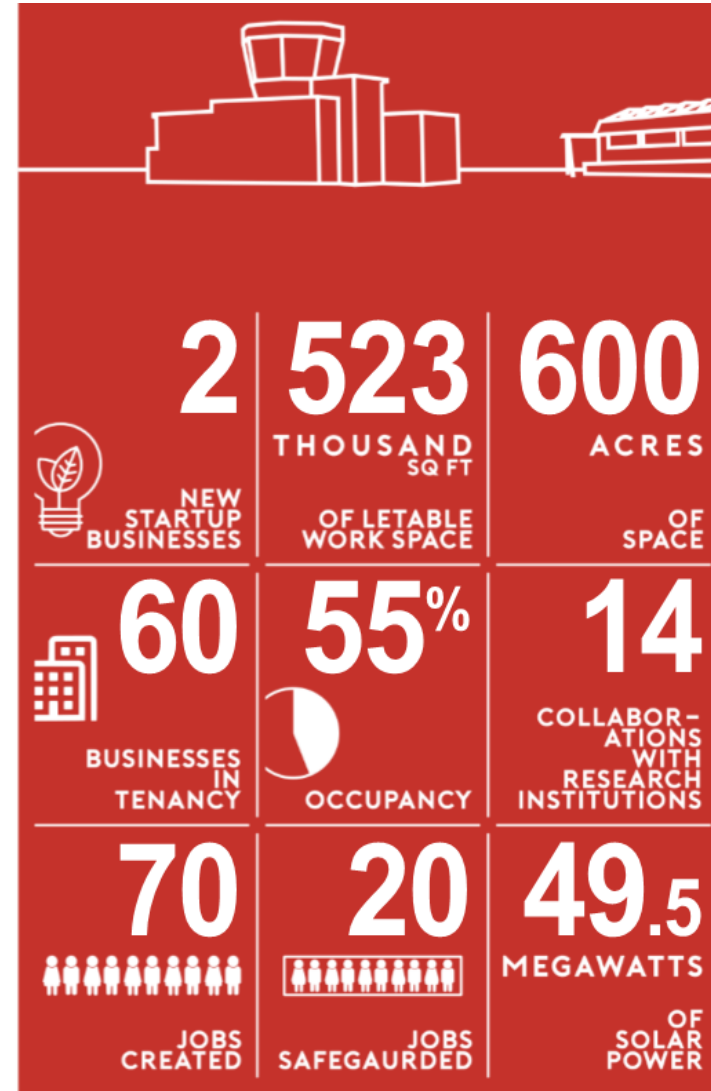
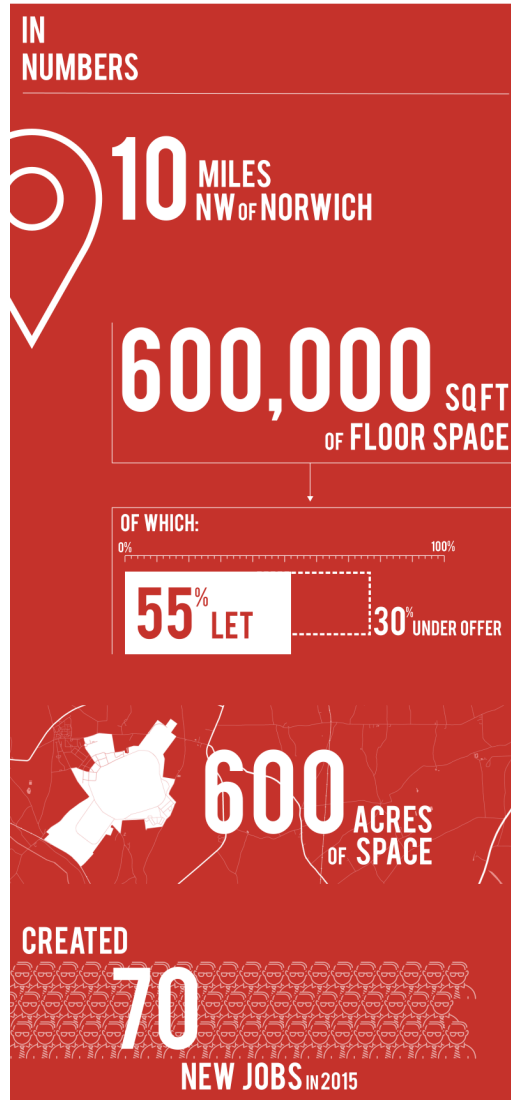
Phased Development Approach



Benchmarking



Where Are We Now?



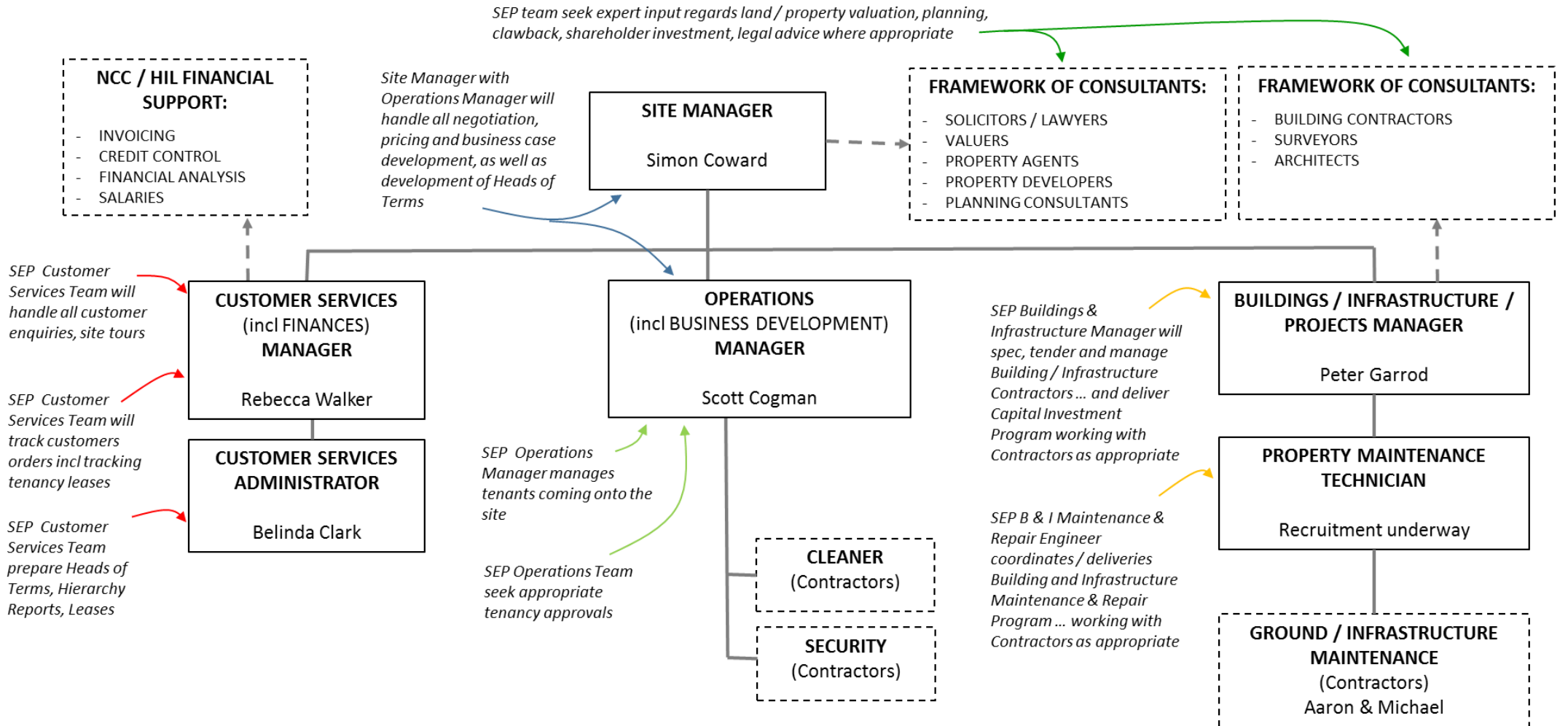
Profit & Loss

SEP FINANCIAL OVERVIEW		C	F	C	F	C	F	C	F	C	F
		16/17	16/17	17/18	17/18	18/19	18/19	19/20	19/20	20/21	20/21
REVENUE											
Building Rent	Rent & Service	454.4	438.2	602.7	601.5	664.8	776	712.8	829.5	721.8	889
Land Rent / Energy related / Other uses		595	599	508	518	508	569	508	570	508	573
	Sub Total	1049.4	1037.2	1110.7	1119.5	1172.8	1345	1220.8	1399.5	1229.8	1462
OVERHEADS											
Labour		470	480	470	470	468	468	464	464	455	455
Additional Labour costs		50	50								
Operating Costs		231	231	158	158	145	145	142	142	139	139
Utilities		41	41	45	45	50	50	55	55	60	60
Repairs & Renewals		291	291	290	290	294	294	300	300	309	309
Bad Debt		40	40	45	45	50	50	55	55	60	60
	Sub Total	1133	1133	1008	1008	1007	1007	1016	1016	1023	1023
GROSS PROFIT		-83.6	-95.8	102.7	111.5	165.8	338	204.8	383.5	206.8	439
INTEREST (£50k interest on every £1M borrowed)		200	200	250	250	300	300	300	300	300	300
<i>Enterprise Zone funding</i>		<i>£1.5M</i>	<i>£1.5M</i>	<i>£1.5M</i>	<i>£1.5M</i>						
<i>Borrowing / Loan</i>		<i>£4M</i>	<i>£4M</i>	<i>£5M</i>	<i>£5M</i>	<i>£6M</i>	<i>£6M</i>	<i>£6M</i>	<i>£6M</i>	<i>£6M</i>	<i>£6M</i>
DEPRECIATION (£4M over 50 years)		80	80	80	80	80	80	80	80	80	80
SURPLUS		-363.6	-375.8	-227.3	-218.5	-214.2	-42	-175.2	3.5	-173.2	59

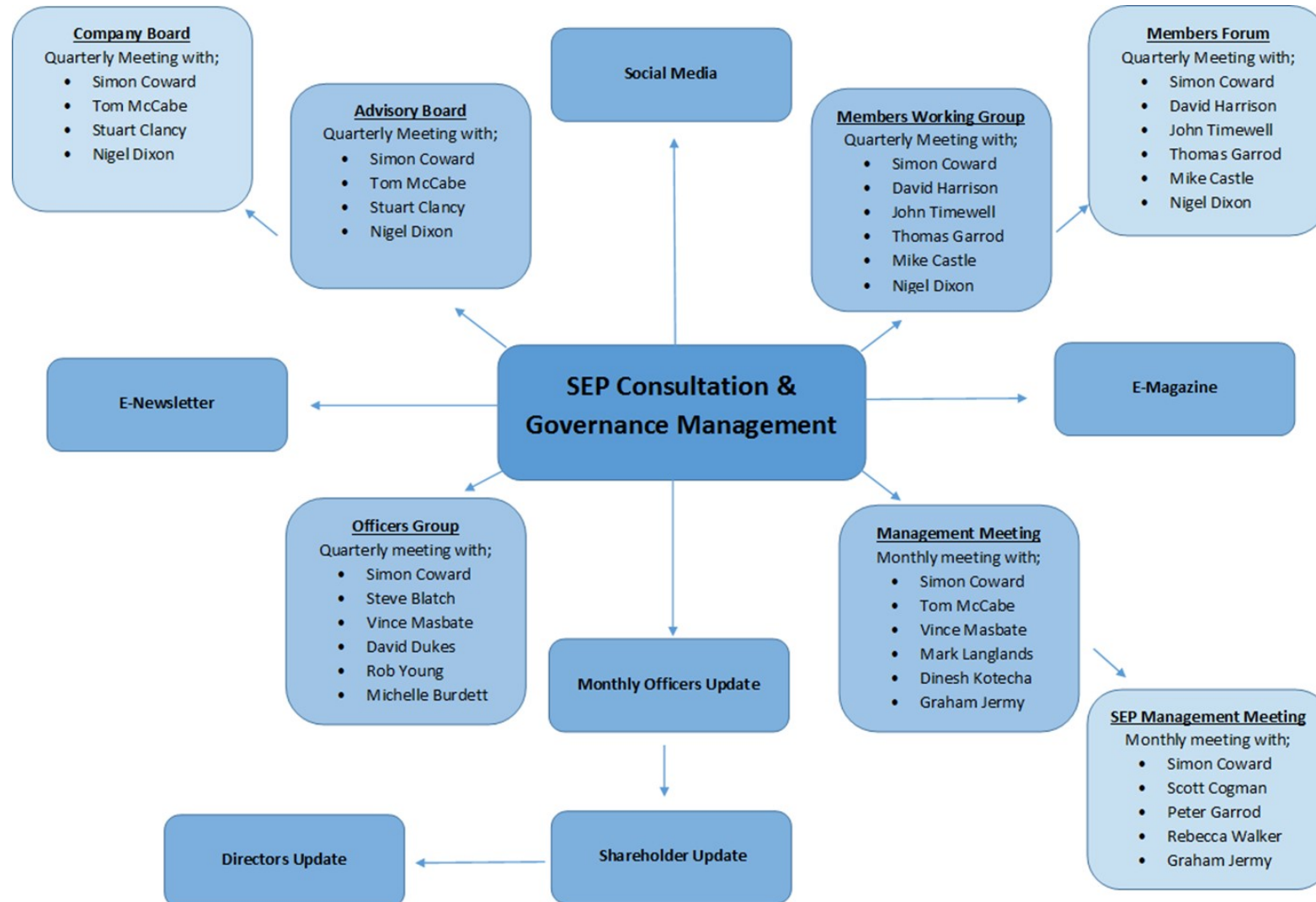
Capital Program

SEP CAPITAL PROGRAM			Estimated	Minimum	Maximum	Contingency	Spent
INFRASTRUCTURE							
Water	Major next phase to cost	£k	1800			180	
	Further phases likely to cost	£k	500	200	500		
HV/LV		£k	700		200		500
Security			75				
Fencing			50				
Wifi			50				
Fibre enablement		£k	100	100			
Drainage		£k	65				
Heating		£k	170				
Fire Alarms		£k	50				
		Sub-Total (£k)	3560				
BUILDINGS							
TIER 1	Hanger 1		1000				
	Hanger 2		550				
	Hanger 3		1000				
	Medical Centre		100				
		Sub-Total (£k)	2650				
TIER 2	Building 5 - Armoury		22				
	Guard House - Building 40		85				
	Building 349 - Jag Sim Building		85				
	Building 15 - Grow on Space (Estate Office)		5				
	Building 12		65				
	Building 376		20				
	Building 17		70				
	Building 17A		100				
	Building 35		100				
	Building 262		10				
	Air Traffic Control		105				
	Other		120				
		Sub-Total (£k)	787				
TIER 3	Zone D - Storage (ex-Bomb Storage Area)		30				
		Sub-Total (£k)	30				
ADDITIONAL BUILDINGS & INFRASTRUCTURE							
	Additional potential buildings & infrastructure contingency		2000				
		Sub-Total (£k)	2000				
TOTAL		Total Estimate	9027				500
		Total (including spent)	9527.00				

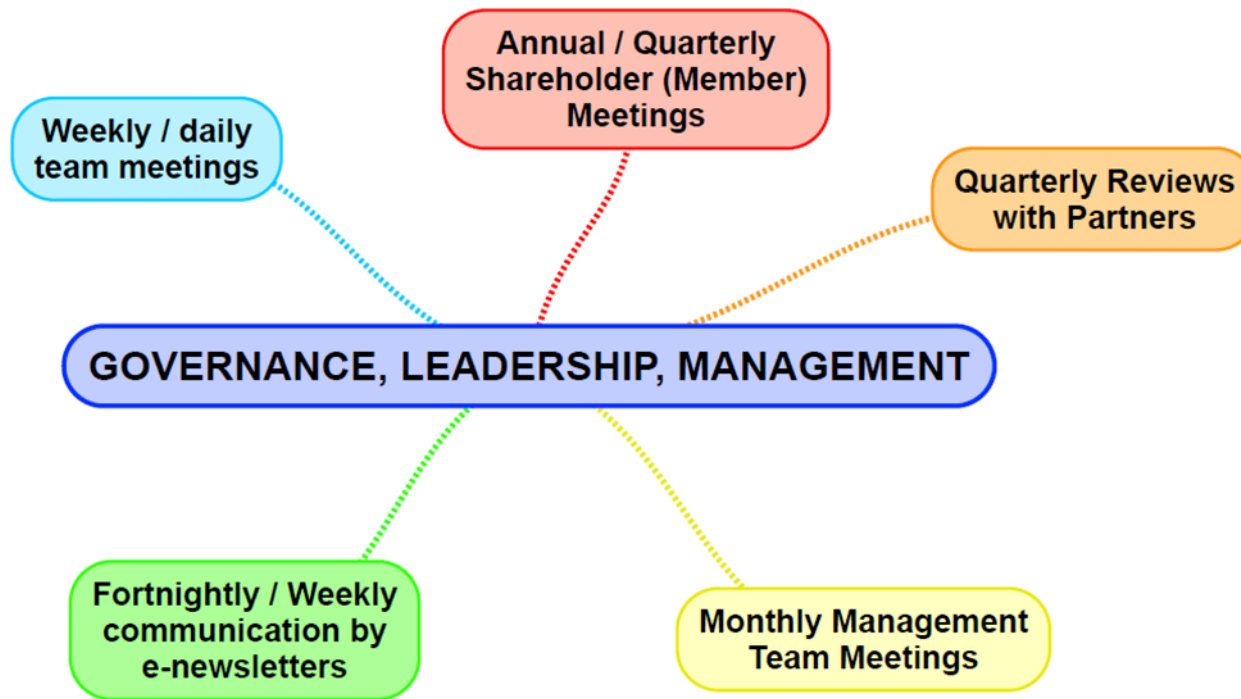
Team Roles and Responsibilities



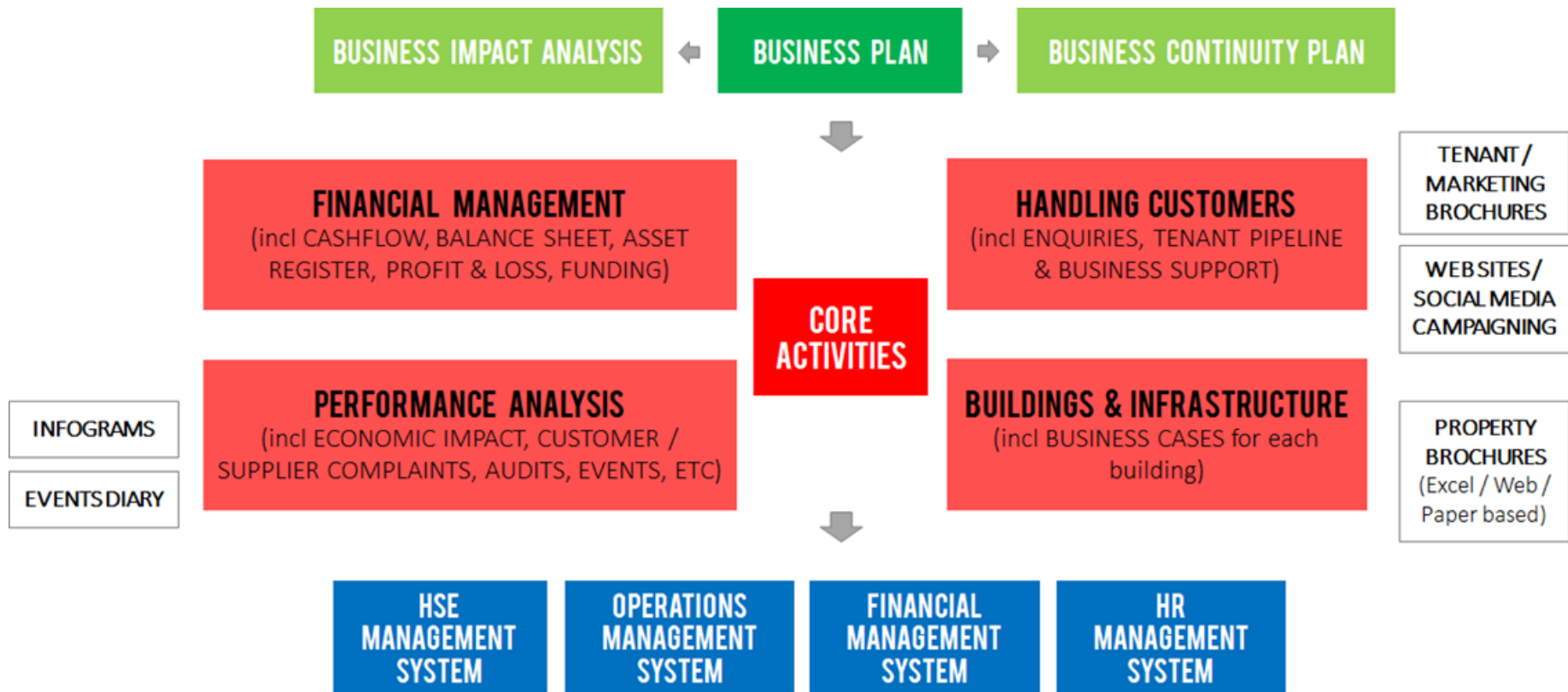
Consultation Strategy



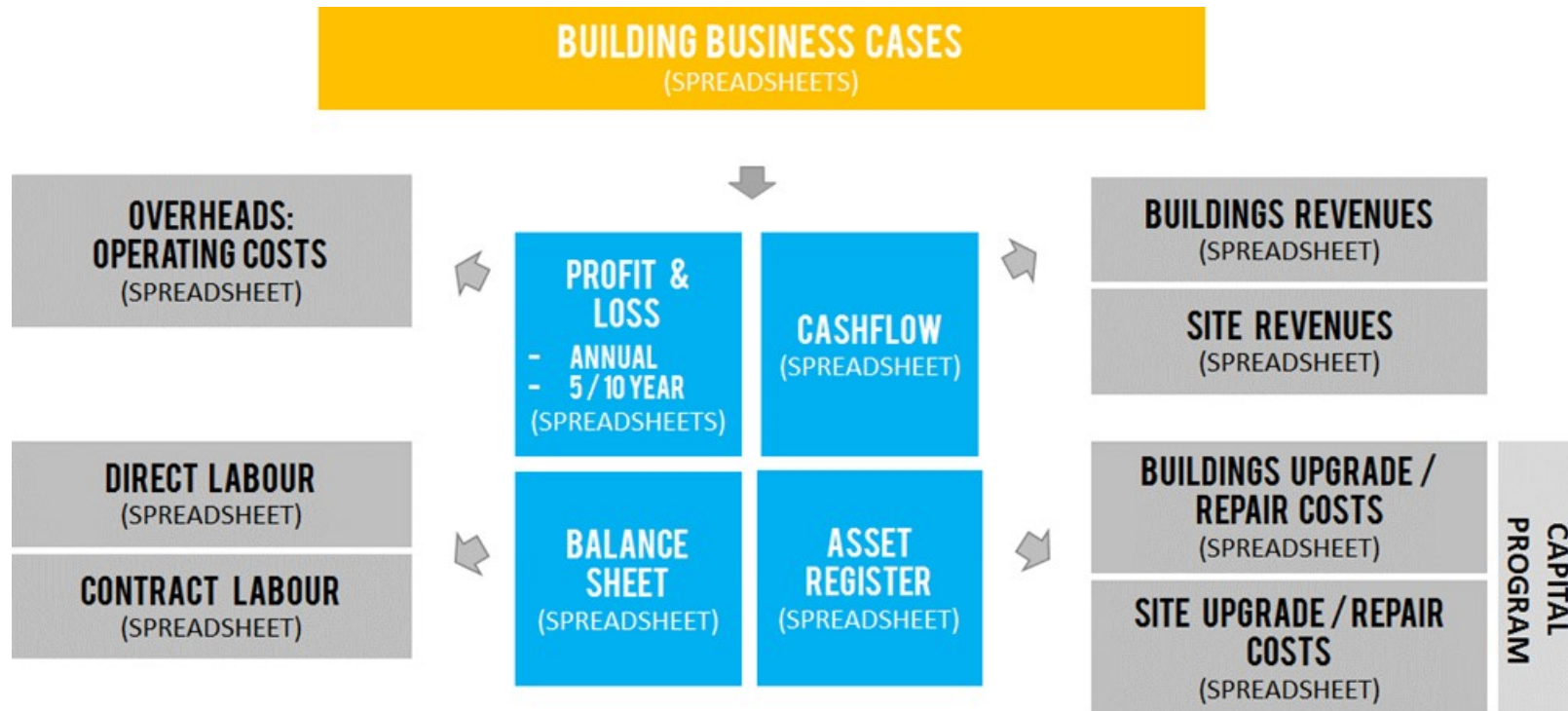
Governance Strategy



Management Systems Overview



Financial Management Systems



Communication Strategy



Marketing Strategy



Buildings Strategy

Project 1: Hangers - Future homes to AE / HVM businesses - creating jobs

- The Hangers (particularly 1, 2 and 3) need investment
- SEP has rented one Hanger to a manufacturing business and has interest from other engineering / manufacturing businesses in the remaining 3 Hangers



Project 2: Medical Centre - Future home to hi-tech businesses, building the hi-tech brand

- A hi-tech business is showing real interest in renting the old Medical Centre
- The old Medical Centre will need investment to bring it up to specification



Project 3: Creating Start-up Space (the Guard House)

- At the heart of the Enterprise Park must be at least one Start-up Space
- The ex-Guard House has the potential - at the front of the site - to make an effective location to incubate and grow SMEs
- The Start-up Space would house reception, security, SEP team as well as offer conference / meeting room space and hot desks / my desks (as well as SEP files / records)



Project 4: Creating an Innovation Space (the ex-Jag Sim Building)

- The Jag Sim building could be split into a number of offices and a number of workshops—and offered to multiple tenants, rather than just one
- The second building of offices could also include meeting rooms
- This would create spaces perfect for small but growing engineering businesses—a little like Hethel Engineering Centre, and maybe will have a very clear sector focus



Buildings Strategy

Project 5: Creating a Business Hub at the Centre of SEP (ex-Air Traffic Control)

- If the business case 'stacks up' then the focus should be on turning the ATC (and associated buildings) into a Business Hub at the centre of SEP
- The Business Hub would have conference / meeting rooms, offices, my desks and hot desking - maybe Hethel style coffee machines
- This is the iconic building on SEP and should be a key part of building the future focus



Project 6: Grow-on Office Space (Building 15)

- With a small investment and some clearing out / cleaning, this building of offices, meeting rooms, kitchen and toilets would make good Grow-on Space from the Start-up Space (ex-Guard House)
- SEP Estate Office would need to move to Start-up Space (ex-Guard House) to facilitate turning Building 15 into Grow on Space

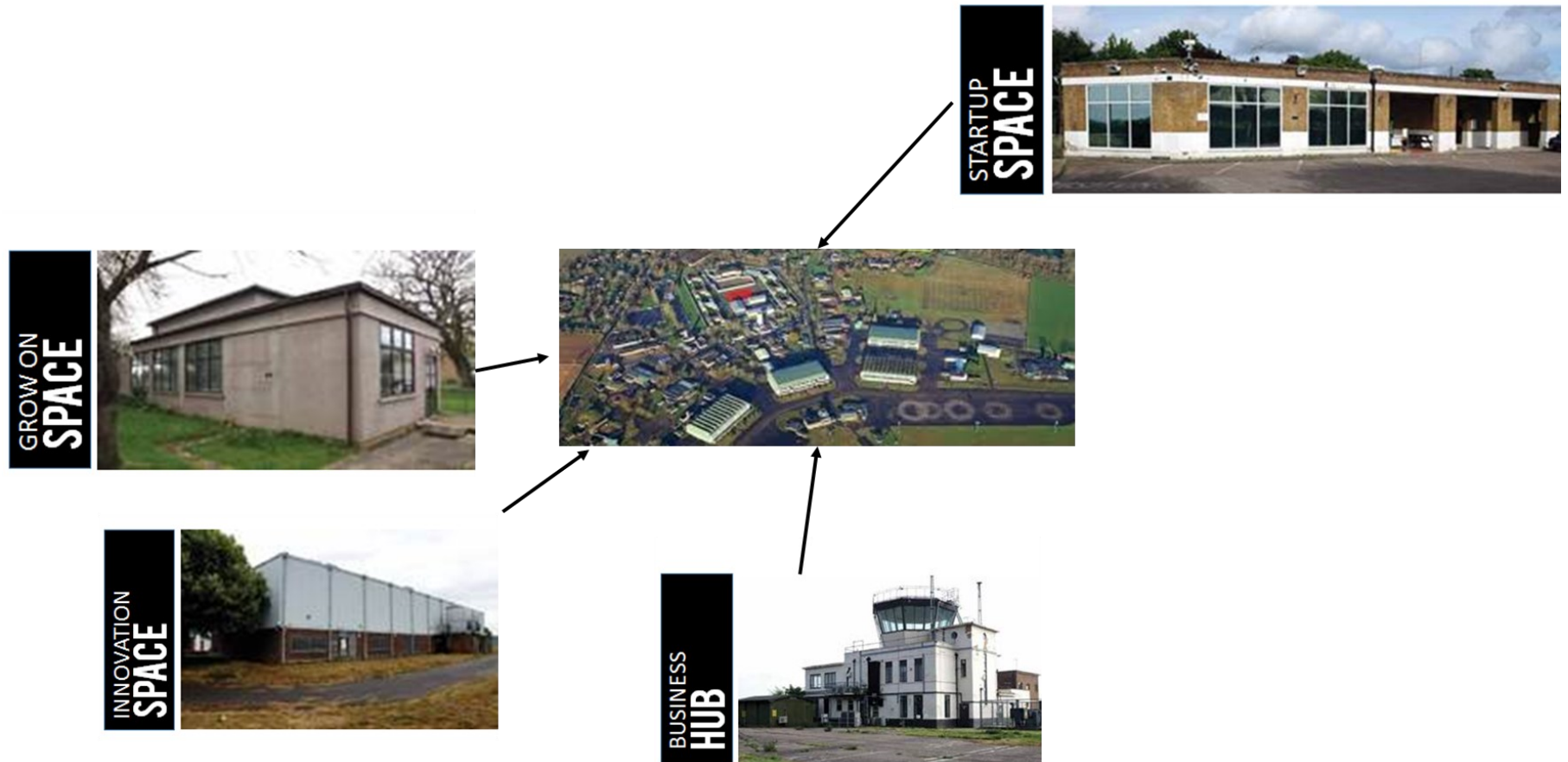


Project 7: Creating a STEM Centre within a building capable of providing teaching / networking space

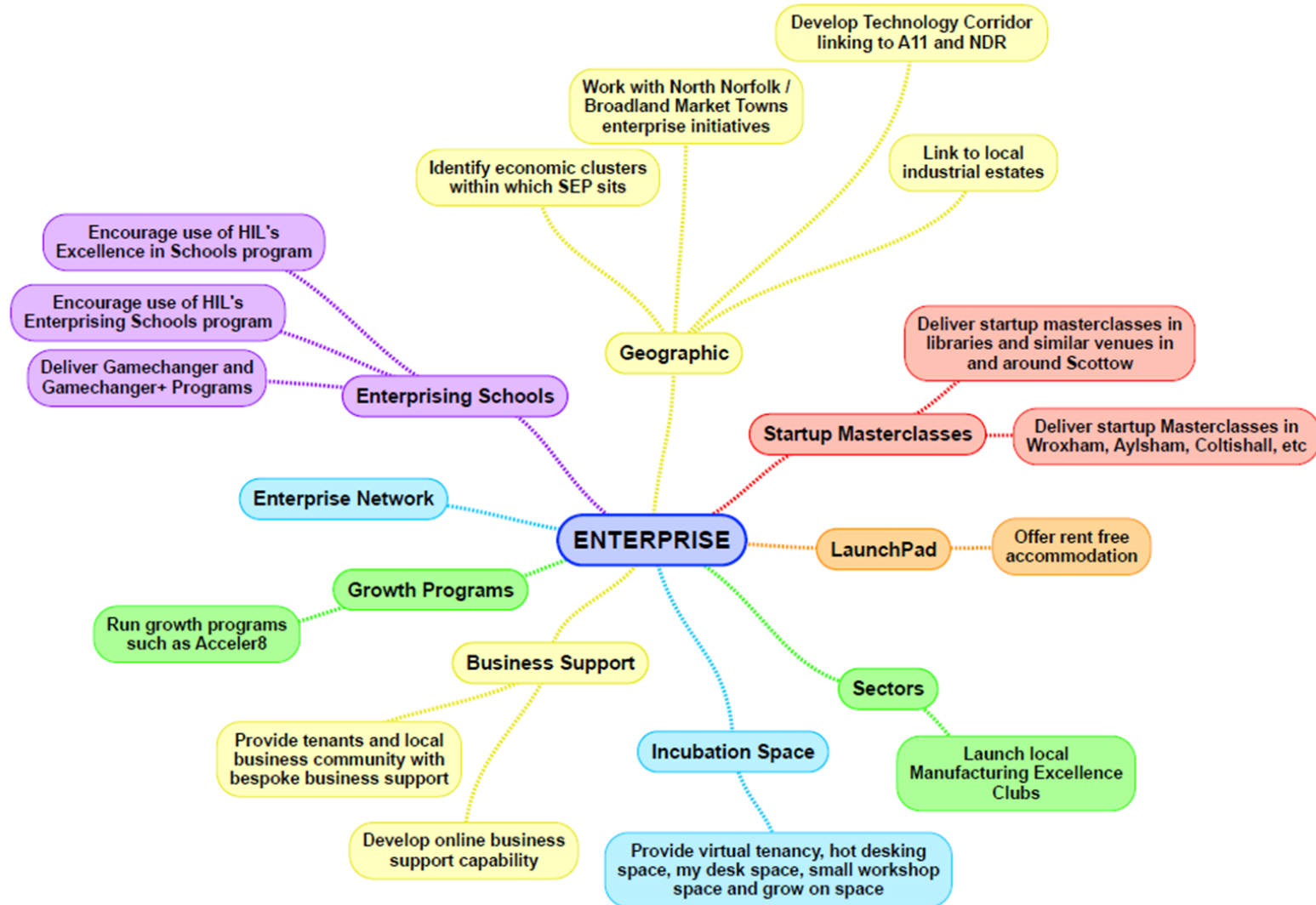
- STEM Centre would provide students with teaching and learning opportunities

Enterprise Strategy

Scottow Enterprise Zone plans on creating a number of key buildings as part of the Enterprise Strategy:



Enterprise Strategy



Competitor Analysis

Competitors	Business Support	Events	Conferencing	Quality of Life	Heritage	Enterprise Zone	Total
Scottow Enterprise Park	2	2	2	2	2	2	12
Raynham Business Park	0	0	1	2	2	0	5
Fakenham Industrial Estate	0	0	0	1	0	0	1
Aylsham Industrial Estate	0	0	0	2	0	0	2
Lyngate Industrial Estate	0	0	0	2	0	0	2



SCOTTOW ENTERPRISE PARK



Development Vision

In Partnership With



History & Heritage

RAF Coltishall

- Royal Air Force Coltishall operated between 1938 and 2006
- RAF Coltishall served as a fighter airfield in the Second World War, and afterwards a station for night fighters
- Post-war in the 1950's, RAF Coltishall became a designated "V-Bomber dispersal airfield", and home to a variety of unies & aircraft
- In 1974 the first Jaguar squadron arrived. The Jaguar was the backbone of the RAF Ground Attack Force in the 1990 Iraqi invasion of Kuwait
- RAF Coltishall eventually became one of the last surviving operational RAF airfields involved in the Battle of Britain

Due to the nature of the site, and its history, there is a need to build on this past, and capture the spirit of those airmen and women. The legacy should be both aspirational and inspirational.

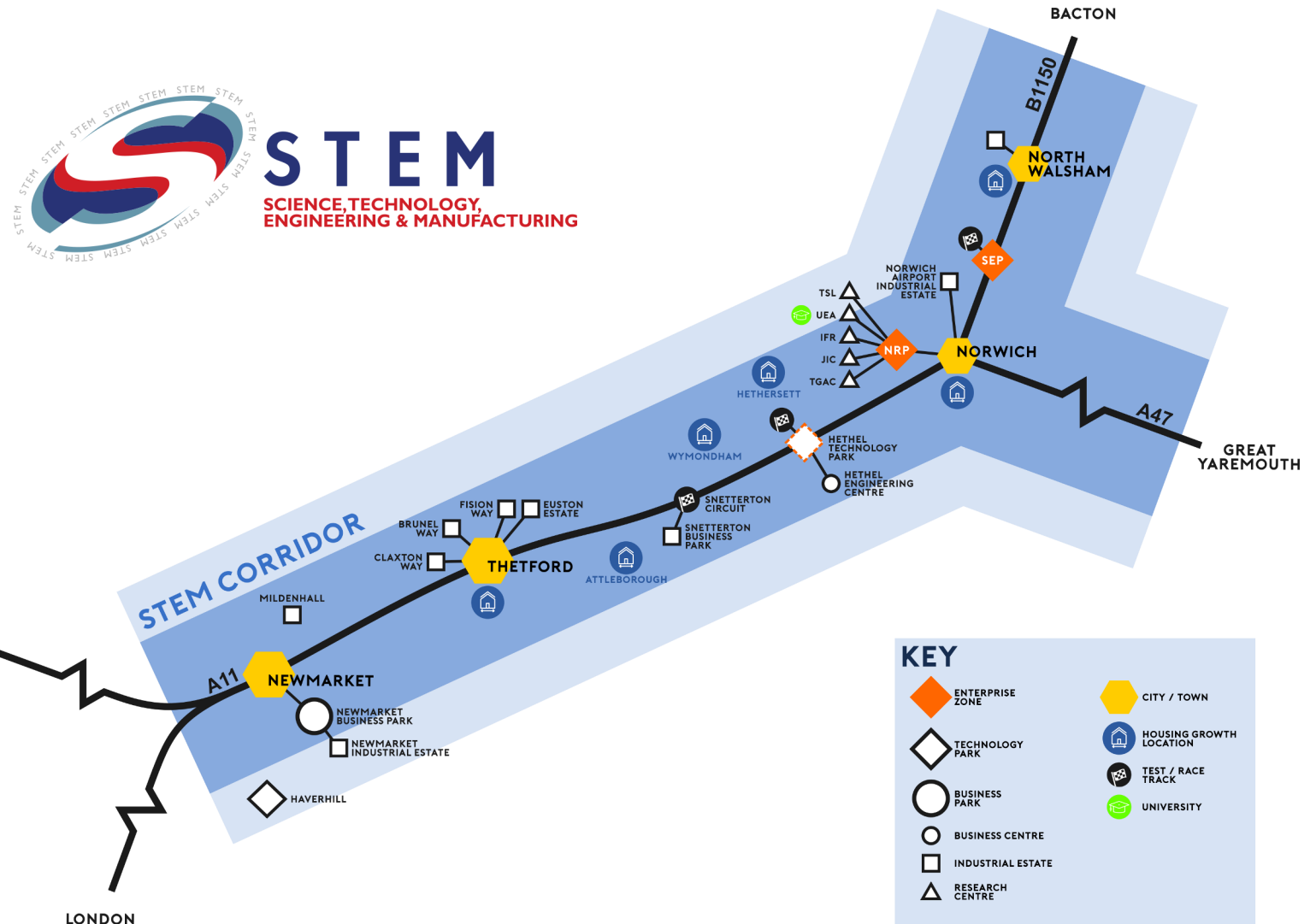
"We built RAF Coltishall to safeguard our future... now let's build Scottow Enterprise Zone to secure a sustainable future." - Simon Coward



Context

Scottow Enterprise Park will help to accelerate sector growth in the enabling sectors of: Manufacturing, Engineering, Construction, Energy and ICT, and the emerging sectors of Clean Tech, Bio Tech and Info Tech.

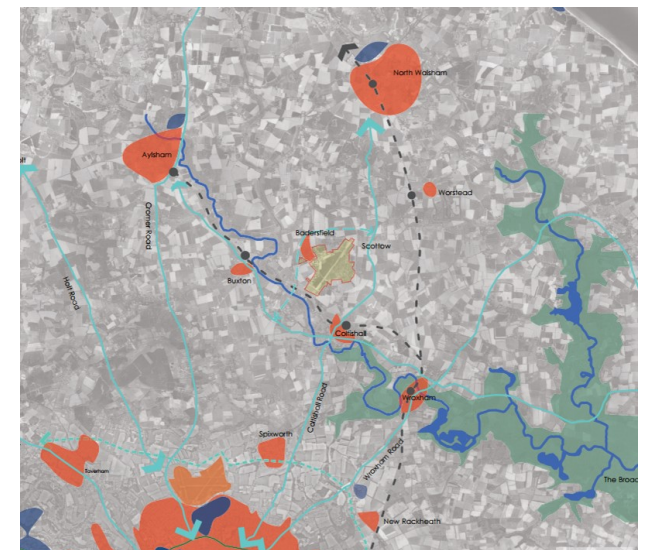
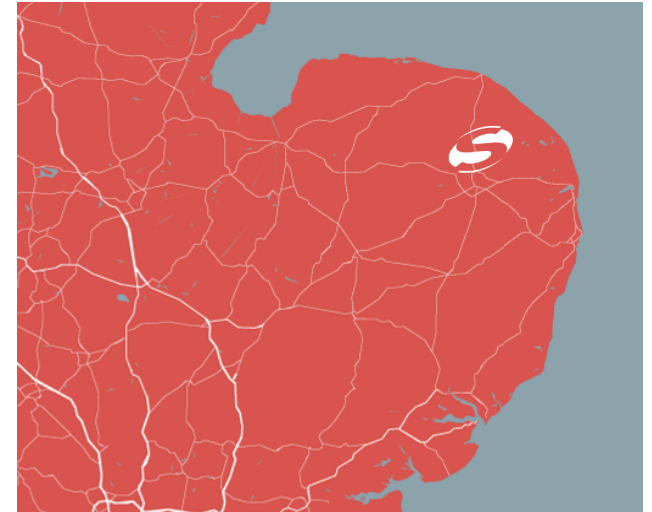
Scottow Enterprise Park will also play an integral role within the STEM corridor, that links hubs & institutions along the A11.



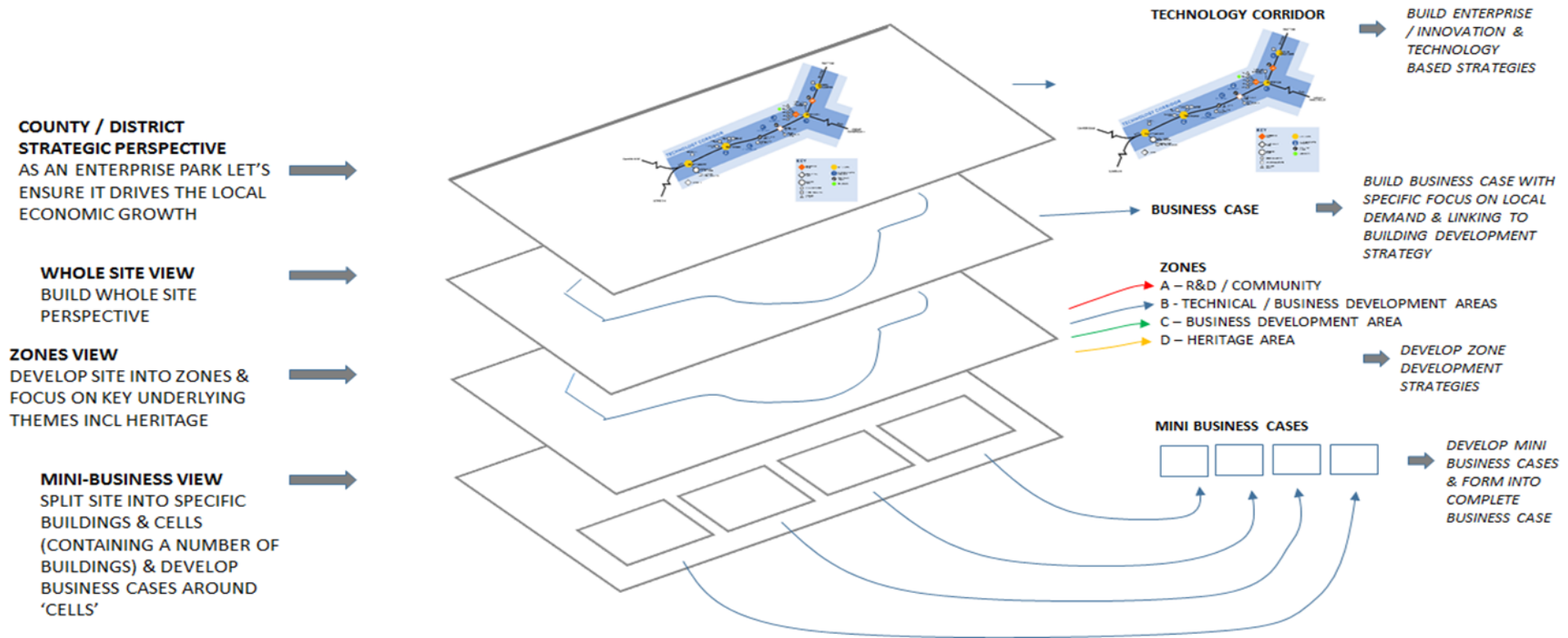
Context

Underlying drivers:

- To diversify economic sectors within North Norfolk
- To increase the start-up & business survival rate within Norfolk
- New Anglia LEP (Norfolk / Suffolk Local Enterprise Partnership) seeking over the next 10 years to:
 - create 95,000 jobs & 10,000 new businesses
 - increase GVA by 10% & build 117,000 homes
- New Anglia LEP, through its Enterprise Zone sites in Norfolk and Suffolk, will:
 - create 18,500 jobs in the 25-year lifetime of the zones, including 5,000 by 2021



Strategic View



Vision

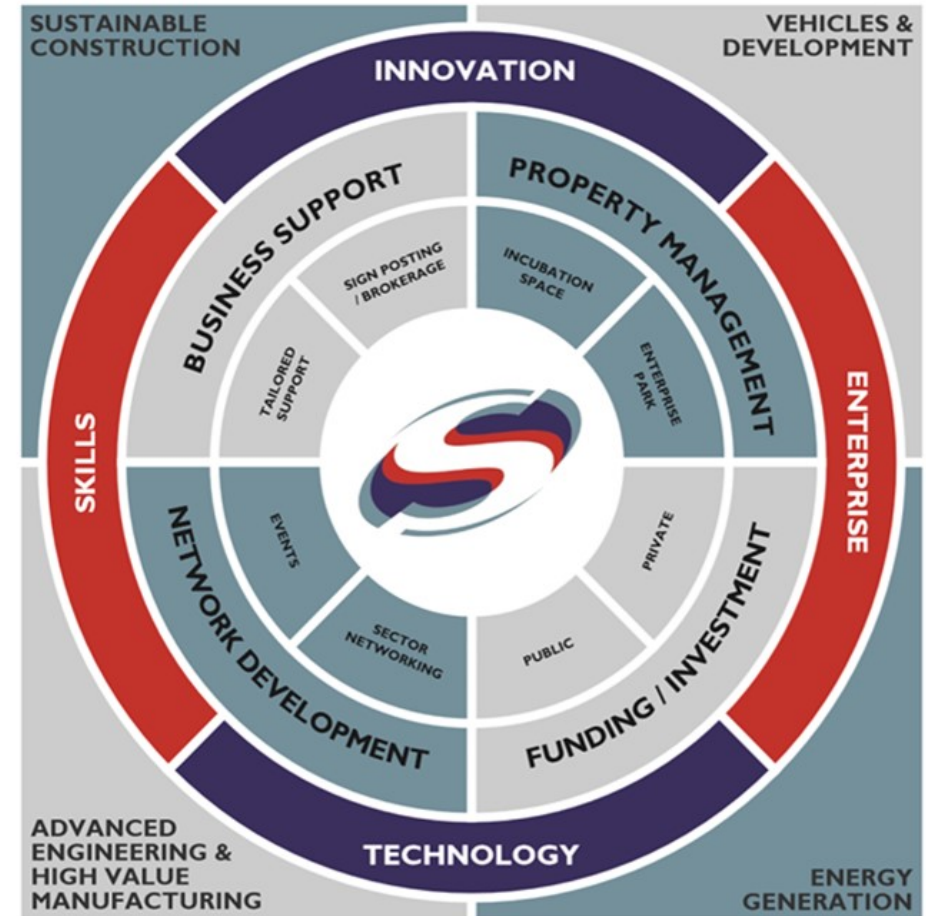
Scottow Enterprise Zone aims to deliver local economic growth through:

- providing incubation / grow on space for businesses to start-up and grow, and create jobs
- delivering bespoke support that helps individuals start-up businesses and existing businesses achieve accelerated levels of growth
- provide innovation support to help businesses develop new products, processes and services for new customers and new markets
- becoming an Enterprise Zone that reaches out beyond the boundaries of the Enterprise Zone focusing on the business sectors of Science, Technology, Engineering and Manufacturing
- looking to the future – raising aspirations, whilst respecting the past and the site's heritage

Scottow Enterprise Zone will seek to be a solution provider and a destination of growth.

SEP must be more than a 'property play', and most strive to create enterprising communities and innovating business clusters.

SEP will always seek to address market failure whether in the areas of enterprise, innovation, skills or sectors. Therefore, at the heart of SEP, will sit key buildings focused specifically on creating Incubation, Grow on, Innovation and Skills Spaces.



What Is It?

The Scottow Enterprise Zone will be a thriving hub of businesses located within the base of ex-RAF Coltishall

- Provision of a diverse range of accommodation, suitable for a range of uses including: offices, research & development, light industrial, storage, distribution & manufacturing
- Incorporates different zones including technical, storage & community, to ensure a wide variety of users
- Hosts STEM activities and engagement including Manufacturing Excellence Clubs, and Gamechanger bootcamps
- An enterprising & innovative environment, to help start-up businesses & provide comprehensive business support, including one-on-one and workshops
- Cluster of businesses to focus on the enabling sectors of Engineering & Manufacturing, ICT, and Energy, and the emerging sectors of Clean Tech, Info Tech and Bio Tech



Value Proposition

Business Support

- Business support for local businesses, as well as on-site tenants, provided through one-on-one support & workshops delivered by Innovation New Anglia

Enterprise Zone Status Benefits

- One of the 10 sites within the New Anglia LEP Enterprise Zone - "Space to Grow"
- Tenants can benefit from:
 - No business rates for five years
 - Simplified planning
 - Access to Superfast broadband

Enterprise Park Community

- Existing and future tenants, and their expertise
- Incubation facilities available, including hot desking, my desking & small workshops

Range of Buildings:

- Buildings available include offices, workshops, factory units and yards

Services:

- Access to track use and low-carbon energy through the on-site 49.5MW solar park

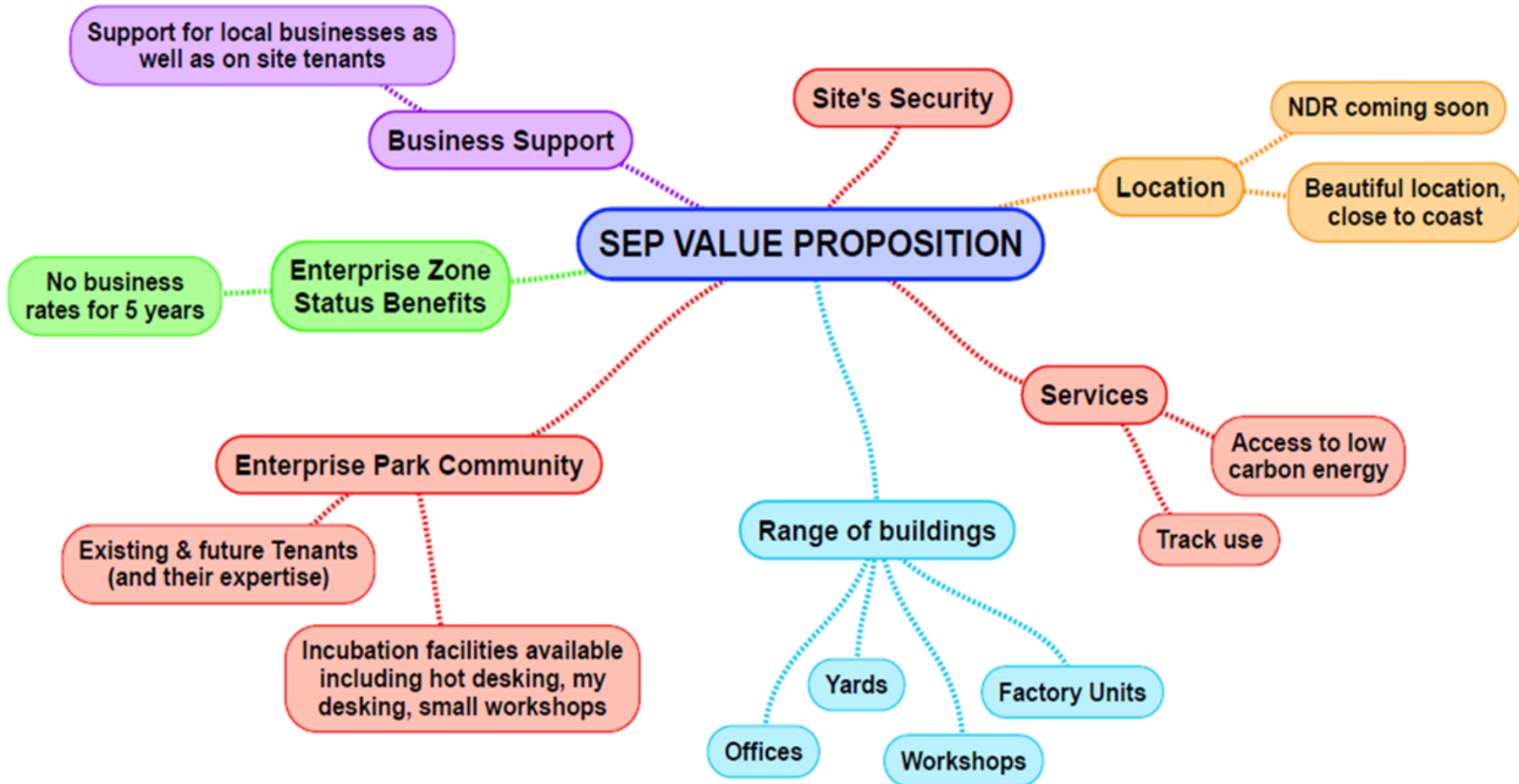
Location:

- Beautiful location, close to the North Norfolk coast
- Northern Distributor road planned to open early 2018

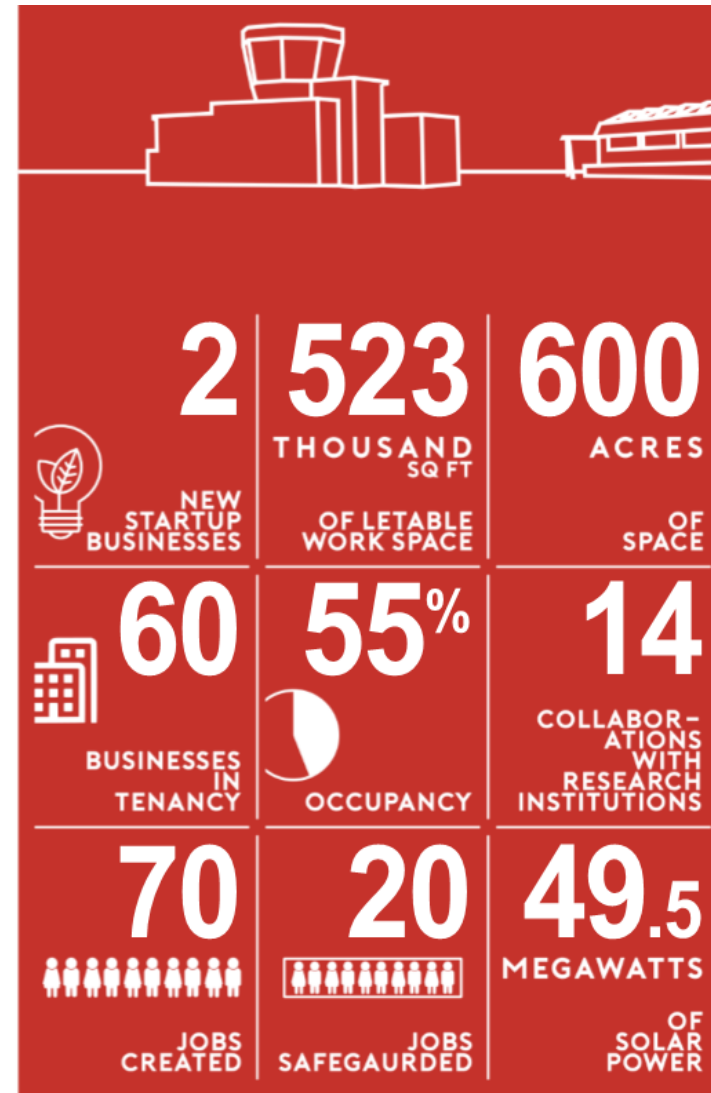
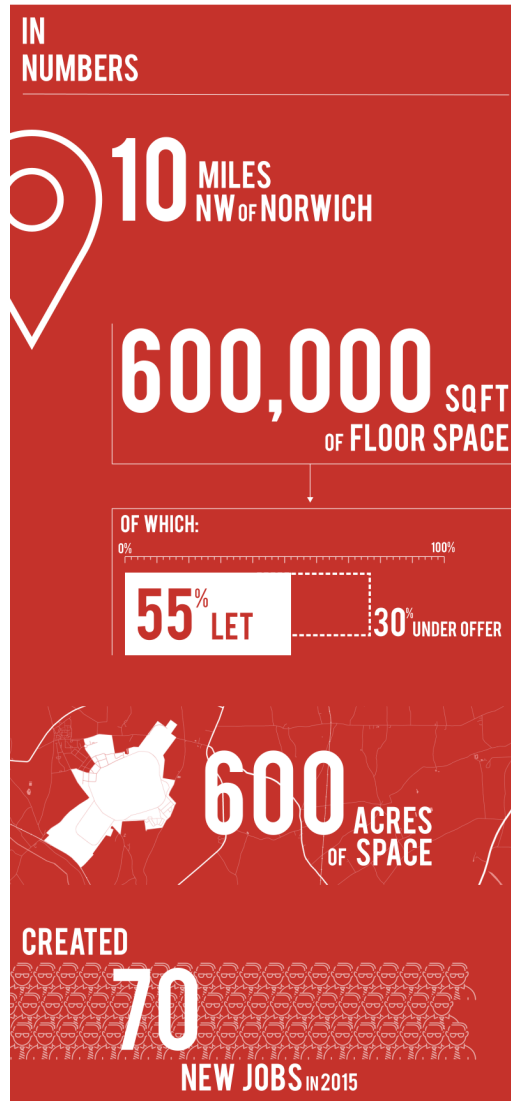
Site Security

- 24/7 guard ensuring site security

Value Proposition

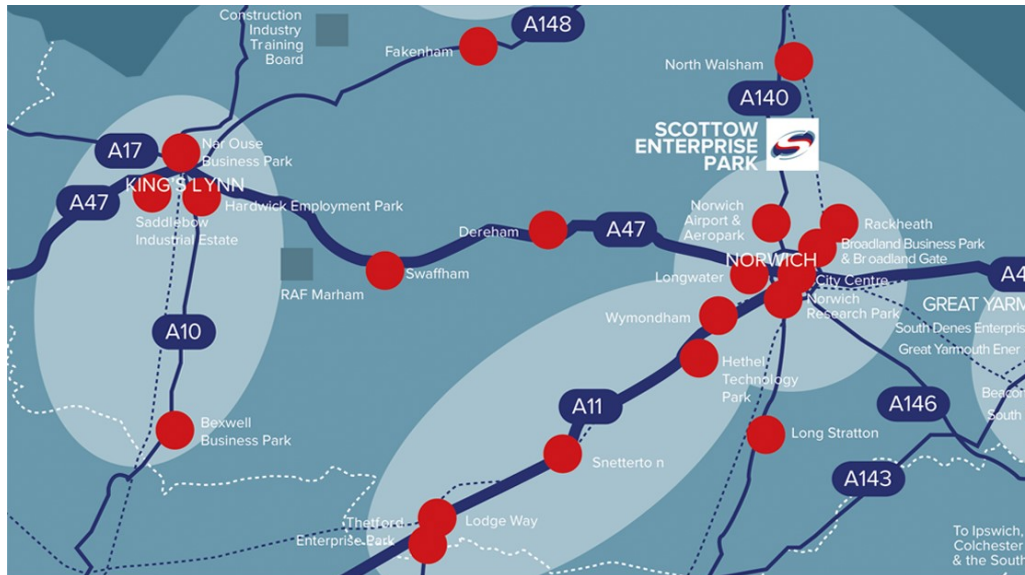


Where Are We Now?



Demand

- 60% of demand is stemming from North Norfolk, as well as wider Norfolk
- There is a very specific sector demand, stemming from the enabling sectors of Engineering, Manufacturing, Construction, Energy and ICT, and the emerging sectors of Clean Tech, Bio Tech, and Info Tech
- We have received a total of 350 customer enquiries



SEP ENQUIRY STATUS	
Enquiry Status	No
Lines of Enquiries	118
Pipeline Tenants	27
Enquiries on file / waiting list	35
Closed	126
Total	306

SEP ENQUIRY STEM ALIGNMENT	
Enquiry Status	STEM
Lines of Enquiries	16%
Pipeline Tenants	3%
Enquiries on file / waiting list	1%
Closed	12%
Total	32%

What Does It Look Like?

Scottow Enterprise Zone has a diverse range of accommodation, suitable for a range of uses including:

- Offices
- Research & Development
- Light Industrial
- Storage
- Distribution
- Manufacturing



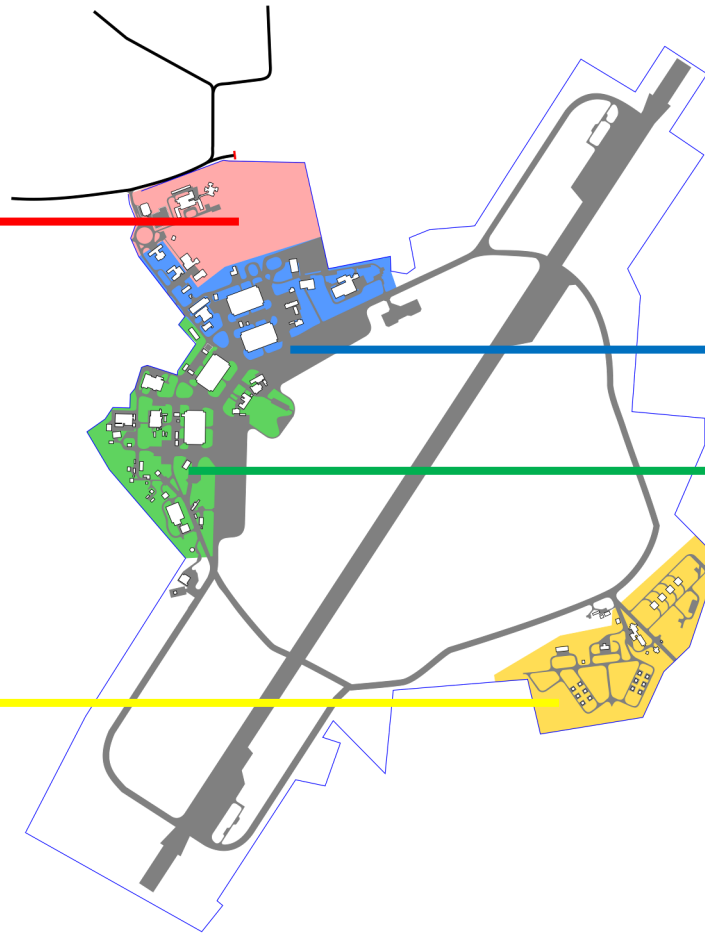
What Does It Look Like?

Community Zone A

The Community Zone represents the area of Scottow Enterprise Zone that is planned to be publically accessible.

Storage Zone D

The Storage Zone is formed of multiple, smaller storage spaces that are not meant for regular activity.



Technical Zone B

Technical Zone C

The Technical Zones B&C are where the majority of economic activity will take place. There is a concentration of larger industrial units, consisting of hangars, large warehouses, workshops & manufacturing spaces, and offices.

Community Zone

- The Community Zone represents the area of Scottow Enterprise Zone that is planned to be publically accessible.
- This area will be home potentially to a:
 - cricket pitch
 - 5-side football pitch
- Potential to be a valuable part of the green infrastructure network of the Bure Valley



Technical Zone

The Technical Zone is where the majority of economic activity will take place.

The area has a concentration of larger, industrial spaces including:

- Hangers
- Large warehouses
- Workshops and manufacturing spaces
- Offices

Currently the spaces in the zone are used for:

- Manufacturing
- Engineering
- R&D
- Digital Creative



Technical Zone Tenants: Sustainable Construction

Beattie Passive:

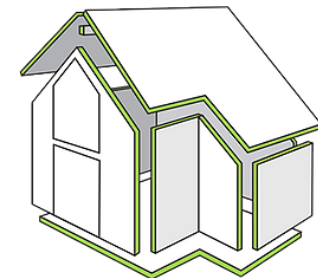
- Beattie Passive are the only company to have a patented, complete build system in Passivhaus technology
- Beattie Passive builds can use less than 90% less heating than conventional homes - all whilst being cheaper and quicker than other eco-house techniques
- Ron Beattie, explained how Scottow Enterprise Zone is “a phenomenal opportunity for employment in north Norfolk”
- Beattie Passive plan to use Scottow to run their training programmes, and build a show home.

Tufeco:

- Tufeco has created a single layer multi-purpose panel created from 85% recycled glass and 15% oil based resin
- These panels act as both the internal and external finish to any build, and forms the insulation as well as the construction method

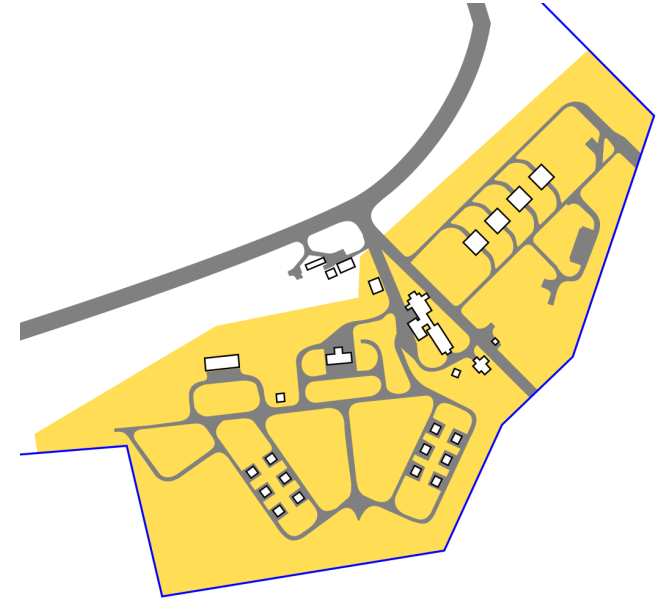
Vitromite:

- Vitromite uses reprocessed UK glass to manufacture new and innovative building components using a patented technique



Storage Zone

The Storage Zone is formed of multiple, smaller storage spaces that are not meant for regular activity.



Buildings Strategy

Project 1: Hangers - Future homes to AE / HVM businesses - creating jobs

- The Hangers (particularly 1, 2 and 3) need significant investment
- SEP has rented one Hanger to a manufacturing business and has interest from other engineering / manufacturing businesses in the remaining 3 Hangers



Project 2: Medical Centre - Future home to hi-tech businesses, building the hi-tech brand

- A hi-tech business is showing real interest in renting the old Medical Centre
- The old Medical Centre will need significant investment to bring it up to specification



Project 3: Creating Start-up Space (the Guard House)

- At the heart of the Enterprise Park must be at least one Start-up Space
- The ex-Guard House has the potential - at the front of the site - to make an effective location to incubate and grow SMEs
- The Start-up Space would house reception, security, SEP team as well as offer conference / meeting room space and hot desks / my desks (as well as SEP files / records)



Project 4: Creating an Innovation Space (the ex-Jag Sim Building)

- The Jag Sim building could be split into a number of offices and a number of workshops—and offered to multiple tenants, rather than just one
- The second building of offices could also include meeting rooms
- This would create spaces perfect for small but growing engineering businesses—a little like Hethel Engineering Centre, and maybe will have a very clear sector focus



Buildings Strategy

Project 5: Creating a Business Hub at the Centre of SEP (ex-Air Traffic Control)

- If the business case 'stacks up' then the focus should be on turning the ATC (and associated buildings) into a Business Hub at the centre of SEP
- The Business Hub would have conference / meeting rooms, offices, my desks and hot desking - maybe Hethel style coffee machines
- This is the iconic building on SEP and should be a key part of building the future focus



Project 6: Grow-on Office Space (Building 15)

- With a small investment and some clearing out / cleaning, this building of offices, meeting rooms, kitchen and toilets would make good Grow-on Space from the Start-up Space (ex-Guard House)
- SEP Estate Office would need to move to Start-up Space (ex-Guard House) to facilitate turning Building 15 into Grow on Space



Project 7: Creating a STEM Centre within a building capable of providing teaching / networking space

- STEM Centre would provide students with teaching and learning opportunities

Infrastructure - Upgrades

Energy:

- A 49.5MW solar farm, covering 250 acres, based onsite at Scottow Enterprise Zone
- The first phase has been generating electricity since March 2015, and was constructed in just 7 weeks
- The completed solar park will generate enough clean energy to power approximately 12-15,000 homes—saving nearly 20,000 tonnes of CO2 per year
- Tenants at Scottow Enterprise Zone have the ability to connect to this high voltage electricity at a discounted rate from Moor Solar



Water:

- Spending over £1.8M on a high-pressure buffered water supply to SEP

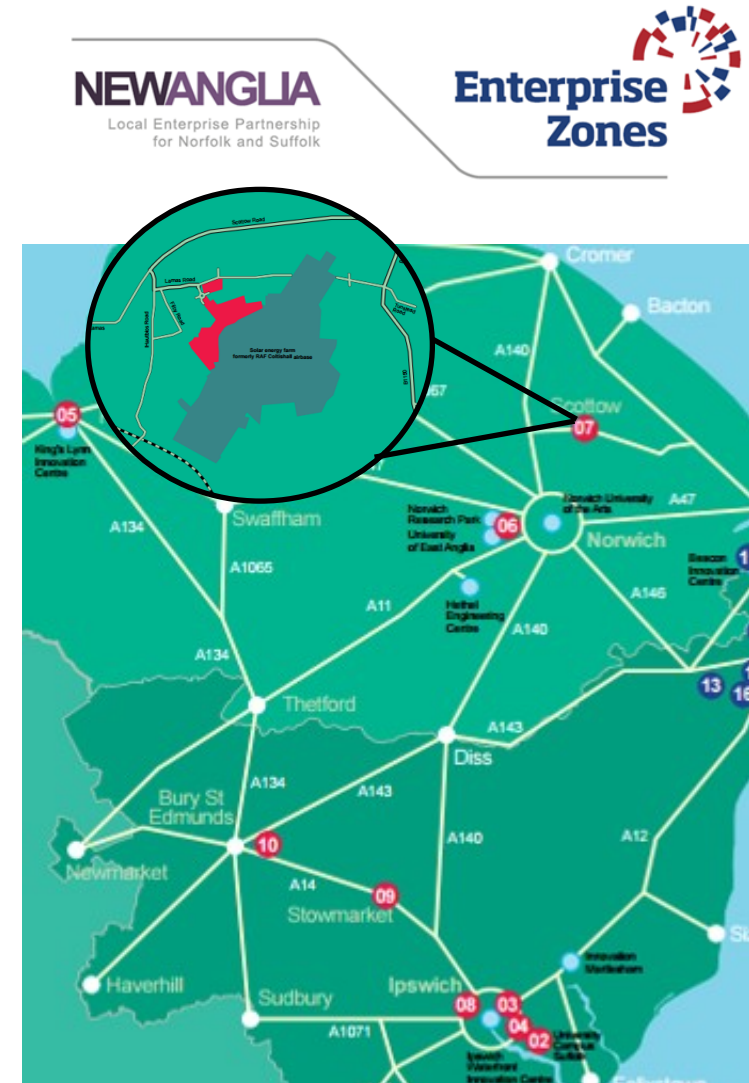
Broadband:

- An £100,000 project is bringing super-fast fibre optic broadband to Scottow Enterprise Zone

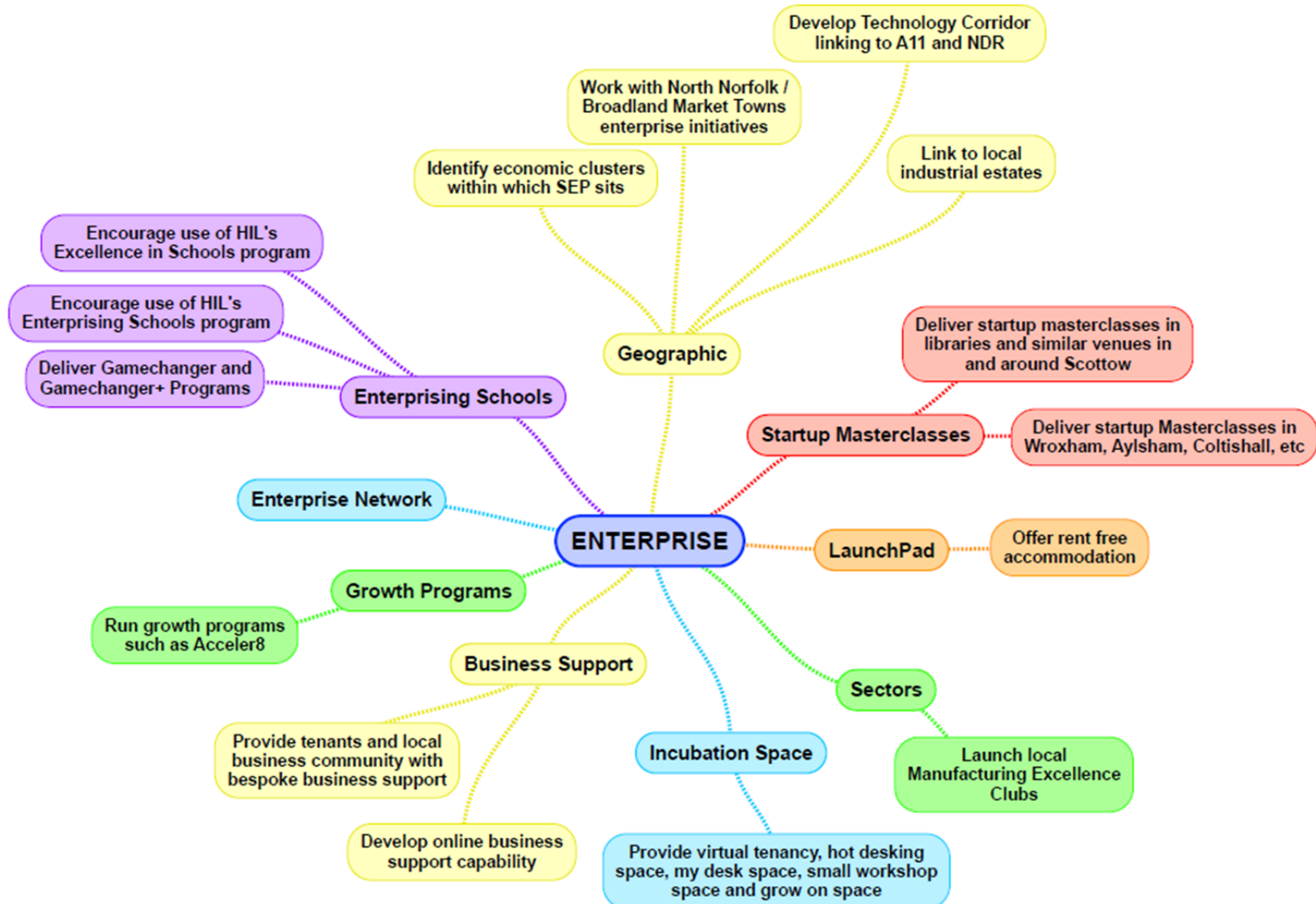


Enterprise Zone Status

- Established in 2012, Enterprise Zones are at the heart of the Government's long-term economic plan, supporting businesses to grow
- In total, there will be 44 Enterprise Zones in England
- The New Anglia Enterprise Zone spans 10 sites across Norfolk & Suffolk, under the theme of "Space to Innovate" - Scottow Enterprise Zone is one of these 10
- Enterprise Zones deliver a wide range of benefits to companies, including a business rate discount of £275,000 over five years, simplified planning, and access to Superfast broadband



Enterprise Strategy



Enterprise Strategy - Launchpad

- Launchpad is an initiative led by Scottow Enterprise Zone in partnership with Norfolk County Council, to support the growth and further prosperity of innovative businesses & business concepts in the region
- The Launchpad offer is:
 - Low rent incubation space at Scottow Enterprise Zone
 - Comprehensive business support
 - Advice on intellectual property



Enterprise Strategy - Business Support

Innovation New Anglia:

- Innovation New Anglia is an ERDF-funded innovation-led business support program, operating throughout Norfolk and Suffolk
- Innovation-led business support for high growth start-up businesses
- Broker funding, equity deals for hi-tech start-ups
- Business support programmes including Activate, a 4-session workshop program based on lean start-up methodology



INITIATE

CREATING NEW IDEAS

ACTIVATE

LEAN STARTUP SUPPORT

ACCELERATE

GROWING YOUR BUSINESS

INNOVATE
RESEARCH

APPLYING YOUR RESEARCH

INNOVATE
BUSINESS

INNOVATE WITHIN YOUR BUSINESS

CHALLENGE

FIND SOLUTIONS TO YOUR PROBLEMS

Innovation

- Scottow Enterprise Zone will support the emerging sector of Clean Tech, through supporting sustainable buildings & construction, particularly through housing tenants such as Beattie Passive, Tufeco, Vitromite and Etopia
- Work to engage with all levels of the supply chains
- The on-site 49.5MW solar farm will create an independent electronic testing facility, as well as offer tenants the opportunity to source high voltage electricity sustainably on-site
- Scottow Enterprise Zone will also support further sectors such as create digital - for example through hosting tenant October films
- Create an Innovation Space (ex-Jag Sim building) - splitting the space into a number of offices, workshops & meeting rooms to create a centre suitable for smaller, but growing businesses (based on the Hethel Engineering Centre model)



STEM

- Scottow Enterprise Park will set-up up a North Norfolk Manufacturing Excellence Club, using the Greater Norwich Manufacturing Group success as a model
- Link into local industrial estates, to accelerate STEM in the region
- Run Gamechanger bootcamps with an array of STEM focuses, to engage with local schools, children & parents, to deliver community-wide engagement & inspire the next generation
- Create a STEM centre, within a building capable of providing teaching / networking space and opportunities





SCOTTOW ENTERPRISE PARK



SCOTTOW
ENTERPRISE PARK

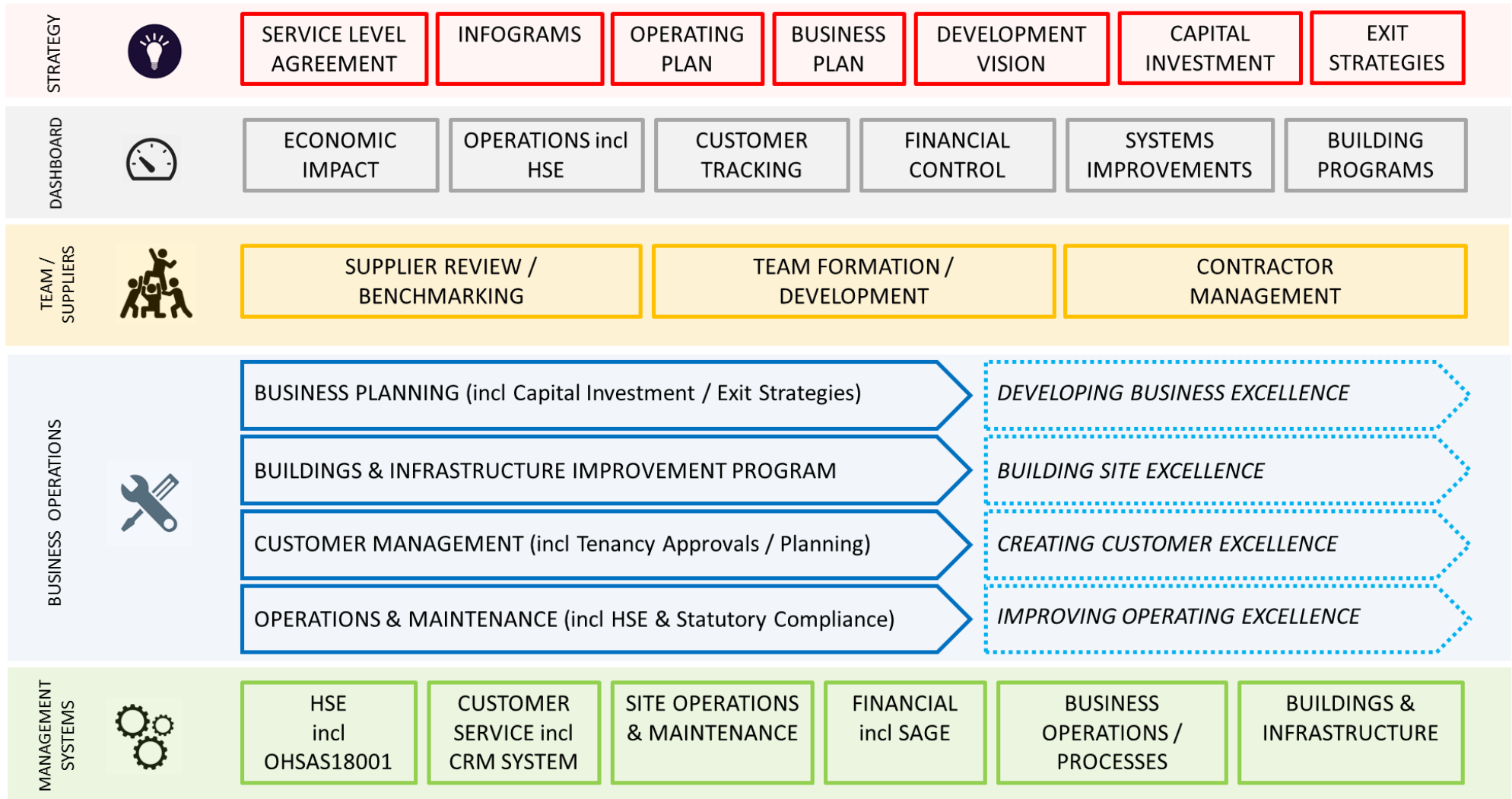
Operations Plan

In Partnership With

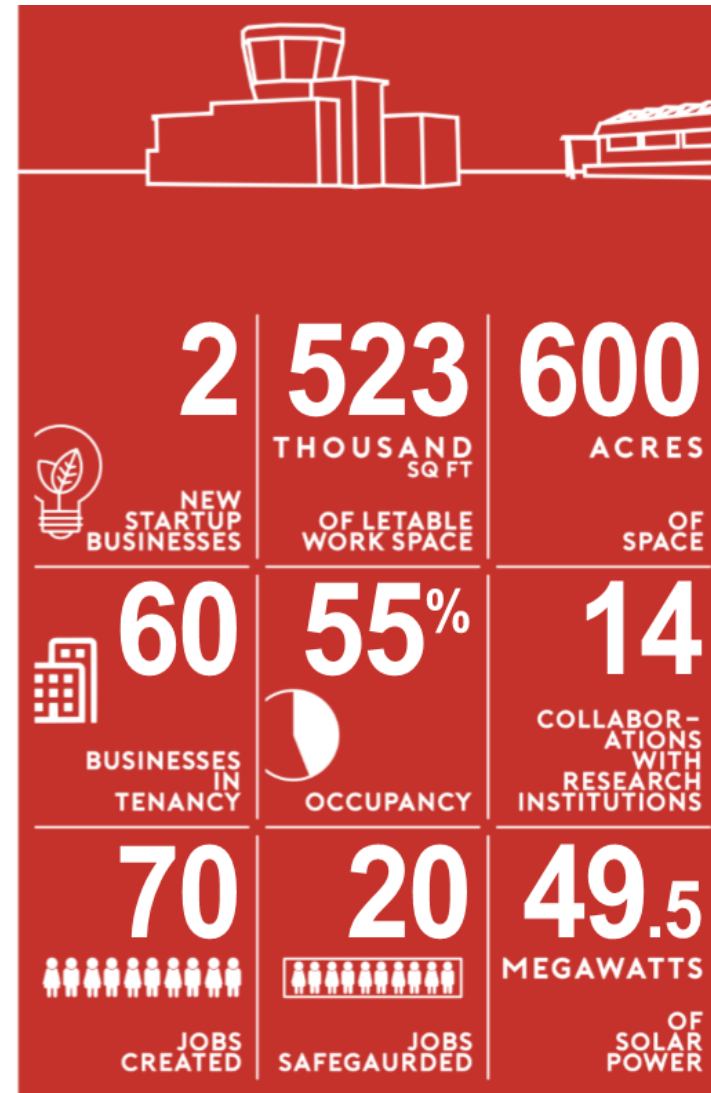
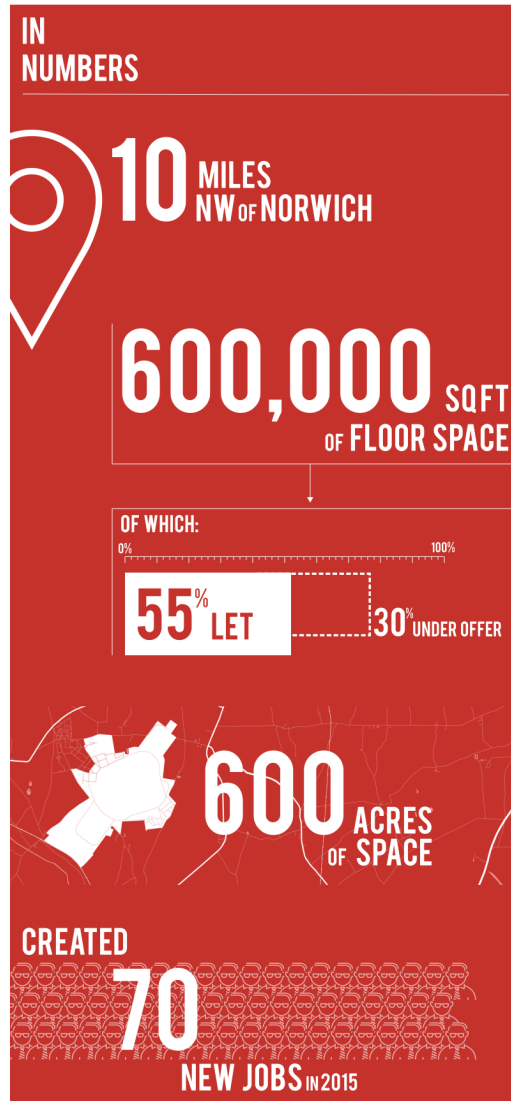


SEP Building Blocks

SCOTTOW ENTERPRISE PARK: BUILDING BLOCKS



Where Are We Now?



Performance Strategy

CREATING A HIGH PERFORMING, TEAM BASED LEARNING ORGANISATION



Where Are We Now?



SEP CUSTOMER ENQUIRIES DASHBOARD

ENQUIRY STATUS	
<i>Enquiry Status</i>	<i>No.</i>
Lines of Enquiries	86
Pipeline Tenants	15
Enquiries on file / Waiting list	49
Closed	183
Total	333

ENQUIRY STEM ALIGNMENT	
<i>Enquiry Status</i>	<i>STEM</i>
Lines of Enquiries	8%
Pipeline Tenants	2%
Enquiries on file / waiting list	4%
Closed	17%
Total	31%

SOURCE OF ENQUIRIES	
Arnold Keys	42%
Carter Jonas	9%
SEP	47%
HIL	2%
Total	100%

GEO ANALYSIS OF ENQUIRIES	
Elsewhere	6%
Norfolk	94%
North Norfolk	55%

ENQUIRIES BY YEAR	
<i>Year</i>	<i>No.</i>
2014	28
2015	67
2016	238
Total	333

TYPES OF ENQUIRY 2016	
Workshop	31%
Office	18%
Storage	31%
Other	21%
Total	100%

HIERARCHY REPORTS SUMMARY				
<i>Priority</i>	<i>High</i>	<i>Low</i>	<i>Medium</i>	<i>Total</i>
<i>Completed</i>	15	1	2	18
<i>To be completed</i>	1	4	1	6
HEADS OF TERMS SUMMARY				
<i>Completed</i>	18	1	2	21
<i>To be completed</i>	2	5	1	8
LICENCE SUMMARY				
<i>Completed</i>	0	16	6	22
<i>Issued</i>	2	4	0	6
<i>Required</i>	19	7	2	28

HIERARCHY REPORTS SUMMARY- BY ZONE					
<i>Zone</i>	<i>A</i>	<i>B</i>	<i>C</i>	<i>D</i>	<i>Total</i>
<i>Completed</i>	0	6	12	0	18
<i>To be completed</i>	1	0	5	0	6
HEADS OF TERMS SUMMARY- BY ZONE					
<i>Completed</i>	0	6	11	4	21
<i>To be completed</i>	0	0	8	0	8
LICENCE SUMMARY- BY ZONE					
<i>Completed</i>	2	2	9	9	22
<i>Issued</i>	0	1	4	1	6
<i>Required</i>	0	5	18	5	28

Profit & Loss

SEP FINANCIAL OVERVIEW

	C	F	C	F	C	F	C	F	C	F
	16/17	16/17	17/18	17/18	18/19	18/19	19/20	19/20	20/21	20/21
REVENUE										
Building Rent										
Rent & Service Charges	454.4	438.2	602.7	601.5	664.8	776	712.8	829.5	721.8	889
Land Rent / Energy related / Other uses	595	599	508	518	508	569	508	570	508	573
Sub Total	1049.4	1037.2	1110.7	1119.5	1172.8	1345	1220.8	1399.5	1229.8	1462
OVERHEADS										
Labour	470	480	470	470	468	468	464	464	455	455
Additional Labour costs	50	50								
Operating Costs	231	231	158	158	145	145	142	142	139	139
Utilities	41	41	45	45	50	50	55	55	60	60
Repairs & Renewals	291	291	290	290	294	294	300	300	309	309
Bad Debt	40	40	45	45	50	50	55	55	60	60
Sub Total	1133	1133	1008	1008	1007	1007	1016	1016	1023	1023
GROSS PROFIT	-83.6	-95.8	102.7	111.5	165.8	338	204.8	383.5	206.8	439
INTEREST (£50k interest on every £1M borrowed)	200	200	250	250	300	300	300	300	300	300
Enterprise Zone funding	£1.5M	£1.5M	£1.5M	£1.5M						
Borrowing / Loan	£4M	£4M	£5M	£5M	£6M	£6M	£6M	£6M	£6M	£6M
DEPRECIATION (£4M over 50 years)	80	80	80	80	80	80	80	80	80	80
SURPLUS	-363.6	-375.8	-227.3	-218.5	-214.2	-42	-175.2	3.5	-173.2	59

Capital Program

SEP CAPITAL PROGRAM			Estimated	Minimum	Maximum	Contingency	Spent
INFRASTRUCTURE							
Water	Major next phase to cost	£k	1800			180	
	Further phases likely to cost	£k	500	200	500		
HV/LV		£k	700		200		500
Security			75				
Fencing			50				
Wifi			50				
Fibre enablement		£k	100	100			
Drainage		£k	65				
Heating		£k	170				
Fire Alarms		£k	50				
		Sub-Total (£k)	3560				
BUILDINGS							
TIER 1	Hanger 1		1000				
	Hanger 2		550				
	Hanger 3		1000				
	Medical Centre		100				
		Sub-Total (£k)	2650				
TIER 2	Building 5 - Armoury		22				
	Guard House - Building 40		85				
	Building 349 - Jag Sim Building		85				
	Building 15 - Grow on Space (Estate Office)		5				
	Building 12		65				
	Building 376		20				
	Building 17		70				
	Building 17A		100				
	Building 35		100				
	Building 262		10				
	Air Traffic Control		105				
	Other		120				
		Sub-Total (£k)	787				
TIER 3	Zone D - Storage (ex-Bomb Storage Area)		30				
		Sub-Total (£k)	30				
ADDITIONAL BUILDINGS & INFRASTRUCTURE							
	Additional potential buildings & infrastructure contingency		2000				
		Sub-Total (£k)	2000				
TOTAL		Total Estimate	9027				500
		Total (including spent)	9527.00				

Achievements

Team

- New SEP team in place (saving £70k per year)

Energy Generation

- Phase 2 PV Farm completed
- Electricity capacity charge reduced from 4,000kVA to 400kVA (saving £60k per year)

Signs

- Front signs and welcome signs completed
- Building Signs now up across site

Infrastructure Development

- Fibre optic enablement started, should be completed by Q2 2016
- Water improvement project started

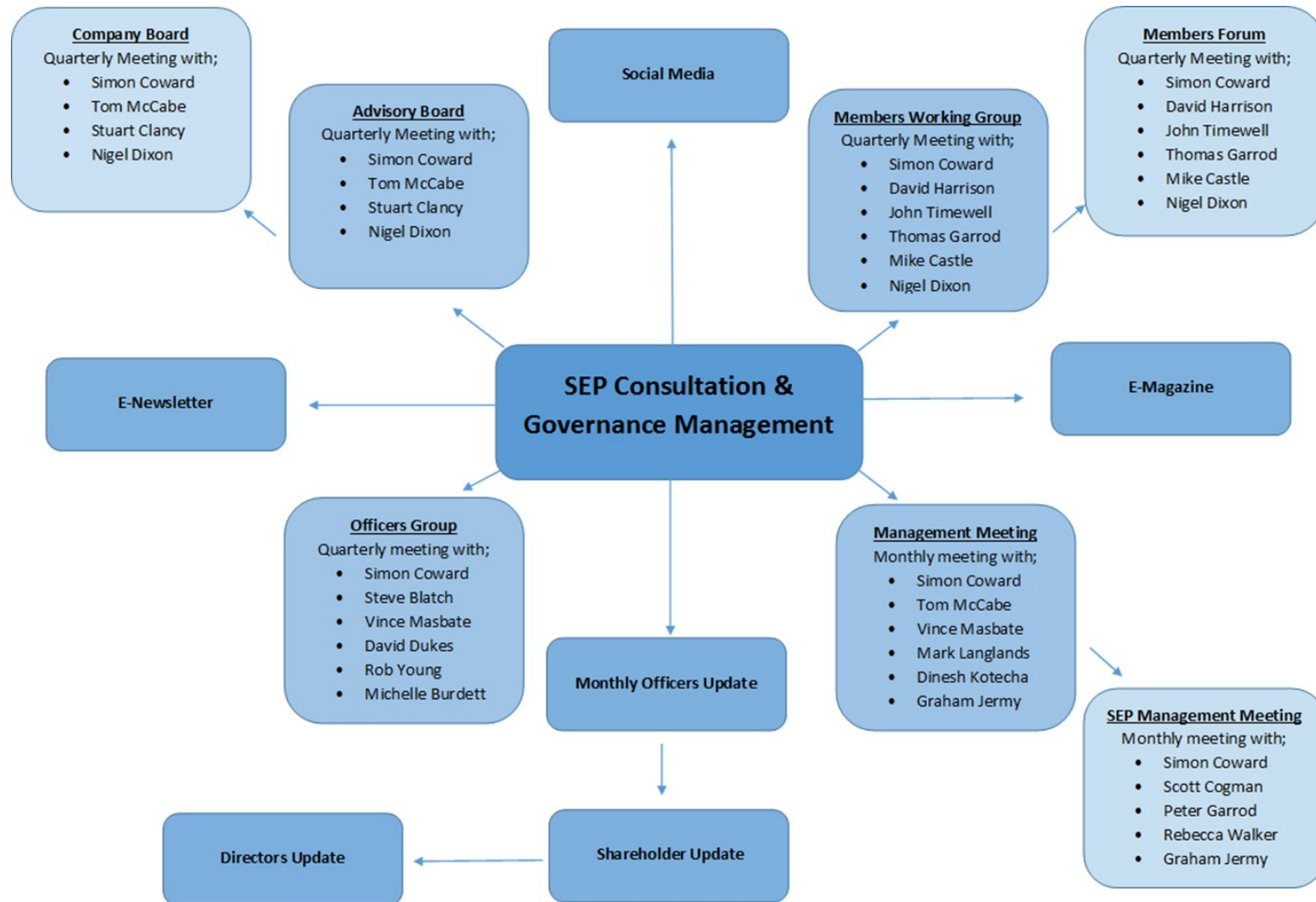
Marketing

- First website live (scottowenterprise.com)
- Second website live (scottowenterprise.com)
- Marketing folder produced, and further brochures now developed

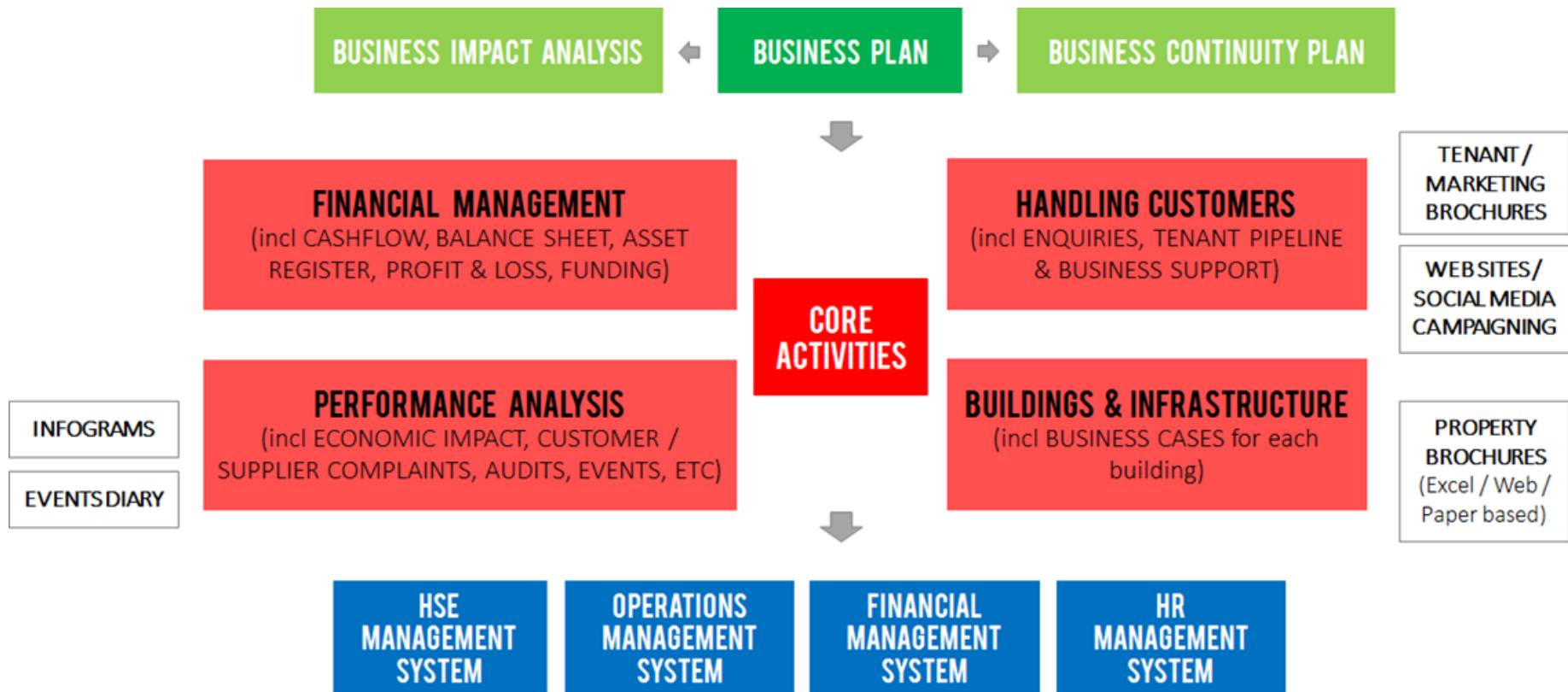
HSE Strategy

ISSUE	ACTION
Clarification of HSE roles and responsibilities at SEP	First email gone out
Need for Emergency Procedures Manual and immediate cover issues	Initial 'cover' discussion underway
Improved Incident Reporting Handling Form and Procedure	Form in place / Procedure being improved
Introduction of monthly HSE Reviews to discuss incidents, ensure corrective actions agreed are appropriate, improved learning	To start next week
Introduction of HSE Management System ... in line with that used at Hethel Engineering Centre ... complying to OHSAS18001	Draft version being reviewed
Review of need to achieve OHSAS18001 and ISO14001	To be discussed at next Management Review
Introduction of tenant checklist	First version issued
Introduction of Safe Visits	To start this week
Ensuring SEP (incl Contractors) capture all accidents, incidents, near misses and safety suggestions ... and focused follow-up / effective resolution of issues	Already underway
Audit Schedule for Internal / External Audits	Audits to start next month
SEP team training (incl First Aiders, Fire Wardens, Permit to Work Signatories, etc)	Training to start soon, courses being booked
Links to ongoing work to improve infrastructure and buildings ie managing asbestos, waste management, site hazards including operation of test track, security, public access, etc	All 'projects' be prioritised right now
Review Permit to Work System	Review starts tomorrow
Identify and review key risks across SEP site and construct Risk Register	Construct first draft of Risk Register

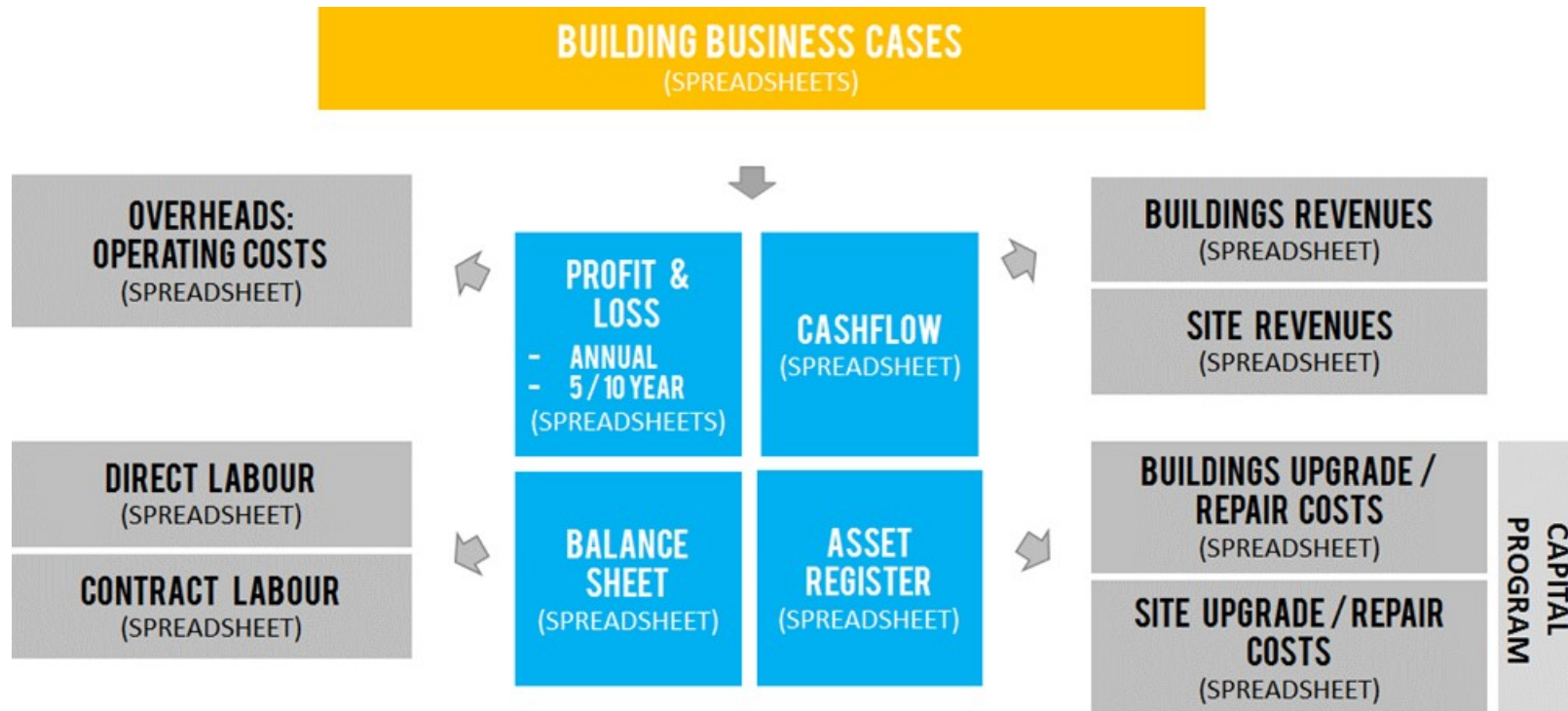
Consultation Strategy



Management Systems Overview



Financial Management Systems



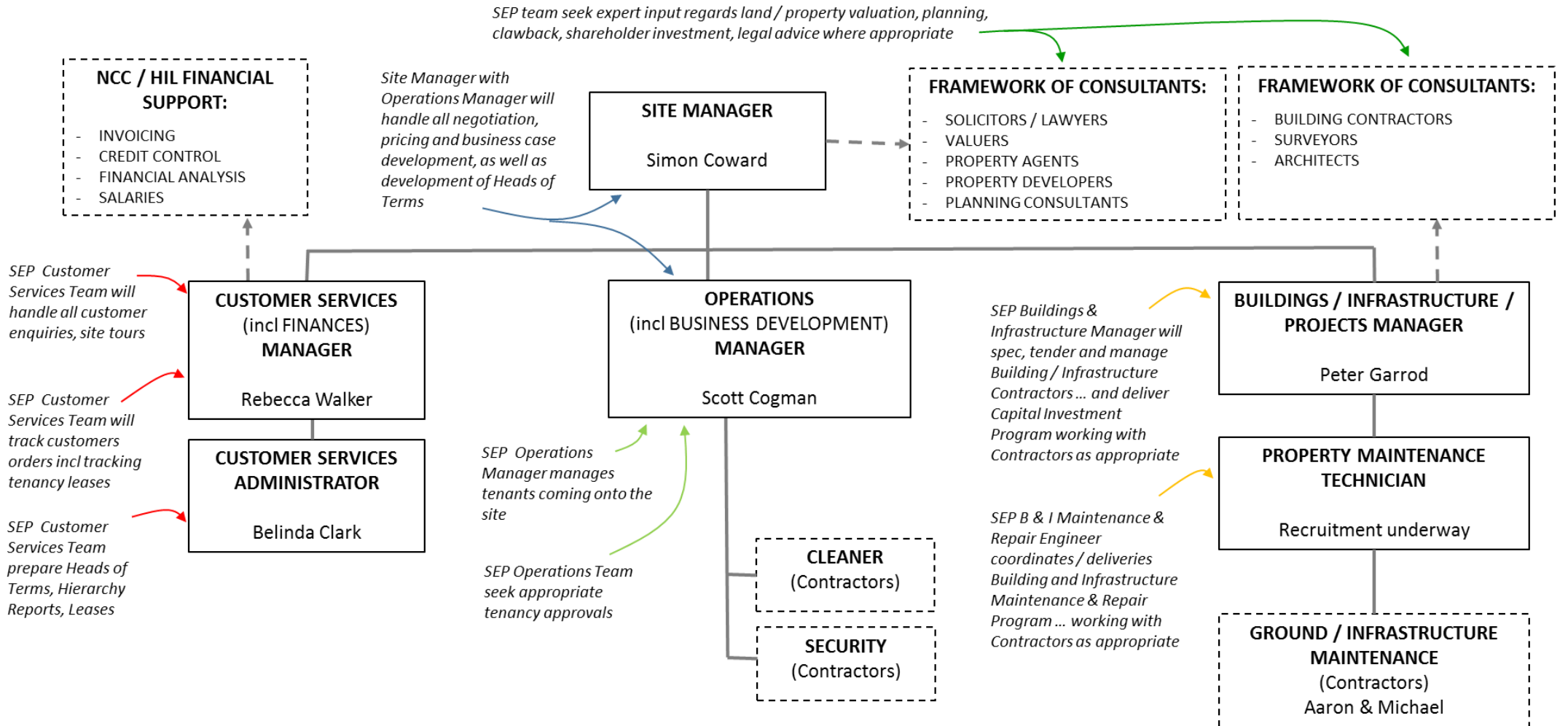
Communication Strategy



Marketing Strategy



Team Roles and Responsibilities



Heritage Strategy

Heritage sites and historic buildings can contribute to job creation, business growth and economic prosperity. Modernising, adapting and reusing historic places and buildings contribute to distinctiveness in the built environment, character and sense of place, and help to create better places and quality of life for people and businesses, now and in the future.

The aim of this document is to produce a Heritage Strategy for SEP which first and foremost will help NCC to realise in full the site's economic, commercial, development and employment potential in ways which are financially achievable and support enterprise. At the same time it seeks to support actions to manage, protect and enhance the site's heritage where these can be achieved without compromising enterprise, growth and employment. Key to the strategy is the need to find viable economic uses for the site's heritage buildings in ways that will support initial repairs and refurbishment, provide a reasonable return on NCC's investment and generate sufficient income for the long-term maintenance of the site and its buildings.

Action Plan

1. To bring as many of the site's buildings as possible back into productive and sustainable use. The current target is to achieve this for 115 of the 175 buildings.
2. To seek out and work collaboratively with potential tenants, architects and developers to help them develop proposals for creative uses of the site's heritage assets.
3. To develop an Experience / Ideas Centre where students of all ages can undertake STEM (Science, Technology, Engineering and Maths), Ideation, Creative, Entrepreneurial and Innovative activities (initially to be delivered in the refurbished Guardhouse).
4. To introduce Experience Days / STEM Days / Gamechanger Days, bringing students to SEP to experience the site and its heritage and look to the future focusing on STEM, entrepreneurship, and possible sector focus around aviation, sustainable construction and renewable energy.
5. To bring the Control Tower complex back into use with the aim of creating a Business Hub.

Heritage Strategy

6. To develop and implement a Site Improvement Plan including, for example, improving signage and clearing areas of waste.
7. To install stock fencing so that grass areas can be grazed by sheep.
8. To complete external works on the Second World War Control Tower in 2016 (funded by Scottow Moor Solar Section 106 contributions).
9. To introduce monthly Open Days for businesses looking for new premises.
10. To develop virtual tours of the site on the web to attract new businesses.
11. To maintain the site's heritage significance by the retention of the designated heritage assets and, where practicable and sustainable, their conservation, re-use and interpretation
12. To work with statutory heritage bodies, local authorities, the parish councils, heritage stakeholders and communities on the site's heritage
13. To establish an annual diary of appropriate commemorative and heritage events relating to the site's history including, for example, Heritage Open Days, Battle of Britain Day, Remembrance Day and anniversaries.
14. To encourage access to the site's heritage by consenting organised heritage-focussed guided walks, events and open days.
15. To provide online access to NCC's information about the site's heritage (www.heritage.norfolk.gov.uk).
16. To install new heritage signs to provide information about what each building was used for in the past
17. To work with stakeholders to develop an area for heritage information within the refurbished Guardroom.
18. To retain features, such as military artwork, crests or signage, where possible.
19. To replace by record those heritage assets or features that cannot be preserved
20. To work collaboratively with all those who seek to keep the site's history alive in ways which support or complement the Council's business objectives

Signs Strategy



HR Strategy

Immediate SEP Support:

- Will Taitt has provided support through web set-up / design / training, production of marketing brochures, signage design
- Sophie Mayes has provided support through introduction of performance spreadsheets, management systems
- Sally Harradence has provided support in financial systems setup / training / management systems
- Ben Nichols is providing support through creation of a SEP CRM system
- Michael Cousens has provided support in securing Enterprise Zone status and ongoing management
- Francis O'Brien has provided support with creation of Key Business Process Flow schemes

Alignment of Organisational Structure with Key Business Processes

- All key business processes now being managed by internal SEP team
- Customer Service / Finances / Systems / HR now being managed by Beccie Walker (supported by Belinda Slater)
- Operations / Business Development now being managed by Scott Cogman
- Buildings / Infrastructure / Maintenance / HSE now being managed by Peter Garrod
- Business & Site Management now being headed up by Simon Coward
- Job Activities Summary in place, Job Descriptions in place

HR Strategy

Introduction of Effective SEP HR Management System

- SEP HR Policies and Procedures now in place on SEP server
- Internal Audits will start immediately

Significant Improved Performance Management

- Daily Operational Meetings will be undertaken by Scott Cogman (Operations Manager) starting next week
- E-mail updates will be provided by all three SEP Managers to Site Manager
- Action plans will be reviewed daily / weekly
- Business plans with specific strategies will be reviewed weekly/monthly as part of SEP Management Reviews
- "Dash Boards" will be developed to provide 'one page summaries'

Creating a Learning Organisation

- All new staff will now complete Learning Journals that will be reviewed weekly by Line Managers
- Quality / HSE / System meetings being undertake monthly to review issues whilst identifying corrective actions, to ensure the organisation captures learning and delivers even better processes
- Appraisals will be undertaken every six months (at least), utilising tools such as Myers Briggs
- 360 degree Appraisals will be introduced shortly
- Team will need to provide daily updates identifying where their actions are delivering business impact
- Communication with teams is undertaken daily, weekly, monthly to ensure sufficient sharing of information, understanding and learning (not to contractors)

HR Strategy

Addressing Team Competency / Supplier Competency and Support

- All team members have been assessed as currently competent to undertake necessary business roles (Supplier competency being assessed currently)

Providing “Sounding Boards”

- Sally Harradence will act as a ‘sounding board’ - particularly for SEP team
- External mentors / coaches will be identified for any HIL team member seeing independent support / guidance

Creating Space for Ideation, Invention, Innovation and Entrepreneurship

- Team Players will be given time (each week/month) to develop their own innovations / inventions / ideas
- Through away days / innovation sessions, SEP and HEC teams will be set stretching challenges

Succession Planning that Works

- Scott Cogman (HIL Innovation Advisor) has replaced Paul Warren
- Belinda Slater (HEC Receptionist / Administrator) is replacing Jo Holloway



SCOTTOW ENTERPRISE PARK



Economic Development Sub-Committee

Item No.....

Report title:	Performance management
Date of meeting:	14 July 2016
Responsible Chief Officer:	Tom McCabe, Executive Director of Community and Environmental Services
Strategic impact Robust performance management is key to ensuring that the organisation works both efficiently and effectively to develop and deliver services that represent good value for money and which meet identified need.	

Executive summary

This is the second performance management report to this committee that is based upon the revised Performance Management System, which was implemented as of 1 April 2016, and the committee's 4 vital signs indicators.

Details of the revised Performance Management System are available in the 11 March 2016 EDT Committee 'Performance monitoring and risk report' on the Norfolk County Council web site at <http://norfolkcc.cmis.uk.com/norfolkcc/Meetings/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/421/Committee/18/Default.aspx>

Performance is reported on an exception basis using a report card format, meaning that only those vital signs that are performing poorly or where performance is deteriorating are presented to committee. To enable Members to have oversight of performance across all vital signs, all report cards will be made available to view through Members Insight - <http://inet.norfolk.gov.uk/services/Democratic-Services/Members-insight/index.htm>

Of the 4 vital signs indicators that fall within the remit of this sub-committee, none have met the exception criteria. As such, no report cards have been included in this report.

Recommendation:

Note that none of the 4 vital signs that fall within the remit of this sub-committee have met the exception reporting criteria.

1. Introduction

- 1.1. This is the second performance management report to this committee that is based upon the revised Performance Management System, which was implemented as of 1 April 2016. Details of the revised Performance Management System are available in the 11 March 2016 EDT Committee 'Performance monitoring and risk report' on the Norfolk County Council web site.
- 1.2. There are four vital signs performance indicators that relate to the Economic Development and Strategy (EDS) Service.

2. Performance dashboard

- 2.1. The performance dashboard for the Economic Development Sub-Committee is as below. Targets have been set for 2016/17 and it is against these targets that performance will be evaluated. As the performance data is only available on an annual basis with significant lags, we will not be able to report on performance until mid-2017.

Annual (calendar)	Bigger or Smaller is better	2013/14	2014/15	2015/16	2016/17	Target 2016/17
Median full time weekly pay – comparison between Norfolk and the national average	Bigger	91.0%	89.0%	90.0%		90.25%
% of ESA claimants who claim benefits for more than one year	Smaller	65.0%	62.0%	71.0%		70.0%
Annual (financial / academic)	Bigger or Smaller is better	2013/14	2014/15	2015/16	2016/17	Target 2016/17
Monitoring the job creation outputs of the projects and programmes that NCC manages or leads	Bigger			562		887
Delivery of New Anglia Growth Hub's business start-up targets	Bigger					195

3. Report cards

- 3.1. A report card has been produced for each vital sign, as introduced in March's performance report. It provides a succinct overview of performance and outlines what actions are being taken to maintain or improvement performance. The report card follows a standard format that is common to all committees and it is updated on a monthly basis.
- 3.2. Vital signs are reported to committee on an exceptions basis. The exception reporting criteria are as follows:
- Performance is off-target (Red RAG rating or variance of 5% or more)
 - Performance has deteriorated for three consecutive months/quarters/years
 - Performance is adversely affecting the council's ability to achieve its budget
 - Performance is adversely affecting one of the council's corporate risks.
- 3.3. Of the 4 vital signs indicators that fall within the remit of this sub-committee, none have met the exception criteria. As such, no report cards have been included in this report.

4. Recommendation

- 4.1. Note that none of the 4 vital signs that fall within the remit of this sub-committee have met the exception reporting criteria.

5. Financial Implications

- 5.1. There are no significant financial implications arising from the development of the revised performance management system or the performance management report.

6. Issues, risks and innovation

- 6.1. There are no significant issues, risks and innovations arising from the development of the revised performance management system or the performance management report.

Officer Contact

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

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Appendix 1 – Economic Development Sub-Committee Vital Signs indicators

A vital sign is a key indicator from one of the Council's services which provides members, officers and the public with a clear measure to assure that the service is performing as it should and contributing to the Council's priorities. It is, therefore, focused on the results experienced by the community. It is important to choose enough vital signs to enable a good picture of performance to be deduced, but not so many that strategic discussions are distracted by detail.

There are four vital signs performance indicators that relate to the Economic Development and Strategy Service. At the 11 March 2016 meeting of the EDT Committee, it was agreed that these vital signs would be monitored by the Economic Development Sub-Committee.

All four vital signs indicators are considered to be corporately significant. As such, they will also be reported to the Policy and Resources Committee.

Service	Vital Signs Indicators	What it measures	Why it is important	Data
Economic Development and Strategy	Job creation in Norfolk	Monitoring the job creation outputs of the projects and programmes that NCC manages or leads	SEP has a target to deliver 73,000 more jobs by 2026. This measure looks at those jobs the EDS service has had a hand in bringing forward	Annual
Economic Development and Strategy	New Anglia Growth Hub delivery – business start up	Delivery of New Anglia Growth Hub's business start-up targets	All programmes should deliver outputs that benefit the Norfolk economy	Annual
Economic Development and Strategy	Norfolk median weekly earnings	Median full time weekly pay – comparison between Norfolk and the national average	A skilled workforce is essential to growing existing, and attracting new businesses to Norfolk and to the overall prosperity of Norfolk communities	Annual
Economic Development and Strategy	People on benefits can find work quickly	% of ESA claimants who claim benefits for more than one year	Residents claiming ESA have a higher likelihood of receiving support from NCC services.	Annual

Economic Development Sub-Committee

Item No.

Report title:	Forward Plan and delegated decisions
Date of meeting:	14 July 2016
Responsible Chief Officer:	Tom McCabe – Executive Director, Community and Environmental Services
Strategic impact The Sub-Committee Forward Plan sets out the items/decisions programmed to be brought to this Sub-Committee for consideration in relation to economic development issues in Norfolk. The plan helps the Sub-Committee to programme the reports and information it needs in order to make timely decisions. The plan also supports the Council's transparency agenda, providing service users and stakeholders with information about the Sub-Committee's business. It is important that there is transparency in decision making processes to enable Members and the public to hold the Council to account.	

Executive summary

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

Each of the Council's committees has its own Forward Plan, and these are published monthly on the County Council's website. The latest version of the Forward Plan for this Sub-Committee (as at 22 June 2016) is included at Appendix A.

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

Recommendation:

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

1. Forward Plan

- 1.1. The Forward Plan is a key document for this Sub-Committee in terms of considering and programming its future business, in relation to economic development issues in Norfolk.
- 1.2. The current version of the Forward Plan (as at 22 June 2016) is attached at Appendix A.
- 1.3. The Forward Plan includes an additional single-item meeting in September to discuss County Farms. The County Farms Advisory Board met in May 2016 to give the Members of the Board an opportunity to formally respond to the audit reports. The Board agreed that it would meet again on 26 July 2016 to receive

its draft response report, prior to discussion at an Economic Development Sub-Committee in September.

- 1.4. The Forward Plan is published monthly on the County Council's website to enable service users and stakeholders to understand the programmed business for this Sub-Committee. As this is a key document in terms of planning for this Sub-Committee, a live working copy is also maintained to capture any changes/additions/amendments identified outside the monthly publishing schedule. Therefore, the Forward Plan attached at Appendix A may differ slightly from the version published on the website.
- 1.5. Any further changes made to the Forward Plan will be reported verbally at the Sub-Committee meeting.

2. **Delegated decisions**

- 2.1. The report will set out detail of any delegated decisions within the Terms of Reference of this Committee that are reported by the Executive Director as being of public interest, financially material or contentious. Future delegated decisions will also be reported to this Committee for information.
- 2.2. There are no delegated decisions to report for this period.

3. **Financial Implications**

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

4. **Issues, risks and innovation**

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

5. **Background**

- 5.1. N/A

Officer Contact

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

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Forward Plan for Economic Development Sub-Committee

Appendix A

Economic Development Sub-Committee

Issue/decision	Implications for other service committees?	Requested committee action (if known)	Lead officer
September 2016 – meeting date TBC			
County Farms	Link to P&R and reported to Audit Committee 21 March 2016	To consider a response from the County Farms Board.	Executive Director of Finance (Simon George)
24 November 2016 meeting			
Updates from Member working groups	No	To receive updates from Member Working Groups previously established by the Committee	<i>N/A – this item is for Committee Members to feedback</i>
Apprenticeships – update (verbal)	Link to Children’s Services	To receive an update on the apprenticeships programme.	Employment & Skills Manager (Jan Feeney)
Forward Plan and delegated decisions	No	To review the Committee’s forward plan and agree any amendments/additions.	Business Support and Dev. Manager (Sarah Rhoden)
Finance Monitoring report	No	To review the service’s financial position in relation to the revenue budget, capital programme and level of reserves.	Finance Business Partner (Andrew Skiggs)
Annual Update on the France (Channel) England Programme	No	To receive the annual update	Programme Manager (Marie-Pierre Tighe)
Performance management	Some performance measures also reported to P&R Committee	To comment on performance and consider areas for further scrutiny.	Business Intelligence and Performance Analyst (Daniel Harry)

Economic Development Sub-Committee

Item No.

Report title:	Finance monitoring report
Date of meeting:	14 July 2016
Responsible Chief Officer:	Tom McCabe – Executive Director Community and Environmental Services
<p>Strategic impact</p> <p>On 22 February 2016, the County Council agreed a net revenue budget of £338.960m. Economic Development and Strategy’s (EDS) net revenue budget for 2016/17 is £2.003m</p> <p>At the end of each month, officers prepare financial forecasts for each service area and will highlight any potential risks or issues arising.</p>	

Executive summary

This report provides the Sub-Committee with the financial position for the service as at the end of May, period 2 - 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 01 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 and monitored on an annual basis it is important that the ongoing position is understood and the previous year’s position, current and future plans and performance are considered.

2. Evidence

- 2.1. The 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
Salaries	1.647	1.647	

Overheads	0.055	0.055	
Depreciation	0.090	0.090	
Projects Fund	0.602	0.602	
Income	(0.391)	(0.391)	
Total	2.003m	2.003m	

At this stage of the year we are forecasting a balanced budget and no issues have been identified.

The Project fund includes £0.200m that Full Council allocated for youth employment and the projects against this fund are under development. Of the remaining £0.402m, £0.355m is committed to projects focused on Sector Support, inward investment, support to the rural economy and £0.103m annual funding to the Local Enterprise Partnership. This leaves £0.056m available to allocate to further economic development projects.

3.2. Capital

The 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 indicative 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.

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 related to income that we have received from specific grants where we have yet to incur the expenditure, or 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 balances as at the 1 April 2016.

	Balance as at 1 April 2016 £m	Forecast Balance 31 March 2017 £m
Apprenticeships	1.263	0.413
Strategic ambitions	0.572	0.381
Europe Fund	0.125	0.020
Future Jobs fund	0.274	0.191
Ez Skills	0.040	0.040
IEG	0.125	0.039
HEC Trading	0.415	0.415
Scottow Trading	0.049	0.049
Total Balance	2.863	1.547

The reserves for Apprenticeships, Strategic Ambitions, Europe Fund, Future Jobs fund and EZ skills are all committed over the next 3 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, eg equality impact assessment, please get in touch with:

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