

Economic Success Policy Development Panel

Agenda

Members of the Panel:

Cllr A D Crotch (Chairman)	Cllr N J Harpley
Cllr N J Brennan(Vice Chairman)	Cllr L Hemsall
Cllr S C Beadle	Cllr G Peck
Cllr S J Catchpole	Cllr R Potter
Cllr J Davis	Cllr K A Vincent
Cllr R Foulger	

Cllr J Copplestone	Ex-officio
Cllr T Mancini Boyle	

Date & Time:

Monday 27 June 2022 at 6pm

Place:

Carrowbreck House, 7 Carrowbreck Road, Hellesdon, NR6 5FA

Contact:

Dawn Matthews tel (01603) 430404
Email: committee.bdc@southnorfolkandbroadland.gov.uk
Website: www.southnorfolkandbroadland.gov.uk

PUBLIC ATTENDANCE:

If a member of the public would like to observe the meeting in person or to speak on an agenda item, please email your request to committee.bdc@southnorfolkandbroadland.gov.uk, no later than 5.00pm on Wednesday 22 June 2022.

Large print version can be made available

If you have any special requirements in order to attend this meeting, please let us know in advance.

AGENDA

1. **To receive declarations of interest from members;**
(guidance and flow chart attached – page 3)
2. **To report apologies for absence and to identify substitute members;**
3. **To confirm the minutes of the meeting held 25 April 2022;**
(minutes attached – page 5)
4. **Matters arising from the minutes;**
5. **Economic Growth Strategic Plan;** (report attached – page 10)
6. **Norfolk Strategic Fund Grant - Business Builder;** (report attached – page 76)
7. **Shared Prosperity Fund – Investment Plan;** (report attached – page 91)

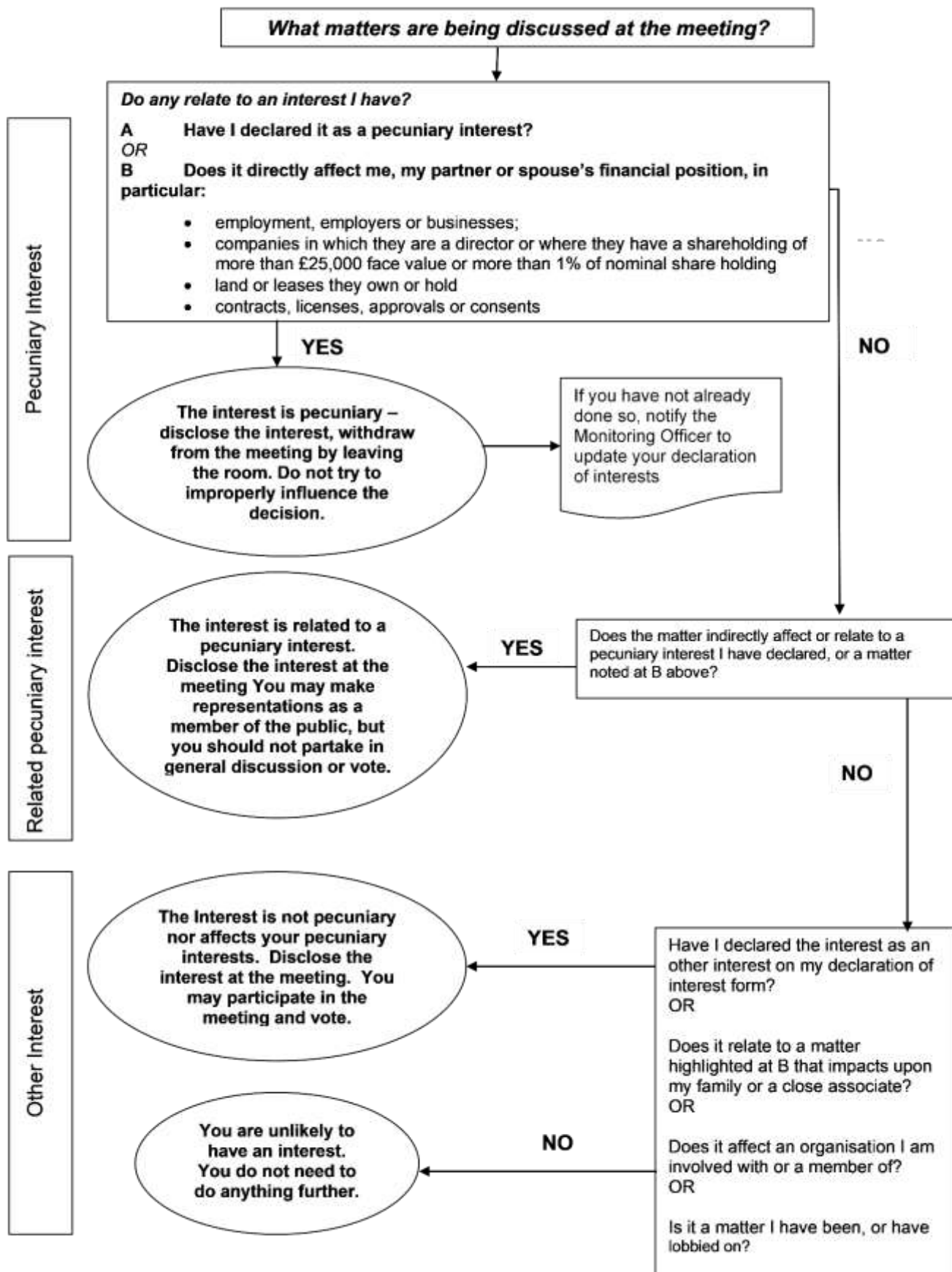
DECLARATIONS OF INTEREST AT MEETINGS

When declaring an interest at a meeting Members are asked to indicate whether their interest in the matter is pecuniary, or if the matter relates to, or affects a pecuniary interest they have, or if it is another type of interest. Members are required to identify the nature of the interest and the agenda item to which it relates. In the case of other interests, the member may speak and vote. If it is a pecuniary interest, the member must withdraw from the meeting when it is discussed. If it affects or relates to a pecuniary interest the member has, they have the right to make representations to the meeting as a member of the public but must then withdraw from the meeting. Members are also requested when appropriate to make any declarations under the Code of Practice on Planning and Judicial matters.

<p>Have you declared the interest in the register of interests as a pecuniary interest? If Yes, you will need to withdraw from the room when it is discussed.</p>
<p>Does the interest directly:</p> <ol style="list-style-type: none"> 1. affect yours, or your spouse / partner's financial position? 2. relate to the determining of any approval, consent, licence, permission or registration in relation to you or your spouse / partner? 3. Relate to a contract you, or your spouse / partner have with the Council 4. Affect land you or your spouse / partner own 5. Affect a company that you or your partner own, or have a shareholding in <p>If the answer is "yes" to any of the above, it is likely to be pecuniary.</p> <p>Please refer to the guidance given on declaring pecuniary interests in the register of interest forms. If you have a pecuniary interest, you will need to inform the meeting and then withdraw from the room when it is discussed. If it has not been previously declared, you will also need to notify the Monitoring Officer within 28 days.</p>
<p>Does the interest indirectly affect or relate any pecuniary interest you have already declared, or an interest you have identified at 1-5 above?</p> <p>If yes, you need to inform the meeting. When it is discussed, you will have the right to make representations to the meeting as a member of the public, but you should not partake in general discussion or vote.</p>
<p>Is the interest not related to any of the above? If so, it is likely to be an other interest. You will need to declare the interest, but may participate in discussion and voting on the item.</p>
<p>Have you made any statements or undertaken any actions that would indicate that you have a closed mind on a matter under discussion? If so, you may be predetermined on the issue; you will need to inform the meeting, and when it is discussed, you will have the right to make representations to the meeting as a member of the public, but must then withdraw from the meeting.</p>

**FOR GUIDANCE REFER TO THE FLOWCHART OVERLEAF.
PLEASE REFER ANY QUERIES TO THE MONITORING OFFICER IN THE FIRST
INSTANCE**

DECLARING INTERESTS FLOWCHART – QUESTIONS TO ASK YOURSELF



ECONOMIC SUCCESS POLICY DEVELOPMENT PANEL

Minutes of a meeting of the Economic Success Policy Development Panel of Broadland District Council, held at the council offices on Monday 25 April 2022 at 6pm.

Committee Members Present: Councillors: A Crotch (Chairman), N Brennan, S Beadle, S Catchpole, J Davis, R Potter, K Vincent

Cabinet Members Present: Councillors: J Copplestone and T Mancini-Boyle

Officers in Attendance: The Assistant Director Economic Growth (GD), the Programme Manager – Economic Growth (DBM), the National Management Trainee (EH) and the Democratic Services Officer (DM)

70 DECLARATIONS OF INTEREST UNDER PROCEDURAL RULE NO 8

No declarations were made.

71 APOLOGIES FOR ABSENCE

An apology for absence was received from Councillor G Peck.

72 MINUTES

The minutes of the meeting held on 21 February 2022 were agreed as a correct record and signed by the Chairman, subject to the inclusion of Cllr K Vincent in the list of apologies given.

73 ECONOMIC GROWTH STRATEGIC PLAN

The Panel considered the report which invited members to review and recommend to Cabinet the approval and adoption of the Broadland Economic Growth Strategic Plan 2022 – 2027 and Summary document. The National Management Trainee explained that the Strategic Plan outlined the activities and

projects the Economic Growth team would be undertaking to deliver against the priorities in the Council's Delivery Plan. The Strategic Plan would be reviewed in 2025.

The document had first been considered by the Panel at its meeting in February 2022 and recommendations from the Panel and from internal and external stakeholders had been incorporated into the Plan. The primary changes following consultation had been the inclusion of key sites for tourism and culture, for example, Lenwade, and the addition of Rackheath in the manufacturing and engineering cluster sites. The levelling up section had been expanded following a better understanding of what this might mean for the district. Also, a number of current projects had been added including Broadland Community Renewal Fund projects and Transforming Cities projects.

The Chairman welcomed the report and commented that it was important that the Plan was Broadland centric and aspirational. To this end a few tweaks would be needed to ensure the Plan met these aims and that it included further data to reflect the current position and the 5-year aspirational plan and was grammatically sound.

A member commented that they felt unable to support the Plan with its fundamental principle being one of economic growth. They felt the Plan needed instead to be a plan for economic development rather than economic growth given the constraints and challenges likely to be faced in the future and should focus on social and economic wellbeing. Challenges included logistics, supply chains, impact of the environment, war and climate change and the recent issues raised regarding nutrient neutrality which in particular would impact on Broadland and how land was utilised.

The Chairman responded that the Plan was driven by the aspirations to grow the economy and with it would come social and economic wellbeing.

A concern was raised about the performance and delivery measures referenced in the Plan by way of 6 monthly meetings with key cluster groups and how effective this would be. Officers were currently accountable for the performance and delivery targets set out in the Council's delivery plan which were monitored by members and there was concern about how the proposed 6 monthly meetings would facilitate measurement of performance. The Assistant Director of Economic Growth commented that informal meetings with key partners were already taking place and that the proposals for key cluster groups to hold scheduled 6 monthly meetings was regularising the current informal arrangements. There would be no additional meetings or costs, many of the meetings were held virtually. With regard to measuring the productivity of the meetings, he added that the meetings were primarily about relationship building and attracting other key partners and investment and not about measuring the performance of the cluster. It was difficult to measure the value of the clusters but the meetings were key events providing opportunities for lobbying partners and attracting key investors and stakeholders. The National Management Trainee added that a measure could perhaps be the number of people employed within each of the cluster groups.

A member raised a concern about elements of recent policy making in relation to charging for street naming and monitoring section 106 agreements which did not

appear to reflect the inclusive growth ambition in the Plan as it penalised smaller developers. Other members were satisfied the Economic Growth Plan would create inclusive growth and members were reminded that the objective of the charges was to cover the cost of the service.

A member made reference to clean energy generation and highlighted the issues faced by the lack of access to power and the inability of the grid to support increasing demands. There had been no success in creating an energy community in Norfolk. Perhaps this was an area for future attention.

In supporting the Plan in principle, a number of other members agreed the Plan needed to be more Broadland centric. Following discussion, a number of suggestions were put forward for consideration about inclusion in the Plan as follows:

- reference to suburban areas of Broadland in addition to the market towns
- mindful of the environment, agriculture and the rural farming nature of the area of Broadland, to broaden reference to encouraging innovative farming practices and attracting skills and expertise in this area
- increase reference to Broadland Gate for example Gridserve
- consider listing the Board members of each cluster group by job title and not by name
- investigate “car clubs”, particularly on new developments
- more emphasis on Carrowbreck in particular in relation to the skills gaps and attracting the right talents. Review the offer at Carrowbreck and look at running online courses.
- mention conservation areas and heritage assets
- more Broadland specific case studies: Bure Valley Railway/Solar Wind Farm

The Assistant Director Economic Growth advised members that the Council needed to develop a three-year investment plan by the end of June to secure any UK shared prosperity finding. He was keen to use the Economic Growth Strategic Plan as the framework for the investment plan and therefore requested that the recommendations in the report be updated as follows:

To Recommend Cabinet:

1. to approve and adopt the Economic Growth Strategic Plan 2022 – 2027 and use of the Summary as an externally facing document
2. to agree to the use of the Economic Strategic Plan as a framework for the three-year investment plan required for accessing UK Shared Prosperity Funding (UKSPF)
3. to delegate to the Assistant Director for Economic Growth, in consultation with the Portfolio Holder for Economic Development and the Leader of the Council, for the creation, finalisation and submission of a three-year investment plan to meet the requirements of the UKSPF
4. to agree to delegate to the Assistant Director for Economic Growth, in consultation with the Portfolio Holder for Economic Development and the Leader of the Council, to sign the contract and accept the terms of the UKSPF, subject to appropriate legal advice.
5. to agree to delegate to the Assistant Director for Economic Growth, in consultation with the Portfolio Holder for Economic Development, the Portfolio

Holder for Finance and the Leader of the Council, for the allocation and expenditure of funding of the UKSPF. In line with the commitments set out in the investment plan and, by exception, lines of expenditure not included in the plan.

Mindful of the comments and suggestions made by members to further develop the Plan, a discussion took place on options for progressing the Plan. Members expressed a preference for an additional meeting of the Panel to consider the updated Plan prior to it being recommended to the Cabinet meeting on 14 June 2022. It was further suggested that this meeting be held at Carrowbreck House.

RESOLVED

that arrangements be made to hold an additional meeting of the Economic Success Policy Development Panel at Carrowbreck House to consider the updated Plan.

74 EXCLUSION OF THE PRESS AND PUBLIC

RESOLVED

to exclude the press and public from the meeting for the following two items of business because otherwise, information which was exempt information by virtue of Paragraph 3 of Part I of Schedule 12A of the Local Government Act 1972, as amended by the Local Government (Access to Information) (Variation) Order 2006 would be disclosed to them.

75 REVIEW OF TRAINING SERVICES - CARROWBRECK HOUSE

The Panel considered the exempt report regarding a review of training services at Carrowbreck House which set out potential options for generating additional income to offset running costs, proposed a commitment to continuous review of the Council's training offering and proposed a revised fee structure for 22/23. The Programme Manager – Economic Growth stated that the facility had been running since 2015 and she gave details of the running costs and income generated. As part of the review of training services offered, the opportunity had been taken to engage a commercial agent to undertake a valuation of the facilities to understand the opportunities for the site. Members noted that a small increase in the number of tenants could generate additional income to offset costs.

In response to questions, officers confirmed that there was still a demand for in-person classes and that classes covered a wide range of subjects and could include adult education. Courses offered were constantly reviewed to ensure they met current demand including consulting stakeholders to identify their current training requirements. It was confirmed that the facility had been supported with appropriate Covid grants. A comment was made that should there be a demand for courses needing access to up-to-date kitchen facilities, consideration could be given to upgrading the existing kitchen facilities.

In welcoming the report, members expressed their support for the facility and the value and benefits it offered. They did however agree there was a need to review the offer and ensure the facility was as effective as possible. A cost-neutral position would be ideal, but the value of the service was also important. They noted the current arrangements for management of the site and any bespoke management of the facility would result in additional costs to the running of the facility.

With regard to attendance at courses by Broadland staff, it was noted this was at a discounted level and that costs were recharged to the Council. A number of courses were programmed to meet demand arising from staff training needs assessments and potentially these would appeal to other businesses and organisations. It was felt that the facility would benefit from additional promotion.

RESOLVED

to recommend Cabinet to

1. agree the pricing structure for room hire as outlined in section 4.4
2. the pricing structure for course fees as outlined in sections 4.7 & 4.9

76 EXEMPT MINUTES

The exempt minutes of the meeting held on 21 February 2022 were agreed as a correct record and signed by the Chairman.

(The meeting concluded at 7.25pm)

Chairman

Economic Growth Strategic Plan

Report Author(s): Debra Baillie-Murden & Ella Howman
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Management Trainee
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Portfolio: Economic Development

Ward(s) Affected: All

Purpose of the Report:

For the Economic Success Policy Development Panel to review and recommend to Cabinet for the approval and adoption of the Broadland Economic Growth Strategic Plan 2022 – 2027 Summary.

Recommendations:

- 1 Economic Success Policy Development Panel to recommend to Cabinet to approve and adopt the Broadland Economic Growth Strategic Plan 2022 – 2027 and use of the Summary as an externally facing document.

1. Summary

- 1.1 This report provides an overview of the development of an Economic Growth Strategic Plan for 2022 – 2027 for Broadland, in collaboration with South Norfolk Council. The Strategic Plan outlines the activities and projects the Economic Growth team will be undertaking to deliver against the priorities in the Council's Delivery Plan.
- 1.2 While being developed concurrently and giving members a common approach to tracking service delivery, the Strategic Plan also enables Broadland District Council and South Norfolk Council to address local barriers to growth and develop a targeted response. The Summary document (Appendix 1) is specific to the activities proposed for Broadland.
- 1.3 The full Economic Growth Strategic Plan (Appendix 2) will continue to be a living document, updated regularly to ensure it continues to address local priorities and opportunities. Progress against activities will be presented to members as part of the existing performance management structure, ensuring data is provided at a district level.

2. Background

- 2.1 Members of this panel were invited for their input into the development of the Economic Growth Strategic Plan, presented at the Economic Success Policy Development Panel meetings held in February and April 2022. Recommendations from these meetings, along with those received from both internal and external stakeholders have been integrated into the final plan.
- 2.2 A summary document has been produced to confirm the Council's commitment to supporting the local economy. It identifies the social and economic challenges, our economic strengths and opportunities and details the actions and commitments which are needed to support growth, which is clean, inclusive, and productive.

3. Current position/findings

- 3.1 The proposed Economic Growth Strategic Plan covers the period from 2022-2027 and focuses on the actions we need to take over the five years to secure long-term success. The four main priorities have been finalised as follows:
 - 3.1.1 Growth and investment – Supporting businesses and breakout sectors and securing capital funding.
 - 3.1.2 Quality locations and infrastructure – Quality and affordable housing, building community resilience, improving public transport and improving general infrastructure/connectivity.

- 3.1.3 Skills and lifelong learning – Addressing the skills shortage, creating high level employment and tackling long term unemployment while maintaining equality of opportunity and inclusive growth.
- 3.1.4 Enterprise – Encouraging the use of new technologies and developing networks.
- 3.2 These priorities will be underpinned by two key principles:
 - 3.2.1 Inclusive Growth – creating opportunity for all segments of the population and distributing the dividends of increased prosperity, both in monetary and non-monetary terms, fairly across society.
 - 3.2.2 Clean Growth – empowering businesses to capitalise on the opportunities provided by the green agenda.
- 3.3 In delivering our plan, we will pay particular attention to the opportunities and potential that exists in key clusters selected based on the potential for growth, location quotient for the two districts, total productivity, and the presence of national or multinational headquarters for businesses within the cluster groups.

4. Proposed action

- 4.1 This report proposes that Economic Success Policy Development Panel recommend to Cabinet to approve the adoption of the Economic Growth Strategic Plan 2022 – 2027 and the use of the Summary as an external facing document to outline how we will address barriers to growth to deliver positive outcomes for the district.
- 4.2 Progress on activities will be provided to members as part of the performance management process; with data provided on a district level. A substantial number of performance indicators are proposed in the draft plan. The viability and appropriateness of these will be reviewed over the next six to twelve months before they are finalised.

5. Other options

- 5.1 Members could choose not to adopt the Strategic Plan for 2022 – 2027. This would however mean that we would not have a clear path for delivery for the coming years and impact our ability to support economic growth within the district.

6. Issues and risks

- 6.1 **Resource Implications** – Implementation of the Economic Growth Strategic Plan will be carried out within existing resources. Resource implications will be considered as individual work streams are developed and will be brought to Members as required.

- 6.2 **Legal Implications** – to comply with current legislation related to clean growth; in particular the Net Zero Strategy. Legal implications will be considered as individual work streams are developed and will be brought to Members as required.
- 6.3 **Equality Implications** – The plan recognises the need to educate and train local people for local jobs. Equality implications will be considered as individual work streams are developed and will be brought to Members as required.
- 6.4 **Environmental Impact** – to acknowledge that Clean Growth means complying with the Climate Change Act and the Net Zero Strategy. The economy is intrinsically linked to the environment and implications have been considered throughout the development of this Plan with Clean Growth identified as a key priority. Work streams will be developed to result in positive impacts on the environment with implications considered as individual projects are developed.
- 6.5 **Crime and Disorder** – N/A based on current recommendations.
- 6.6 **Risks** – Risks related to individual work streams will managed through operational risk registers.

7. Recommendations

- 7.1 Economic Success Policy Development Panel to recommend to Cabinet to approve and adopt the Broadland Economic Growth Strategic Plan 2022 – 2027 and use of the Summary as an externally facing document.

Background papers

None

BROADLAND ECONOMIC GROWTH STRATEGIC PLAN 2022-2027 SUMMARY



Foreword

Broadland has a successful track record in supporting economic growth and is a brilliant place to live and work. Over the next five years, we will continue to help our local businesses, with tailored support and advice while simultaneously facilitating growth through the Greater Norwich Local Plan, determining the locations for housing and business growth for the foreseeable future.

Despite this, we are facing challenging times, we presently have a great many changes coming due to ambitious policies from central government on Net-Zero and Levelling Up alongside the rising cost of living and the end of Covid-19 related funding, all

of which will have implications for the district, our businesses, and residents. In Broadland, we are especially proud of our work supporting and protecting the environment, and going forward we aim to be at the forefront of the Net-Zero agenda, supporting our local businesses on this same journey.

By working with our external partners, and through our collaboration with South Norfolk Council, we will promote and champion not just our district but the region to attract inward investment, create new jobs and provide good quality affordable homes.

**Portfolio Holder for
Economic Development at Broadland District Council**

Vision

Our goal is to give businesses across Broadland the confidence to invest and grow, creating opportunities for our residents and improving their quality of life in an already outstanding environment

How Will This be Achieved?

We will achieve this by focusing on four main priorities:



Priority 1: Growth and Investment

Supporting businesses and key clusters and securing capital funding



Priority 2: Quality Locations and Infrastructure

Promote quality and affordable housing, building community resilience, improving public transport, and improving general infrastructure and connectivity



Priority 3: Skills and Lifelong learning

Addressing the skills shortage, creating high-caliber employment, and tackling long term unemployment while maintaining equality of opportunity and inclusive growth



Priority 4: Innovation and Enterprise

Championing the development of new technologies and networks, particularly relevant in supporting the transition to a Net-Zero carbon economy

Overarching Principles



1. Inclusive Growth

Creating opportunities for all segments of the population and distributing the dividends of increased prosperity, fairly across society

2. Clean Growth

Empowering businesses to capitalise on the opportunities provided by the Net-Zero agenda

To deliver these priorities - and often in partnership with others - we will:

- Secure public and private investment for the district with a focus on areas of high potential growth
- Work with partners to address key infrastructure constraints in relation to energy, transport, housing, flood risk, and digital connectivity
- Attract and retain talent in the area and encourage targeted skills development so that residents are equipped for the jobs businesses generate
- Build business networks in key clusters, encouraging knowledge exchange, innovation, supply chain development and access to new markets

Cluster Focus

Our work will focus particularly on Broadland's key clusters and places

High Performing Clusters

Agri-food and Life Sciences



Manufacturing and Engineering



Visitor Economy and Cultural Sectors



Growth Clusters

Finance, Insurance and Professional Services



Clean Energy and Technology



Why Clusters?

A cluster is a group of related businesses that contributes to a healthy economy - providing good jobs, high wages, and new technologies that expand the economy. They also help define target industries where a competitive advantage exists.

Cluster-based economic growth is all about improving the performance of key clusters, so they succeed, grow, and attract similar businesses. The interconnectivity of clusters also provides the opportunity for an economy to gradually expand.

The clusters in this plan have been chosen as focus points based on potential for growth, location quotient, productivity, and the presence of national or multinational headquarters for businesses within the cluster groups. They also align closely with the New Anglia Local Enterprise Partnership's vision for Norfolk and Suffolk to Feed the World, Power the World and Connect the World.

Actions

To achieve our vision, we have identified key barriers to growth which align to each of our key priorities and have mapped out how we may address them, to deliver positive outcomes.

Growth and Investment



Key Issues	Responses	Outcomes
Smaller town centres and high streets are struggling – and the retail sector is under pressure	<p>Investigate opportunities for public realm improvements in market towns</p> <p>Develop and implement a market towns plan</p> <p>Explore and implement opportunities relating to innovative use of space on the high street</p>	<p>Increased footfall and vibrancy of town centers and high streets</p> <p>Improved rate of retention for high street and town center retailers</p>
Lack of a year round tourism offer	<p>Promote visitor economy and tourism in collaboration with Destination Management Organisations</p> <p>Ongoing improvements to the Marriott's Way and the Bure Valley Path and Railway</p> <p>Promote and develop the Broadland Country Park</p>	<p>An increase in visits to key sites throughout the district, including off-season tourism</p>
Relatively low levels of inward investment	<p>Develop business cases for commercial investment opportunities in key clusters with regional partners ahead of funding streams becoming available</p>	<p>Increased levels of inward investment across the district</p>

Quality Locations and Infrastructure



Key Issues	Responses	Outcomes
Housing affordability	<p>Generate an Affordable Housing Development Plan</p> <p>Work with partners across Greater Norwich to implement the Greater Norwich Local Plan</p>	Increase in new and affordable homes for residents according to local need
Existing energy infrastructure is not sufficient to meet the expected rise in demand	Lobby UK Power Network and regional partners to build energy capacity in areas of growth	An Energy Network that can keep up with the district's future needs
While transport is under the remit of the county council, locationally, parts of the area are remote and transport infrastructure improvements are needed	Work with businesses and regional partners to ensure infrastructure is in place ahead of new building sites	Increase in active travel between employment sites and population centres

Key Issues	Responses	Outcomes
While this is under the remit of County Council, there are continuing issues linked to digital connectivity	Implement a Community Infrastructure Action Plan to focus our support of the important growth being delivered by Parish and Town Councils	Improved physical and digital infrastructure
Insufficient existing warehouse provision and move on space to meet demand	Progress development of the Broadland Food Innovation Centre and elsewhere work with businesses, commercial agents, and park managers at sites such as Broadland Business Park and Broadland Gate to locate suitable premises where move-on space is available	Increased space available for start-ups and increased retention of expanding businesses in the area



Skills and Lifelong Learning



Key Issues	Responses	Outcomes
Aging population	Influence the range of training opportunities at Carrowbreck House to support Broadland businesses, increase the employability of residents and encouraging lifelong learning	Improved employment outcomes for older residents and increased technological confidence
Existing skills and labour shortages across key clusters	Engage with businesses to understand current skills gaps and evolve the package of direct delivery at Carrowbreck House and online to address local needs	An enhanced local skills base
The pandemic has exacerbated existing inequalities reducing social mobility, especially amongst those of school age who have not had access to the same career advice or support during the pandemic	<p>Work with partners to expand apprenticeship uptake across the district</p> <p>Work with schools, higher education providers, and business partners to advertise available opportunities in the region</p>	<p>More people in apprenticeships</p> <p>Lower youth unemployment</p> <p>Increased graduate retention</p>

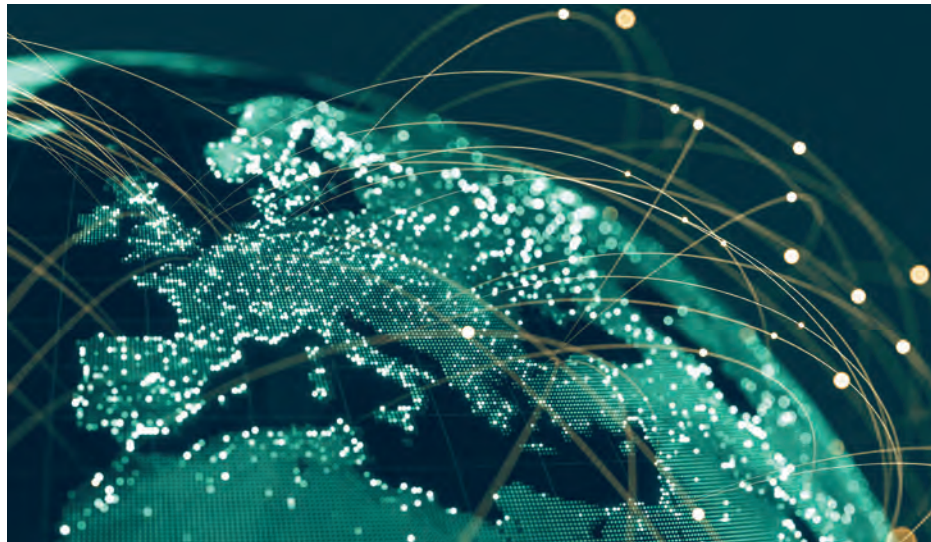
Key Issues	Responses	Outcomes
Low productivity and wages	Provide training and support to help those who are underemployed	Increase in productivity and disposable income in the local economy





Key Issues	Responses	Outcomes
<p>Smaller businesses have limited support for growth</p> <p>Low number of business start-ups compared to the national average</p>	<p>Business support and grant funding</p> <p>Business support through training</p> <p>Review current provision for networking and business-to-business events</p>	<p>Higher business growth rates</p> <p>Enhanced relationships with local businesses</p> <p>Increase in business start-up and survival rates</p> <p>Increase in business support and networking events</p>
<p>Broadland and the benefits of being based in the district are under promoted</p>	<p>Work with local industry groups to encourage cluster formation and growth</p> <p>Raise awareness of and generate income for our area as a destination for use by the TV and Film industries</p> <p>Investigating future opportunities for Enterprise Zones and Local Development Orders</p>	<p>Increased inward investment</p>

Key Issues	Responses	Outcomes
Lack of understanding of supply chains in key clusters	Work with cluster groups to better understand the needs of businesses and what support can be provided	Increased survival rate of businesses, inward investment, and trade activity





Key Issues	Responses	Outcomes
The transition businesses will need to make in order meet central Government net-zero 2050 carbon emission targets	<p>Electric charging provision for cars</p> <p>Investigate financial investment and funding opportunities around carbon initiatives for businesses</p> <p>Review opportunities for a green bond model</p>	An overall reduction in territorial carbon emissions with a trajectory in line to meet the Government's 2050 target date for net-zero
An increase in extreme weather events has the potential to exacerbate water resource issues. This may increase pressure on water abstraction, leading to further restrictions, whilst increased flooding events may threaten low-lying areas within the district which are vulnerable to the impacts of flooding	<p>Continue to engage with regional partners such as Water Resources East</p> <p>Promote the use of innovative farming technologies which address water resource issues such as the schemes emerging from the Broadland Food Innovation Centre</p>	To ensure the sustainability of the water supply in the long term

Key Issues	Responses	Outcomes
The increasing cost-of-living Energy Security	Work with regional partners on community and green energy initiatives to promote affordable energy Provide support through our other services at Broadland District Council	Increased living standards



Broadland in Numbers (as of 2021)

Energy

77,106.581 MWh

energy generated each year
from renewable sources at
current estimates

Business

4,855 Active Businesses

45.2% 5-year business
survival rates

4,340 Microbusinesses

480 business start-ups per year **15** high growth enterprises

Employment and Training

500 Apprentices in post

82.2% of residents in employment

Place

3,520

homes to be built as part of a
new urban extension in North
Sprowston and Old Catton

334 new homes and
165 affordable homes delivered

**Market Towns and Larger
Settlements** - Acle - Aylsham - Old
Catton - Hellesdon -
Rougham - Sprowston - Wroxham -
Thorpe St Andrew

Contents

Why Do We Need a Plan?	2
Profile of South Norfolk and Broadland Districts.....	6
South Norfolk and Broadland Councils in Numbers	8
SWOT Analysis	8
Our Strategy and Purpose	10
Principle 2: Inclusive Growth.....	13
Key Cluster: Agri-Food and Life Sciences	17
Key Cluster: Visitor Economy and Culture	21
Key Cluster: Manufacturing and Engineering	24
Emerging Cluster: Clean Energy and Technology.....	28
Emerging Cluster: Finance, Insurance and Professional Services	32
Place-Based Strategy.....	35
Performance and Delivery	37
Appendices.....	44

South Norfolk and Broadland Economic Growth Strategic Plan, 2022-2027

Summary

Our goal is to give businesses across South Norfolk and Broadland the confidence to invest and grow, creating opportunities for our residents and improving their quality of life in an already outstanding environment. We will achieve this by focusing on four main priorities:

Priority 1: **Growth and Investment** -*Supporting businesses and key clusters and securing capital funding.*

Priority 2: **Quality Locations and Infrastructure** - *Quality and affordable housing, building community resilience, improving public transport, and improving general Infrastructure and connectivity.*

Priority 3: **Skills and Lifelong learning** - *Addressing the skills shortage, creating high level employment, and tackling long term unemployment while maintaining equality of opportunity and inclusive growth.*

Priority 4: **Innovation and Enterprise** – *Championing the development of new technologies and networks, particularly relevant in supporting the transition to a Net-Zero carbon economy.*

Overarching Principles

1. Inclusive Growth - Creating opportunities for all segments of the population and distributing the dividends of increased prosperity fairly across society.
2. Clean Growth- Empowering businesses to capitalise on the opportunities provided by the Net-Zero agenda.

To deliver these priorities - and often in partnership with others – South Norfolk and Broadland Councils will:

- Secure public and private investment for the districts with a focus on areas of high potential growth
- Work with partners to address key infrastructure constraints in relation to energy, transport, housing, flood risk and digital connectivity
- Attract and retain talent in the area and support targeted skills development so that residents are equipped for the jobs businesses generate
- Build business networks in key clusters, encouraging knowledge exchange, innovation, supply chain development and access to new markets.

Our work will focus particularly on South Norfolk and Broadland Councils' key sectors and places

High Performing Clusters

- Agriculture, Food and Drink
- Manufacturing and Engineering
- Visitor Economy and Culture

Growth Clusters

- Finance, Insurance and Professional Services
- Clean Energy and Technology



Why Do We Need a Plan?

Despite the resilience shown by local businesses in South Norfolk and Broadland¹ we are presently in a period of great uncertainty as we face the end of COVID-19

¹ Grant Thornton *Place-Based Recovery How Counties Can Drive Growth post COVID-19* Available at: <https://www.grantthornton.co.uk/globalassets/1.-member-firms/united-kingdom/pdf/publication/2020/place-based-recovery.pdf> Accessed [07/01/22]

related financial packages and EU funding. The long-term impacts of the pandemic on economic growth which we can already see has exacerbated pre-existing skills shortages in our districts and led to increasing materials costs due to the fragility of our supply chains, have not yet been fully realised.

Despite this, with the government's ambitious Levelling Up² and Net Zero policy³ there is a need for local government to be proactive in setting out a roadmap to address these impacts, to take a proactive approach to accelerate our local economy's energy transition,⁴ and to set out a case for future investment for both public and private partnerships.

Strategic Context for the Plan

In 2022, the strategy and policy context for economic growth was redefined by nine publications.

At a District Level

The first of these is the South Norfolk and Broadland Strategic Plan 2020-2024⁵, which set out three economic growth objectives:

1. To promote the area as a place business would want to invest in
2. To build a productive, high performing, dynamic economy
3. To create an inclusive economy which promotes skills and jobs opportunities for all

The second and third are the South Norfolk and Broadland COVID-19 Recovery Plans from 2020⁶ and 2021-22⁷. Following endorsement by both cabinets in June 2021 un-ringfenced COVID grant allocation was provided from central government and other funding sources, to help people into jobs and support businesses to mitigate the impacts of COVID-19 pandemic which included but were not limited to:

- A drop in high-street footfall
- Loss of income for businesses mandated and not mandated to close
- Significant impact on Tourism and Hospitality sectors

² Department for Levelling Up, Housing and Communities *Levelling Up the United Kingdom* Available at: https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/1052064/Levelling_Up_White_Paper_HR.pdf [Accessed 03/02/22]

³ Department for Business Energy and Industrial Strategy *Net Zero Strategy: Build Back Greener* Available at: <https://www.gov.uk/government/publications/net-zero-strategy> [Accessed 19/01/22]

⁴ The Treasury *Build Back Better- Plan for Growth* Available at: https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/968403/PfG_Final_Web_Accessible_Version.pdf [Accessed 20/01/22]

⁵ South Norfolk and Broadland District Councils *South Norfolk and Broadland Strategic Plan 2020- 2024* Available at: <https://www.southnorfolkandbroadland.gov.uk/downloads/file/2676/strategic-plan-2020-2024-accessible> [Accessed 20/01/22]

⁶ South Norfolk and Broadland Councils *Our Plan for Recovery from the COVID-19 Crisis* Available at: <https://www.southnorfolkandbroadland.gov.uk/downloads/file/2338/council-agenda-27-july-2020-item-7-recovery-plan> [Accessed 20/01/22]

⁷ South Norfolk and Broadland Councils (2021) *Our Plan for Recovery from the COVID-19 Crisis-Update* Available at: <https://www.southnorfolkandbroadland.gov.uk/downloads/file/3208/june-15-2021-papers-broadland-cabinet> [Accessed 28/01/22]

- Lack of opportunity for those new to the jobs market and reduced training opportunities
- Young & low skilled workers from specific sectors have been disproportionately impacted, creating greater inequality

At a Regional Level

The Norfolk and Suffolk Economic Strategy⁸ which was published by New Anglia Local Enterprise Partnership (NALEP or LEP) in January 2022 (replacing the Norfolk and Suffolk Economic Strategy from 2017) set out seven major aims for Norfolk and Suffolk, these being to become:

- A higher performing clean, productive, and inclusive economy
- An international facing economy with high value exports
- A well-connected place, locally, nationally, and internationally
- A place where high growth businesses with aspirations would choose to be
- An inclusive economy with an appropriate and highly skilled workforce, where everyone benefits from clean economic growth.
- A place with a clear, defined, ambitious offer to the world
- A centre for the UK's Energy Sector

In terms of actions, a series of priority themes (people, business, place) were identified, as were key sectors (including Clean Energy, Agri-Food, and IT and Digital). The LEP's priority locations, sectors and aims across both districts have been a key consideration in the formulation of this plan and potential collaboration projects have been highlighted.

Forming part of the two districts' key ambitions and of regional significance is the continued development of the Norwich to Cambridge Tech Corridor, whose Vision and Spatial Strategy⁹ report was published in 2020. The report focuses on technology cluster development along the A11 to extend the Oxford to Cambridge Arch to Norwich.

To support ongoing growth in the region a new iteration of the Greater Norwich Local Plan¹⁰(GNLP) is being drafted, this time running from 2018 to 2038, the GNLP both continues and adds to the long-term and successful approach set from the Joint Core Strategy for Broadland, Norwich, and South Norfolk (JCS) in line with the new Planning for the Future White Paper¹¹ planning flexibly for new jobs, homes, and infrastructure. The GNLP set out as key aims to provide affordable housing, assist

⁸ New Anglia LEP *Norfolk and Suffolk Economic Strategy* Available at: <https://newanglia.co.uk/wp-content/uploads/2022/01/FINAL-Norfolk-and-Suffolk-economic-strategy-Jan-2022.pdf> [Accessed 31/01/22]

⁹ Perkins & Will Commissioned by Norwich to Cambridge Tech Corridor, *Cambridge to Norwich tech Corridor Vision and Spatial Strategy Report 2020* Available at: <https://www.techcorridor.co.uk/articles/mission/> [Accessed 08/01/22]

¹⁰ Greater Norwich Growth Board *Greater Norwich Local Plan – Draft* Available at: https://www.gnlp.org.uk/sites/gnlp/files/2021-10/Reg%2019%20final%20formatted_0.pdf [Accessed 28/01/11]

¹¹ Ministry of Housing, Communities and Local Government *Planning for the future White Paper* Available at: https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/958420/MHCLG-Planning-Consultation.pdf [Accessed 05/01/21]

the move to a post-carbon economy and protect and enhance our many environmental assets. Going forward there is an understanding that simply adding on to existing settlements is not realistic in the long term if we are to meet our house building targets and so an ambition in South Norfolk is the creation of a new settlement to accommodate growth.

At a National Level

In March 2021, the Treasury released their Build Back Better – Plan for Growth¹² focusing on Infrastructure, Skills, Innovation, Levelling Up and the Path to Net Zero. This was closely followed by the Road to Net Zero: Build Back Greener¹³ strategy, released in October 2021 by the Department for Business, Environment and Industrial Strategy which focuses on reducing emissions across power, industry, heat and buildings, and transport with plans to promote the use of renewable fuel and hydrogen, greenhouse gas removal, while empowering businesses, and supporting green jobs, skills, and industries.

Finally, in February 2022 the Department for Levelling Up, Housing and Communities released their white paper for ‘Levelling Up the UK’¹⁴ the paper has 12 key missions relating broadly to areas such as infrastructure, workforce skills and wellbeing, innovation, funding, communities, and leadership. Specific mention was made of housing and digital connectivity, both of which are relevant to this strategic plan. The paper proposes 3 levels of devolution, with level 3 being most devolved and desired. With a level 3 combined authority model and a directly elected leader the districts will be ideally situated to collaborate with other authorities and capitalise on new opportunities such as the potential for a defined key route network, a long-term investment fund with agreed annual allocation, strategic partnership with homes England across the affordable housing programme and brownfield funding, and a role in designing and contracting future employment programmes. Each district’s expertise and ties to place will be vital to the successful rollout of the white paper’s key missions.

Alongside wider economic policy considerations South Norfolk and Broadland Councils Economic Growth Plan is being formed with the upcoming Norfolk Investment Framework in mind and cohesively with our current environmental strategy and aspirational inclusive growth plan, with a view to make our priorities and decision-making process consistent with the Green Book¹⁵ used by national government as part of their appraisal and evaluation of business cases.

¹²The Treasury *Build Back Better- Plan for Growth* Available at: https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/968403/PfG_Final_Web_Accessible_Version.pdf [Accessed 20/01/22]

¹³Department for Business, Environment & Industrial Strategy *Road to Net Zero: Build Back Greener Strategy* Available at: <https://www.gov.uk/government/publications/net-zero-strategy> [Accessed 20/01/22]

¹⁴ Department for Levelling Up, Housing and Communities *Levelling Up the United Kingdom* Available at: https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/1052064/Levelling_Up_White_Paper_HR.pdf [Accessed 03/02/22]

¹⁵ HM Treasury *The Green: Book Central Government Guidance on Appraisal and Evaluation* Available at: https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/938046/The_Green_Book_2020.pdf [Accessed 01/02/22]

Funding

One of the key purposes of this strategy is to enable both districts to make the most of existing funding sources and to be prepared for new ones, either through the public or private sector. At a national level one of the current key funding sources is the Shared Prosperity Fund¹⁶ intended to help deliver the key investment priorities of Levelling Up these being communities and place, local businesses, and people and skills. Funding has already been secured for our districts from the Community Renewal Fund, a precursor to the Shared Prosperity Fund for such projects as energy solutions at Hethel and Net Zero business support delivered through the LEP.

Profile of South Norfolk and Broadland Districts

Geography, Economy and Demographics

South Norfolk and Broadland Districts are situated in Norfolk and surround the city of Norwich. Connected via the A11 to London and A14 to Cambridge with good rail links and being close to Norwich International airport, the districts have increasingly become a destination for ambitious and upcoming businesses to relocate to as an area of comparative affordability and high quality of life.

Cultural and Natural Heritage

The districts have an outstanding natural environment offer being host to the Broads; two country parks with Queens Hill and Broadland, and a range of RSPB and Norfolk Wildlife Trust Sites.

The districts also have major heritage assets. With Broadland being host to the National Trust site Blickling Hall which sits on the 4,777-acre Blickling Estate. Additionally, there is a growing range of cultural and heritage activities and attractions in market towns such as Wymondham, Diss, Harleston, Loddon, Acle, Aylsham, Wroxham and Reepham. Consequently, the districts have a very distinctive and diverse visitor economy.

Economic Assets

The districts host several economic assets some of which are world-leading. Of note are:

1. Broadland Business Park

Immediately adjacent to the A47 Norwich southern by-pass the park which is at the centre of South Norfolk and Broadland Districts finance, insurance and professional services cluster is home to many of the region's top companies, including Marsh, Lovewell Blake, Gardners Books (previously Bertram Books), Start-rite Shoes, NHS Norfolk, Evander, Driving Standards Agency, TaxAssist,

¹⁶ Department for Levelling Up, Housing and Communities *UK Shared Prosperity Pre-Launch Guidance* Available at: <https://www.gov.uk/government/publications/uk-shared-prosperity-fund-pre-launch-guidance/uk-shared-prosperity-fund-pre-launch-guidance> [Accessed 16/02/22]

BT, Yodel, D&F McCarthy, Menzies Distribution, Makro, Loveday & Partners, Lovell Partnerships, Morgan Sindall and Persimmon Homes Anglia.

2. Broadland Gate

Broadland Gate is a highly prominent and accessible development at the A47 and Broadland Northway interchange to the east of Norwich. The site is suitable for a variety of uses including industrial and distribution, trade counter, car showrooms, retail and leisure. Current leaseholders include Gridserve, Jaguar, Land Rover, Norfolk Constabulary, LNT and Pinnacle Consulting Engineers.

3. Norwich Research Park

Norwich Research Park situated within close distance to the A47 and A11 is one of the largest single-site concentrations of research in food, genomics, and health in Europe. The Park is a partnership between the University of East Anglia, the Norfolk, and Norwich University Hospitals NHS Foundation Trust, four independent research institutes namely the John Innes Centre, Quadram Institute, the Earlham Institute and The Sainsbury Laboratory and is supported and funded by The John Innes Foundation, UKRI Biotechnology and Biological Sciences Research Council (BBSRC).

4. Hethel Engineering Centre

Hethel Engineering Centre is an award-winning innovation hub and business centre in Norfolk serving the high-performance engineering and manufacturing sector in the East of England. Businesses on the site are supported by Hethel innovation. Hethel is also the location of the car manufacturer Lotus's headquarters within the UK and as such is at the centre of South Norfolk's manufacturing and engineering cluster.

5. Broadland Food Innovation Centre

The Broadland Food Innovation Centre a 100-acre development site within the Greater Norwich Food Enterprise Zone, the first 46 acres of which benefits from Local Development Order status to support food production, processing, and agriculture through the co-location of commercial enterprises. The intention is for the park alongside the Norwich Research Park to form a key part of the Agri-food and Life Sciences cluster within South Norfolk and Broadland Districts.

These key assets are defining features of the two districts' current economic character and future potential.

South Norfolk and Broadland Councils in Numbers

Profile in Numbers

- Over 78% of residents aged 16-64 are in employment
- 275k residents
- Over 1,000 business start-ups per year
- Higher than average 5-year business survival rate
- Over 90% of businesses employ up to 10 employees
- Over 10,000 businesses located across both districts

SWOT Analysis

As a local economy, South Norfolk and Broadland Districts have a range of strengths and opportunities on which to build – but also some barriers to growth that need to be addressed through the economic growth plan.

Strengths	Opportunities
<ol style="list-style-type: none"> 1. Market towns across South Norfolk and Broadland have strong and unique communities, and a vibrant voluntary sector 2. Activity rates are high meaning that local people are thoroughly engaged in the local economy 3. Broadland and South Norfolk districts have an outstanding natural environment with the Broads and the quality of life that comes with it, linked particularly to the visitor economy 4. The areas-built heritage particularly Blickling Hall is also a major asset to the visitor economy 5. High quality provision exists for businesses at Broadland Business Park and Broadland Gate 6. Our partnership with Norwich City Council as part of the 	<ol style="list-style-type: none"> 1. The Norwich Research Park, Hethel Engineering, Food Innovation Centre, and the Norwich to Cambridge Tech corridor provide the opportunity for growth in Agri-food and Life Sciences and Manufacturing and Engineering 2. Housing Growth and the Housing Cluster Allocation Programme could revitalise local communities and economies 3. The collaboration between South Norfolk and Broadland Councils has the potential to improve the scale and the critical mass of delivery 4. South Norfolk and Broadland District Councils have been ranked 2nd and 5th respectively amongst English councils when assessing their (economic) resilience and likeliness to 'bounce back' more easily from the COVID-19 pandemic¹⁷ 5. Potential to strengthen pre-existing relationships with Town and Parish councils to successfully deliver Levelling Up missions

¹⁷ Grant Thornton *Place-Based Recovery How Counties Can Drive Growth post COVID-19* Available at: <https://www.grantthornton.co.uk/globalassets/1.-member-firms/united-kingdom/pdf/publication/2020/place-based-recovery.pdf> Accessed [07/01/22]

Greater Norwich Development Partnership.	<ol style="list-style-type: none"> 6. The government's ambitious net-zero targets pose an opportunity for the development of green jobs and industry 7. Plans for a new settlement could improve productivity and inward investment in the districts 8. Broadland's training facility at Carrowbreck House affords the opportunity to develop a competitive skills offer to target business need.
Weaknesses	Threats
<ol style="list-style-type: none"> 1. There is insufficient existing warehouse provision for businesses and limited move-on space for businesses to grow, this has been an ongoing concern 2. Many micro and small companies have limited ambition and support to grow – which restricts their wider potential impact, micro businesses make up close to 90% of businesses in South Norfolk and Broadland 3. The area's population is already relatively old and ageing, with widespread implications for inclusive growth and workforce skills 4. Housing affordability can be challenging, especially for young people who rely on local jobs, many of which are poorly paid compared to the national average 5. Some smaller town centres and High Streets are struggling – and the retail sector is under pressure 6. While transport is under the remit of county council, locationally, parts of the area 	<ol style="list-style-type: none"> 1. Existing skills and labour shortages may have been accentuated through the pandemic so we must work to ensure residents have the right mix of skills to match business need (shortages have been identified across care, construction, legal, STEM, manufacturing, seasonal work, logistics, hospitality, and leisure) 2. The pandemic is thought to have exacerbated existing inequalities reducing social mobility, especially amongst those of school age who have not had access to the same career advice or support during the pandemic¹⁸ 3. Existing energy infrastructure is not sufficient to meet the expected rise in demand 4. Destabilisation of logistical supply chains combined with rapidly escalating materials and energy costs, pose a threat, especially to the agricultural and manufacturing sectors 5. Their major economic differences mean that rural and suburban areas have different challenges and need different responses, especially in terms of infrastructure development and business support

¹⁸ Social Mobility Commission *State of the Nation 2020-2021* Available at: https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/1003977/State_of_the_nation_2021_-_Social_mobility_and_the_pandemic.pdf [Accessed 01/02/22]

<p>are remote and transport infrastructure improvements and investment is needed; Congestion is also an ongoing issue</p> <p>7. There are continuing issues linked to digital connectivity</p> <p>8. South Norfolk and Broadland Councils need to raise their profile and change the perception nationally of being part of the 'greater southeast.'</p>	<p>6. The increasing cost of living may lead to reduced consumer spending directly impacting businesses in the districts</p> <p>7. Climate change will have a significant impact. Changing rainfall patterns are already leading to water quality concerns and abstraction restrictions in the agricultural sector, additionally, rising sea levels could lead to flooding in low-lying areas i.e. The Broads and Thorpe St Andrew</p> <p>8. The government have set an ambitious target to reduce carbon emissions by 78% by 2035 and reach Net-Zero by 2050 which could pose a cost to businesses to achieve</p> <p>9. Unless addressed, nutrient neutrality will continue to impact housing delivery across both districts.</p>
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Our Strategy and Purpose

This Plan builds on our local vision and aspirations. It identifies the social and economic challenges, our economic strengths and opportunities and details the actions and commitments which are needed to support growth that is clean, inclusive, and productive.

It is our response to the Government's Plan for Growth¹⁹, and the Local Enterprise Partnership's Economic Plan²⁰ and will provide the foundations to secure government funding and encourage public-private collaboration and investment. It will bring a wide range of partners together around shared ambitions and actions and help position South Norfolk and Broadland as a place to pilot initiatives and activity and invest in.

This Plan which will cover the period from **2022-2027** focuses on the actions we need to take over the next five years to secure long term success. We will achieve this by focusing on **four main priorities**:

Priority 1: Growth and Investment - *Supporting businesses and breakout sectors and securing capital funding.*

- Secure public and private investment through promoting the districts, especially in areas of high potential growth.

¹⁹ The Treasury *Build Back Better- Plan for Growth* Available at: https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/968403/PfG_Final_Web_Accessible_Version.pdf [Accessed 20/01/22]

²⁰ New Anglia LEP *Norfolk and Suffolk Economic Strategy* Available at: <https://newanglia.co.uk/wp-content/uploads/2022/01/FINAL-Norfolk-and-Suffolk-economic-strategy-Jan-2022.pdf> [Accessed 31/01/22]

- Support businesses in applications for public and private sector grants, low-cost investment, and with other similar funding opportunities.

Priority 2: Quality Locations and Infrastructure – *Promote quality and affordable housing, building community resilience, improving public transport, and improving general Infrastructure/connectivity.*

- Support our places and communities by working with regional and national partners to secure infrastructure improvements in energy provision, digital connectivity, and transport, particularly to key employment sites implementing Local Development Orders and continuing work such as is already being done through the transforming cities fund.
- Work with regional partners such as the Eastern Energy Hub and Generate East to identify key opportunities for sustainable energy provision in biomass, solar and hydrogen within our districts.
- Enhance our market town offer and help them adapt to changing retail patterns by working collaboratively to promote our areas as visitor destinations through marketing initiatives and public realm works.
- Build new and affordable homes as part of the Greater Norwich Local Plan, working with landowners and developers to address constraints to development.

Priority 3: Skills and Lifelong learning - *Addressing the skills shortage, creating high level employment, and tackling long term unemployment while maintaining equality of opportunity and inclusive growth.*

- Enable all people to upskill, reskill and access employment attracting and retaining talent to the area, via apprenticeships for young adults and re-entry ships for Care leavers ensuring inclusive growth.
- Coordinate careers provision and access at all levels through New Anglia LEP and promote local career opportunities within schools and colleges and assist and facilitate placements and events in collaboration with local cluster groups.
- Improve graduate retention at the appropriate level by working in collaboration with the University of East Anglia's Gateway to Growth²¹ programme.
- Promote the area to attract higher skilled workers and address skills shortages.
- Support implementation of technical education reforms. Focus on employability issues, skills needs and workforce demand within specific sectors.

Priority 4: Innovation and Enterprise – *Championing the development of new technologies and networks, particularly relevant in supporting the transition to a Net-Zero carbon economy.*

- Work with the Norwich to Cambridge Tech Corridor, the New Anglia LEP and industry groups such as NAAME to develop existing networks and build new ones to encourage knowledge exchange and empower businesses –

²¹ University of East Anglia Gateway to Growth Available at: <https://www.uea.ac.uk/about/gateway-to-growth> [Accessed 01/02/2022]

improving productivity, encouraging innovation, increasing supply chain development and access to new markets.

These priorities will be underpinned by **Two key principles**:

Principle 1: Clean Growth We will enable businesses to embrace and maximize the opportunities of the Net-Zero agenda.

Principle 2: Inclusive Growth Creating opportunities for all segments of the population and distributing the dividends of increased prosperity fairly across society.

Principle 1: Clean Growth

Clean growth means growing our economy in a sustainable way and in so doing cutting greenhouse gas emissions. Clean growth has the potential to increase productivity, create good jobs, boost earning power and help protect the climate and environment upon which we and future generations depend.²² Achieving clean growth, could reduce energy use and cost and in parallel ensure an affordable energy supply for businesses and consumers, which is an area of increasing concern.

Consequently, we commit to enabling businesses to capitalise on opportunities resulting from the green agenda and to improve green infrastructure. To do so we will work with the Clean Growth Taskforce at the New Anglia LEP and our internal environmental strategy team.

Each of our key priorities will have a clean growth element and associated performance indicator which will be monitored.

Current and Proposed Clean Growth Projects	
Priority	Project
Growth and Investment	<ul style="list-style-type: none">• We will investigate financial investment and funding opportunities around carbon initiatives such as green bonds• We will work with our partners to deliver and apply for Community Renewal Fund and Shared Prosperity Fund projects.
Infrastructure and Quality Locations	<ul style="list-style-type: none">• We will work as councils to increase carpooling and active travel among our employees. We will use this as an example of best practice for other businesses to follow• We will facilitate and support the introduction of clean energy projects• We will assess the potential for carbon sequestration and storage• We will work with Norfolk County Council and Ricardo on the CRF funded Community energy Kickstarter for Wymondham and Wroxham

²² Department of Business, Energy and Industrial Strategy (2017) Available at: https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/700496/clean-growth-strategy-correction-april-2018.pdf [Accessed 28/01/22]

	<ul style="list-style-type: none"> • Work with regional partners on potential implementation following publishing of the CRF funded hydrogen feasibility study • Investigate the value of funding a local area energy plan focusing on decarbonisation with regional partners.
Skills and Lifelong Learning	<ul style="list-style-type: none"> • We will advertise and provide support for clean growth learning initiatives targeted toward microbusinesses.
Enterprise	<ul style="list-style-type: none"> • We will use our upcoming business portal to provide materials for businesses on current best practice. For example, the ISO50001 Energy Management²³ and PAS 2060:2014 Demonstration of Carbon Neutrality²⁴ frameworks • We will work with the LEP to facilitate their Community Renewal Funded Growth Hub which includes dedicated resource; online toolkits linked to Norfolk Knowledge Hub and Grants (£1k and £25k) to businesses moving towards net zero and consultancy support.

Principle 2: Inclusive Growth

“Economic growth that creates opportunity for all segments of the population and distributes the dividends of increased prosperity, both in monetary and non-monetary terms, fairly across society.” (OECD, 2016)²⁵

Inclusive Growth enables the widest range of people and places to both contribute to and benefit from economic success. Considerable government spending at the local level is targeted at increasing economic growth. Nevertheless, since the 1980s inequality has remained high and is forecast to rise even higher in the coming years without intervention. Previously, urban areas, have been thought to have borne the consequences of inequality however there is growing concern at the wider impact of social and economic exclusion as well as the level of living standards and life chances in rural and suburban areas, where issues may also be more hidden, this is of relevance to our districts.

²³ ISO ISO 50001 Energy Management available at: <https://www.iso.org/iso-50001-energy-management.html> [Accessed 15/12/21]

²⁴ BSI Group Specification for the demand of carbon neutrality Available at: <https://shop.bsigroup.com/products/specification-for-the-demonstration-of-carbon-neutrality-1/standard> [Accessed 10/01/22]

²⁵ OECD, *The Governance of Inclusive Growth. Policy Shaping and Policy Making*, Available at: <https://www.student.unsw.edu.au/footnote-bibliography-or-oxford-referencing-system#:~:text=In%20a%20footnote%20referencing%20system,above%20the%20line%20of%20text.> [Accessed 10/01/22]

Because of this, South Norfolk and Broadland Councils commit to using the New Anglia Local Enterprise Partnership's Norfolk and Suffolk Inclusive Growth Toolkit²⁶ to establish inclusive growth as an overarching principle of this strategic plan and to help evaluate projects going forward.

Consequently, each of our key priorities will have an inclusive growth element and associated performance indicator which will be monitored.

Ongoing Projects that Promote Inclusive Growth	
Priority	Project
Skills and Lifelong Learning	<ul style="list-style-type: none"> • Future Paths • Work4All • National Graduate Development Programme • Apprenticeships • Choices • An upcoming programme of training courses run from Carrowbreck House, our training facility in Broadland • Supporting Norfolk County council in NEET (not in employment, education, or training) work.
Quality Locations and Infrastructure	<p>Strategic planning for:</p> <ul style="list-style-type: none"> • Economic growth of districts, • Affordable housing, and, <p>Working with Greater Norwich to develop (City Council, County Council, LEP, etc.)</p> <ul style="list-style-type: none"> • Sufficient (including sustainable) transport links to developments • EV charging provision within the next year.
Growth and Investment	<ul style="list-style-type: none"> • Start-up business grants • Enterprise business grants • Procurement £50k programme to train local businesses to win contracts.
Enterprise	<ul style="list-style-type: none"> • Connecting people with jobs and opportunities for growth

²⁶ New Anglia Local Enterprise Partnership, *New Anglia Inclusive Growth Decision Making Framework* Available at: <https://newanglia.co.uk/wp-content/uploads/2020/03/New-Anglia-Inclusive-Growth-Decision-Making-Framework.pdf> [Accessed 15/12/21]

	<ul style="list-style-type: none"> • Work with Norfolk County Council and the New Anglia LEP to help deliver the Community Renewal Funded Young Enterprise Scheme and Enabling Self Employment Schemes in our districts. • Further developing and implementing the Business Builder program in Broadland with tailored mentoring, funding and support for business growth in small, medium, and larger sized enterprises.
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Key Clusters

In delivering our strategic plan, we will pay particular attention to the opportunities and potential that exists in three key clusters:

- Agri-food and Life Sciences
- Visitor Economy and Culture
- Manufacturing and Engineering

and two growth clusters:

Growth Clusters

- Energy and Clean Growth
- Finance, Insurance and Professional Services

These clusters have been chosen based on potential for growth, location quotient for the two districts, total productivity, and the presence of national or multinational headquarters for businesses within the cluster groups.

Individual cluster sites have been chosen based on frequency of high growth companies and number of future developments. Each cluster site's area of direct economic impact has been established at 3.5km, created from the existing road and street network. This is equivalent to a 15-minute commute by bike or scooter and is consistent with the methodology used in the Cambridge to Norwich Tech Corridor Cluster Development Roadmap²⁷.

²⁷ Perkins & Will Commissioned by Norwich to Cambridge Tech Corridor, *Cambridge to Norwich tech Corridor Vision and Spatial Strategy Report 2020* Available at: <https://www.techcorridor.co.uk/articles/mission/> [Accessed 08/01/22]

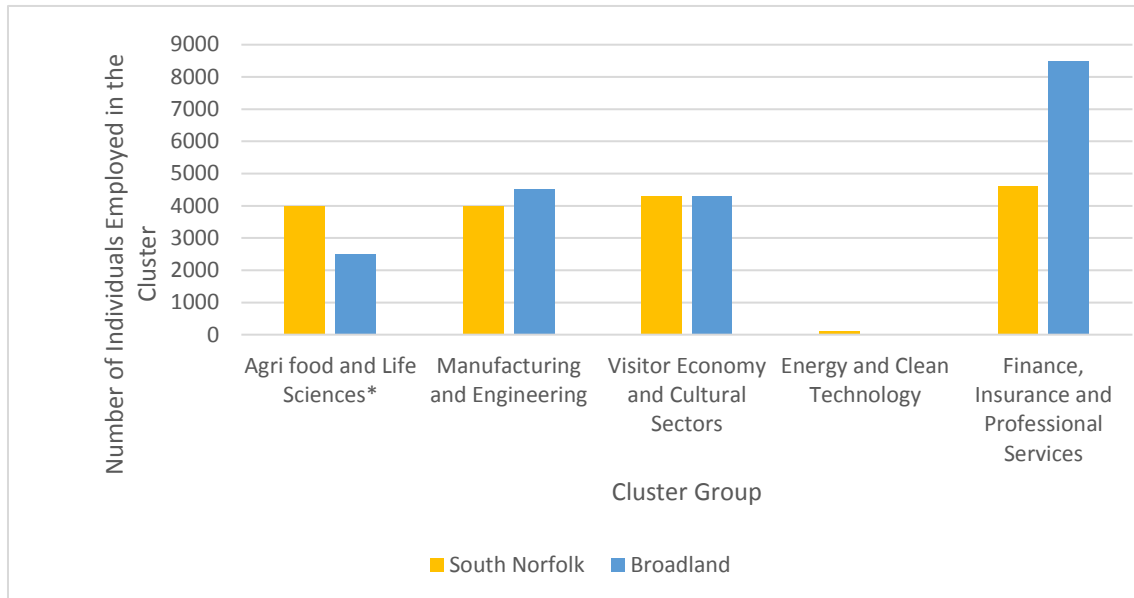


Figure showing number of individuals employed in each of the key and growth clusters across South Norfolk and Broadland.

*Figure contains only the data for life sciences. Agriculture employment data is not available at a regional level due the seasonal nature of the labour market.²⁸²⁹

Underpinning sectors

Despite this we have an understanding that these clusters and our plans to achieve inclusive growth particularly are underpinned by these sectors.

²⁸ NOMIS, *Labour Market Profile - South Norfolk* Available at: <https://www.nomisweb.co.uk/reports/lmp/la/1946157238/report.aspx> [Accessed 07/03/22]

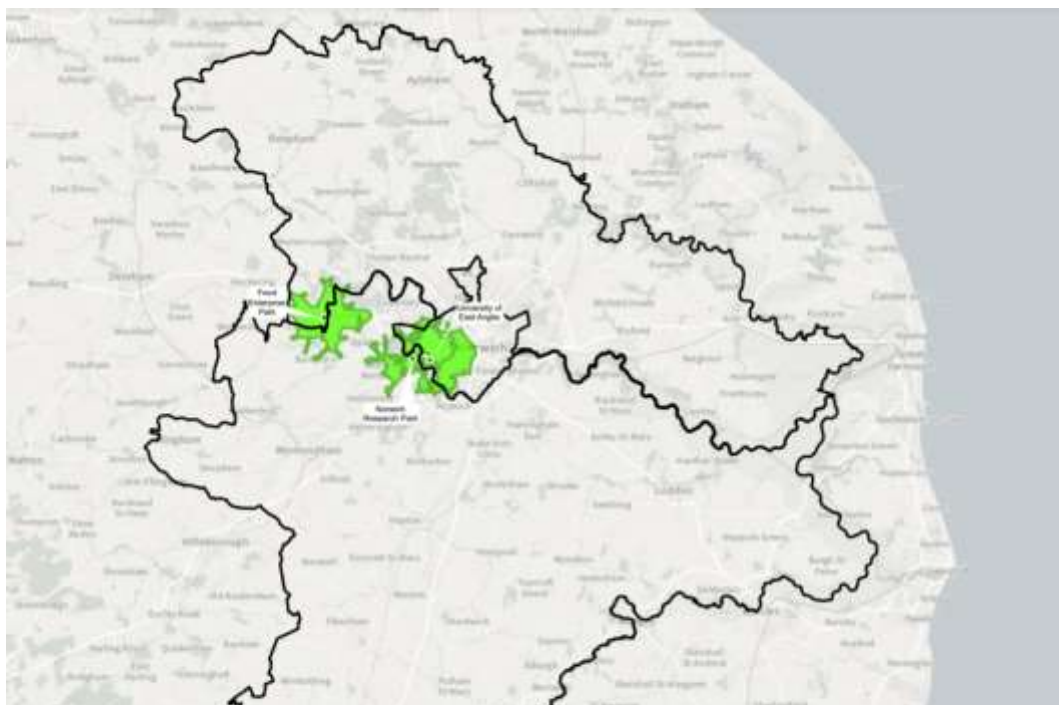
²⁹ NOMIS, *Labour Market Profile - Broadland* Available at: <https://www.nomisweb.co.uk/reports/lmp/la/1946157233/report.aspx> [Accessed 07/03/22]

Health and Social Care	Construction and Development	VCSE	Hospitality and Leisure
Given the nature of our ageing population health and social care concerns are of relevance and these sectors have been hard hit by the COVID-19 pandemic. In addition, the health and social care sector is one of our largest employers. Going forward, if we are to maintain inclusive growth it is vital that we reduce pressure on the sector by promoting wellbeing initiatives, social prescribing, and independent living alongside supporting our carers with re-entering the workplace.	Construction is another key employer in our districts and is vital as an industry to deliver projects across all other areas. This sector has also been hit badly by the COVID-19 pandemic which has led to a shortage of skills and an increase in materials costs which have impacted timescales and budgets for delivery. There are ongoing opportunities in this sector related to Net Zero infrastructure through retrofitting and more sustainable methods of construction, with local expertise available in local companies such as Norfolk Construction Excellence.	The voluntary, community and social enterprise sector together with adult learning provision has a significant role to play in supporting those furthest from the labour market by reintegrating, raising confidence levels and re-skilling through training, volunteering or employment, the voluntary sector also plays a vital role in shaping communities, increasing wellbeing, and reducing isolation.	The hospitality and leisure sector has prominence in our districts with wellbeing initiatives such as Broadly Active and with our in-house Leisure Centres in South Norfolk. The centres have been financially hit by the impact of the pandemic but remain a vital part of our economic ecosystem and in providing support for fitness and wellbeing.

Key Cluster: Agri-Food and Life Sciences

Background

South Norfolk and Broadland districts have some of the most productive farmland in the UK, and a nationally significant food and drink research base. Despite this, the cluster is undergoing the greatest changes within living memory between farming subsidies, trade arrangements, climate change and labour shortages. Our districts' strong background within climate science and plant science innovation may present an advantage in addressing some of these challenges.



Map showing the key Agri-food and Life Sciences Cluster sites within and surrounding South Norfolk and Broadland Councils.

Opportunities and Challenges

Innovation

Norwich Research Park is a world leader in agri-food research and innovation, bringing together renowned research organisations - the John Innes Centre; the Earlham Institute; the Quadram Institute; The Sainsbury Laboratory; and University of East Anglia. The work that has been done on the site has led to the Research Park being designated as having High Potential Opportunity in nutrition by the department for International Trade.

Additionally, South Norfolk and Broadland Councils' advanced food and drink processing sector which is based primarily at the Broadland Food Innovation Centre but will be expanded upon by the addition of a second site in South Norfolk has the potential to grow in domestic and international markets using the opportunity of Freeport East. The enhanced use of technology at the site, including on what will be the UK's largest vertical farm

South Norfolk Spotlight: The Quadram Institute

The Quadram Institute is a world leading centre for food and health research based at the Norwich Research Park, combining Quadram Institute Bioscience, the Norfolk and Norwich University Hospitals' endoscopy centre and aspects of the University of East Anglia's Norwich Medical School and the Faculty of Science.

Broadland Spotlight: McCarthy's

Situated at Broadland Business Park McCarthy's is East Anglia's leading supplier of wholesale produce sourcing and supplying seasonal fresh fruit and vegetables from local farms and all over the world. The business has a promise to:

- Always source trusted, quality produce
- Respond to customer needs
- Use our expertise to help customers
- Ensure timely distribution and delivery
- Be innovative and sustainable

presents opportunities to increase productivity, enhance sustainability, reduce emissions, and water use.

Climate Change

Changing rainfall patterns are already causing concerns in relation to water and soil quality, which could have a significant impact on future farm productivity. However, the UEA and the John Innes Centre are working on new sustainable farming approaches which may help mitigate this.

Seasonal Labour Shortages

There is an ongoing shortage of seasonal workers however there is the potential for agri-food businesses to adopt the use of satellite applications, robotics, and drones to help address this. This would have the added benefit of improving productivity and sustainability.

Aims

1. Increase in the % of value-added food processing compared to total food production.
2. Coproduction and successful delivery of Agri-food and Life Science projects
3. Funding secured from both public and private partnerships for business in the Agri-food and Life Science Cluster
4. Successful delivery of skills-based events and placements for secondary school aged children
5. Linked up Press and Comms.

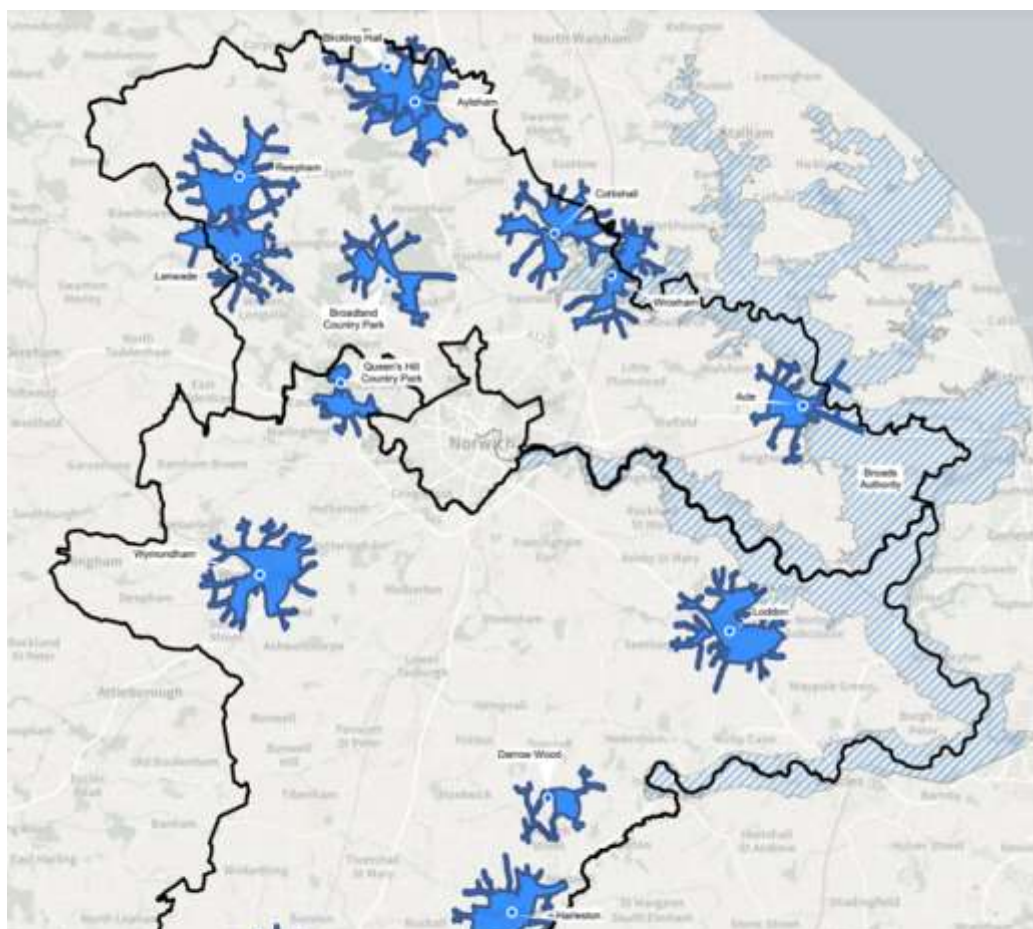
South Norfolk and Broadland Councils Delivery		
Priority Addressed	Actions	Key Partners
Growth and Investment	<ul style="list-style-type: none"> Support businesses in the sector in accessing funding from both public and private partnerships Collaborate with businesses in the sector to build cases on joint delivery projects, in advance of funding opportunities Maximise the potential of the Food Enterprise Zones, attracting investment to and capitalising on the Freeport East opportunity Assist the New Anglia LEP in developing collaborative investments where there are economies of scale in storage, distribution, and processing as a catalyst for adding value to our agricultural products. 	Broadland Food Innovation Centre Norwich Research Park (John Innes Centre; the Earlham Institute; the Quadram Institute; The Sainsbury Laboratory; the NNUH and University of East Anglia) New Anglia LEP.
Quality Locations and Infrastructure	<ul style="list-style-type: none"> Continue with the development of the Food Innovation Centre in Broadland and with plans for the Food Enterprise Park in South Norfolk Support the expansion of the Norwich Research Park with the addition of two new buildings. 	
Skills and Lifelong Learning	<ul style="list-style-type: none"> Collaborate with education providers across the region to establish work placements and educational events at key cluster sites Work with farmers, land managers and environmental specialists to provide the 	

	necessary training and skills to empower them to implement environmental land management initiatives.	
Enterprise	<ul style="list-style-type: none"> • Support further development of the Food and Drink innovation cluster across both councils 	
Clean or Inclusive Growth Actions	<ul style="list-style-type: none"> • Potential to increase opportunities for young people from less advantaged backgrounds to enter STEM careers³⁰ • Engage with businesses at Broadland FIC, the NRP, and the NNUH on sustainable initiatives such as active travel and solar projects to reduce each site's carbon footprint. • Continue to support solar improvements at the Broadland FIC • Support the growth of Fischer Farm at Broadland Food Innovation Centre, Europe's largest vertical farm 	

Key Cluster: Visitor Economy and Culture

Background

South Norfolk and Broadland Districts provide a varied and significant tourist offer,



Map showing the key Visitor Economy and Culture cluster sites within and surrounding South Norfolk and Broadland Councils.

from historical estates to countryside retreats to postcard market towns, all of these being underpinned by a dynamic and pioneering cultural.

Opportunities and Challenges

Connectivity

The Covid-19 pandemic has provided a transformative opportunity for the visitor economy – one that has brought together every local authority and Destination Management Organisation (DMO) in the East of England, co-ordinated by the New Anglia Local Enterprise Partnership and Visit East of England. Working with Norwich Airport, London's Stansted Airport, Greater Anglia Rail and Stena Line operating out of Harwich International Ferry Port, provides an increased opportunity for international tourism within South Norfolk and Broadland Districts.

Market Towns

Our market towns of Diss, Harleston, Loddon, Wymondham, Aylsham, Acle, Reepham and Wroxham each have a unique character and act as a service centre for the town and surrounding rural vicinity, creating unique, active communities, and reducing isolation in these rural areas. The vitality and viability of the town centres is key to developing South Norfolk and Broadland Districts' competitiveness as a visitor destination and as an attractive, well-serviced place to live. Despite this, there are ongoing pressures from developments, changes in lifestyle and competition from larger retail areas and online shopping. These pressures have had an increased impact over the Covid-19 pandemic and have led to a decrease in footfall through most towns. Without intervention, these challenges will have an increasing impact on the vitality and viability of the towns.

Heritage Sites

Situated in Broadland, Blickling Hall is a stately home surrounded by 4,777 acres of grounds located in Blickling, and is owned by the National Trust, the site was the former home of the Queen, Anne Boleyn. Despite this, the site has been heavily impacted by the pandemic as from March 2020 to February 2021, Blickling Hall had 115,535 visitors, down from 205,704 the year before. The National Trust is putting outdoor tourism, wellbeing initiatives and clean growth front and centre of the site's post-pandemic recovery, but poor transport links continue to be a concern.

Situated in South Norfolk, the Caistor Roman town of Venta Icenorum, known by the Romans as 'the market of the Iceni' (Venta Icenorum), has traditionally been connected with the Iceni revolt against Roman rule led by Queen Boudica in AD 60/61. The settlement at Venta began after the revolt, and may have developed from a Roman army base.

Today, the town is free for all to explore. Only 3.5 miles from Norwich, visitors can follow several walks around the Roman defences, along the river Tas and through the new hay meadow.

South Norfolk Spotlight: Harleston

Following investment in Diss, Wymondham and Long Stratton for town centre improvements and sporting facilities. Three quarters of a million pounds has been invested in Harleston to give greater pedestrian priority, provide an improved streetscape, and make the town centre a better place to live, work and spend time. The aim is to help businesses in the town recover following the pandemic and to encourage use of the town as a visitor destination.

Broadland Spotlight: ROARR!! Dinosaur Adventure

One of Broadland's most popular attractions. ROARR! Located in Lenwade includes over 25 dinosaur-themed attractions across 85 acres, complete with play areas, splash park, theatre, eateries, and a secret animal garden visitor destination. Alongside their contributions to the local community ROARR!! has also made commitments to prevent the use of single-use plastics, reduce their net carbon emissions with offsetting and solar panels, and produce no landfill waste on-site.

Outdoor Tourism

Emerging trends indicate that the Covid-19 pandemic has led to an increase in demand for outdoor sustainable tourism³¹ an offer that South Norfolk and Broadland as districts can more than provide with the Broads, Broadland and Queens Hill Country Parks, Norfolk Wildlife Trust Sites (Sparham Pools, Booton Common, Thorpe Marshes and Tyrell's Wood), Conservation areas (such as Old Catton, Thorpe St Andrew, Halvergate Marshes, Haddiscoe, Heddenham and Brooke) an RSPB site at Strumpshaw Fen and more unique experiences such as at Chet Valley Vineyard, Lotus Driving Academy, ROARR! dinosaur adventure park, the Royal Norwich Golf Club, or the Bure Valley Railway.

Aims

1. Development of a year-round tourism offer and subsequent increase in what would have been off-season tourism
2. Increase in tourism businesses engaged with clean growth initiatives
3. Reduction in the skills shortage with the Visitor Economy and Culture cluster
4. Increased footfall in our market towns.

South Norfolk and Broadland Councils Delivery – What we know we are going to deliver

Key Priority	Actions	Key Partners
Growth and Investment	<ul style="list-style-type: none"> Support businesses to make efficiencies, offer services, and increase bookings while keeping value in the local economy. 	Visit East of England Visit the Broads New Anglia Culture Board The Broads Authority The National Trust ROARR! Dinosaur Adventure Park Royal Norwich Golf Course Town and Parish Councils
Quality Locations and Infrastructure	<ul style="list-style-type: none"> Work with the National trust and Norfolk County Council on alternative transport options to the Blickling site and on the EV charging strategy Work with Norfolk County Council to develop improved transport links to our market towns Continuing from the work done in Harleston we will work to implement public realm works in our other market towns. 	
Skills and Lifelong Learning	<ul style="list-style-type: none"> Support the development of the EAST³² academy for tourism and tourism-related training courses at local colleges and universities, where possible connect college 	

³¹ Visit East of England *Visit East of England Destination Development Plan* Available at: <https://mediafiles.thedms.co.uk/Publication/ee-nor/cms/pdf/EoE%20Tourism%20Action%20Plan-DMP.pdf>
 [Accessed 25/01/22]

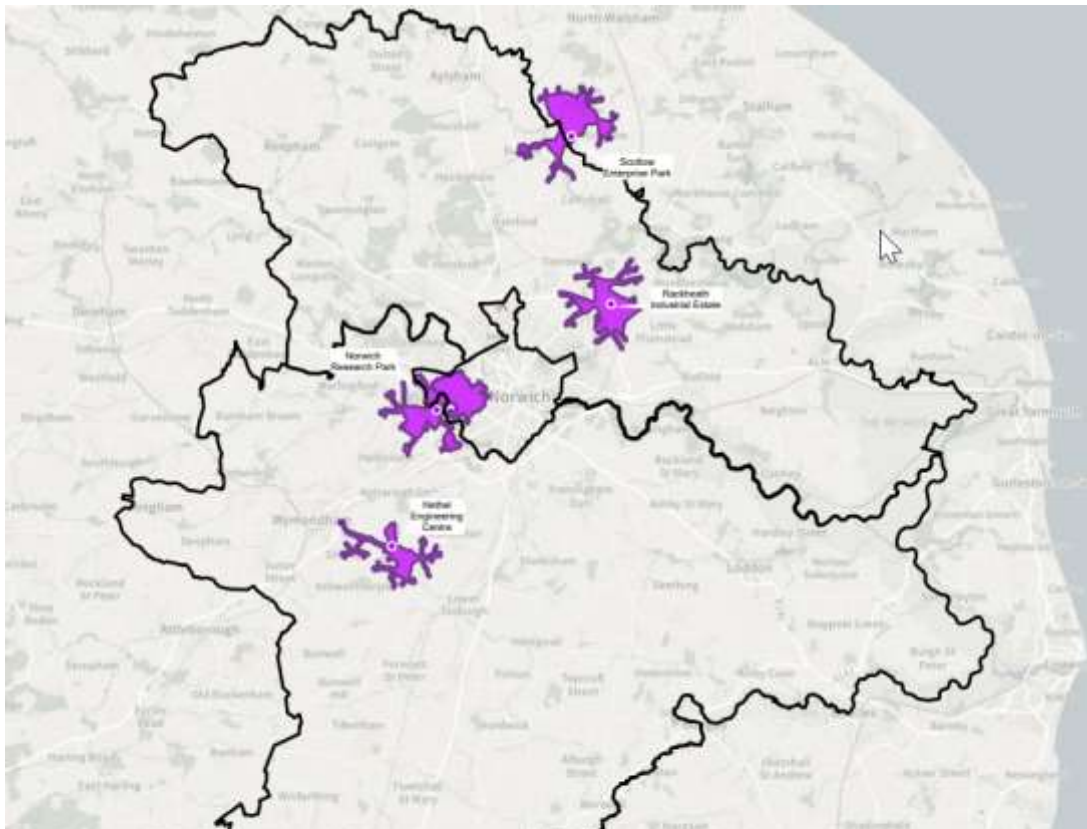
³² *Ibid.*

	and university graduates to appropriate local opportunities. Creating careers and changing the narrative of the sector that it is 'seasonal, low paid and low skilled.'	
Enterprise	<ul style="list-style-type: none"> • Work together with Visit East of England, Visit the Broads, the New Anglia Culture Board and other Destination Management Organisations to market South Norfolk and Broadland Districts as places to see. 	
Clean or Inclusive Growth Actions	<ul style="list-style-type: none"> • Encourage Clean Growth, through supporting sustainable and managed tourism that promotes and supports local businesses and supply lines to keep value in the local economy • Work with the National Trust, the Norfolk Wildlife Trust, and the RSPB to explore the link between outdoor visitor destinations and Wellbeing • Scope the potential to work with the Broads Authority on peat carbon capture and storage projects. 	

Key Cluster: Manufacturing and Engineering

Background

The manufacturing and engineering cluster is predicted to grow into 2022 and is strongly represented in our districts with the presence of Lotus and Hethel Innovation at Hethel Engineering Centre, Productivity East at the University of East Anglia and NAAME group working across Norfolk and Suffolk. Further, Manufacturing and Engineering is of cross-cutting importance as it integrates with many other key clusters in our districts such as Agri-food and Life Sciences and Energy and Clean Technology.



Map showing the key cluster sites in Manufacturing and Engineering within and surrounding South Norfolk and Broadland Councils.

Opportunities and Challenges

Hethel Engineering Centre, Scottow Enterprise Park and Hethel Innovation

The Hethel Engineering Centre (HEC) is an award-winning innovation hub that services the high-performance engineering and manufacturing sector in the East of England. Its remit has always been to focus on helping SMEs develop new products and services and improve productivity. Since it opened in 2006, HEC has been home to more than 320 ground-breaking businesses and Hethel Innovation has incubated more than 200 innovative start-ups, creating more than 1500 high-skilled jobs. Hethel Innovation's approach centres on building innovation platforms to catalyse the development of innovative ideas. The team identifies specific industry challenges or needs and then seeks out companies in the regional business community with the technological capabilities to create marketable solutions. This

Broadland Spotlight: Carbinium Engineering

Carbinium Engineering specialises in the field of Computer Numerically Controlled engineering, and carbon fibre composites. The business was founded in January 2015, when they were commissioned to develop the Aston Martin AM37 powerboat for Quintessence Yachts. Buoyed by this success, they decided to focus on the design, development and production of custom-made engineered products.

Although their primary customers are the marine and motorsport markets, they have also made parts for projects as diverse as subsea surveys and prototype parts for supersonic rockets, plus a lot in between.

approach involves nurturing clusters of like-minded people and leveraging knowledge and expertise to support business growth. The team actively cultivates a collaborative ecosystem of companies with a positive attitude towards working together, sharing ideas, and co-creating new products and services. Recently Hethel Engineering Centre has been looking to expand however, the cost of the project and related infrastructure (primarily grid) upgrades required have so far been prohibitive.

In addition to the Hethel Engineering Centre, since 2015 Hethel Innovation has also managed Scottow Enterprise Park, a 600-acre site based on the former RAF Coltishall base which spans across Broadland and North Norfolk districts. The site has become a hub for STEM businesses across Norfolk, with the size of the site and large hangars making it an ideal destination for expanding businesses. However, this site is also now at 98% capacity and there is a vision to double the current space offer which would make Scottow one of the largest enterprise parks in the country and allow for the employment of 1000 staff members across the site.

Hethel Engineering Centre typically has around 60 tenants, and Scottow Enterprise Park 120, but Hethel Innovation engages with at least 2,000 other businesses through the **New Anglia Advanced Manufacturing and Engineering (NAAME)** network in partnership with the New Anglia LEP, local industry and District and County Councils.

NAAME Group

NAAME is the New Anglia LEPs recognised sector group for manufacturing and engineering businesses in Norfolk and Suffolk. The fundamental objective of the group is to stimulate innovation and productivity gains through collaboration and peer to peer learning. On this basis, the group has set up their own Talent Sharing Platform and has plans to coordinate group training and development in highly skilled and specialised aspects of manufacturing. Despite the groups resounding success it is poorly resourced, suffering from a lack of funding and lack of physical business premises.

South Norfolk Spotlight: Magnus Marine

A clean technology and engineering company developed and supported by Hethel Innovation at the Hethel Engineering Centre Site. The company has now grown and moved to Wymondham Business centre and will shortly set up their first international base in the Netherlands.

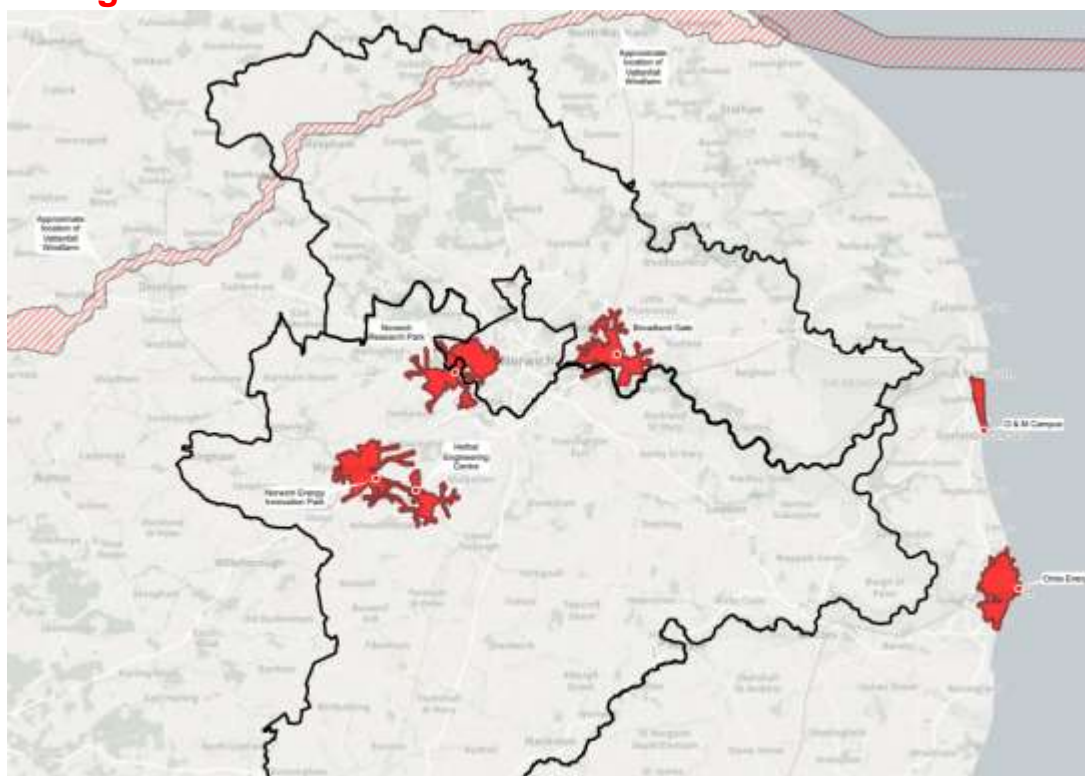
Aims

1. Increase the success and growth of start-ups in the Manufacturing and Engineering Sector
2. Reduce the skills shortage in the sector
3. Increase influence of the cluster

South Norfolk and Broadland Councils Delivery		
Strategic Aim	Actions	Partners
Growth and Investment	<ul style="list-style-type: none"> Assist in the development of and in securing funding for projects and businesses through public and private partnerships i.e., through the shared prosperity fund. Work with NAAME group to secure regular funding streams and find an appropriate office space. 	NAAME group Hethel Innovation Productivity East New Anglia LEP Norwich Research Park University of East Anglia UTCN
Quality Locations and Infrastructure	<ul style="list-style-type: none"> Support Hethel Engineering in the set-up of a new site to create move on space for their larger occupants and free up space for new start-ups Work with partners to improve road accessibility at Browick Work with partners at the New Anglia LEP and Norfolk County Council on the approved Community Renewal Fund feasibility study addressing current and future energy constraints to enable the expansion of key employment sites including but not limited to Lotus Cars and Hethel Engineering Centre. 	
Skills and Lifelong Learning	<ul style="list-style-type: none"> Work with businesses, schools, and further education providers to promote apprenticeships and other forms of workforce development within Manufacturing and Engineering, and more generally working with employers to understand changing circumstances in relation to labour supply and workforce skills. 	
Enterprise	<ul style="list-style-type: none"> Promote the NAAME group to new businesses in the sector Support collaboration on skills development, using the training facility at Carrowbreck House, alongside collaboration on supply chain management and equipment 	

	use among smaller enterprises to increase productivity.	
Clean or Inclusive Growth Actions	<ul style="list-style-type: none"> • Engage businesses with environmental best practice and training • Work with the county council to assess public transport provision to key employment sites • Support potential re-entry ship opportunities for Care leavers. 	

Emerging Cluster: Clean Energy and Technology **Background**



Map showing the key Energy and Clean Technology Cluster sites within and surrounding South Norfolk and Broadland Councils.

Norfolk and Suffolk are the UK's epicentre for clean energy generation and the area is set to provide power for 58³³ per cent of the UK's homes being central to the UK's net-zero ambitions³⁴. Despite a strong local presence in the energy and clean technology sector with Orbis energy in Lowestoft, the O & M campus and wind

³³New Anglia LEP Norfolk and Suffolk Leading Centre for UK's Offshore Wind Available at: <https://newanglia.co.uk/norfolk-and-suffolk-leading-centre-for-uks-offshore-wind/> [Accessed 08/01/11]

³⁴Department for Transport Road to Zero Available at: https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/739460/road-to-zero.pdf [Accessed 10/01/22]

power in Great Yarmouth and North Norfolk, solar initiatives in Mid Suffolk and Babergh and Sizewell A, B, and the upcoming Sizewell C nuclear power plant in East Suffolk. Opportunities in this cluster have so far been underutilised in our districts, this is starting to change with the growth of cleantech at Hethel Innovation in South Norfolk, the upcoming Energy Innovation Park in Wymondham and the Vattenfall site across Broadland, but there is still room to grow, and rising energy costs make interventions increasingly necessary.

Opportunities and Challenges

The Clean Energy Transition

South Norfolk and Broadland are well placed to capitalise on clean energy opportunities, with the existing skills base already being established in the region. The work of the East of England Energy Group (EEEGR) continues to be important in this regard. Capitalising on clean energy and technology opportunities would also increase the availability of affordable and sustainable energy for local communities and businesses.

Despite the area's potential, however, access to power is limited, holding back housing and industrial development in key sites such as Hethel. It is

therefore critical that we transform the local energy system, with our partners at the LEP, Generate East, the Eastern Energy Hub, EEEGR, UKPN and other district councils. In addition to upgrades to grid infrastructure, it is vital due to our rurality that we seek to implement new innovations in wider energy production and resource use, where grid connections are unfeasible.

Offshore Energy Production

The Vattenfall led Norfolk Vanguard and Boreas projects, will provide contract opportunities and new clean skilled jobs. However, there are challenges such as grid constraints, onshore-offshore connectivity, and construction related delays to energy projects.

Case Study: Plymouth Energy Community

Plymouth County Council recognised the potential for community energy to help the 15,000 local households living in fuel poverty whilst also reducing carbon emissions within the Plymouth area. With these social values and drivers in mind, they provided an initial investment in 2013 to support the creation of Plymouth Energy Community (PEC).

Through funding opportunities, a public community shares scheme, and competitive loans from the council, these initiatives provided 32 schools and local organisations with free solar panels, including the city's busy leisure hub, Plymouth Life Centre. Collaboration with a local economic development trust resulted in turning derelict land into a sixteen-acre community-owned solar farm, generating enough clean energy to meet the annual need of 1,000 homes.

Overall, the project resulted in:

- More than £1,100,000 savings made for residents in the first year
- More than 15,000 MWh clean energy produced.
- More than 9,000 tonnes of carbon saved

Onshore Energy Production

South Norfolk and Broadland Districts have potential in the onshore renewable energy production sector that so far has not been realised.

- **Biomass:** South Norfolk and Broadland districts having a large agricultural offering could potentially develop a biomass energy cluster, with one of the UK's newest straw-fed biomass plants opening nearby at Snetterton in Breckland. The bioenergy industry is already worth nearly £2bn in Norfolk and Suffolk. Biomass energy also offers some potential as an alternative fuel to oil for boilers, which is of particular interest locally, as a large proportion of rural households rely on these oil boilers which are set to be discontinued in new builds by 2025 according to current government plans.
- **Biocrop:** The districts' strength in the agricultural sector is already being utilised to produce biogas via the anaerobic digestion of bio-crops.
- **Solar:** Solar Energy could also prove fruitful to South Norfolk and Broadland Councils, with Mid Suffolk and Babergh, of similar character to our districts already having implemented successful large-scale Solar projects.
- **Hydrogen:** National government has now released their hydrogen strategy³⁵ as promised in their Ten Point Plan³⁶. Hydrogen is poised to be a deployable technology to integrate power and transport decarbonisation, especially in a region where rurality is of chief concern. Hydrogen also offers potential for storage and following the government's upcoming feasibility study could be utilised to provide security for renewably sourced energy on the national grid during times of low production.

Broadland Spotlight: GRIDSERVE Sustainable Energy Limited is a British company founded in 2017 to develop, own and operate critical infrastructure for sustainable energy production. GRIDSERVE opened the UK's first all-electric car charging forecourt in 2020 and in April 2022 opened a new forecourt at Broadland Gate to charge electric vehicles with 100% renewable energy, supporting the UK's transition to carbon neutrality.

Aims

1. Cluster based projects developed and delivered.
2. Increase in provision of clean energy across both districts
3. Clear investable hydrogen, and clean energy proposals developed, and investment secured
4. A transformed local energy system

³⁵ Department for Business, Energy and Industrial Strategy UK Hydrogen Strategy Available at: https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/1011283/UK-Hydrogen-Strategy_web.pdf [Accessed 19/01/22]

³⁶ Department for business, Energy and Industrial Strategy The Ten Point Plan for a Green Industrial Revolution Available at: https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/936567/10_POINT_PLAN_BOOKLET.pdf [Accessed 19/01/22]

South Norfolk and Broadland Councils Delivery		
Strategic Aim	Actions	Partners
Growth and Investment	<ul style="list-style-type: none"> Assist in the development of and in securing funding for projects and businesses through public and private partnerships Assist in programmes for sustainable fuel transformation and delivery in local homes in line with the government's ten-point plan³⁷ 	Hethel Innovation Vattenfall Orbis Energy (Generate East) The Eastern Energy Hub New Anglia LEP Net Zero East
Quality Locations and Infrastructure	<ul style="list-style-type: none"> Seek to support the New Anglia LEP and Hydrogen East in delivering and adopting a viable route map for South Norfolk and Broadland to become a leading 'hydrogen region' Collaborate with the Eastern Energy Hub to help facilitate the creation of community energy projects Collaborate with the Eastern Energy Hub, the New Anglia LEP, Norfolk County Council, and other district councils to develop and deliver investable clean energy projects which unlock clean growth, securing UKPN grid connections where needed with a specific focus on pinch points 	
Skills and Lifelong Learning	<ul style="list-style-type: none"> Work with EEEGR to establish skill resource requirements for our projects and run training courses as necessary from Broadland's training centre at Carrowbreck House 	
Enterprise	<ul style="list-style-type: none"> Promote opportunities for existing and potential supply chain businesses across the energy sector and provide business support 	
Clean or Inclusive Growth Actions	<ul style="list-style-type: none"> We will investigate financial investment and funding opportunities around carbon initiatives such as green bonds 	

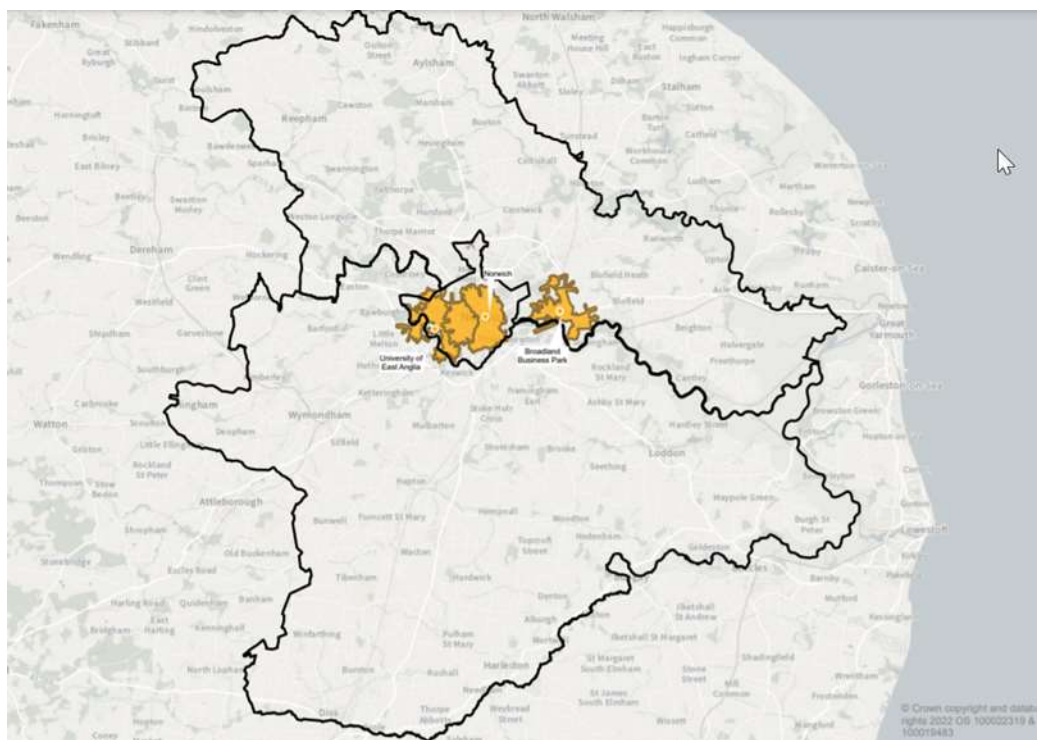
³⁷ Ibid.

- Hydrogen energy could replace oil tank supply in rural areas which has been an inclusive growth concern
- Clean energy could lead to more affordable energy provision, reducing the number of residents in fuel poverty
- Most energy and clean technology initiatives will reduce carbon emissions alongside other pollutants

Emerging Cluster: Finance, Insurance and Professional Services

Background

South Norfolk, Broadland and Norwich are home to one of the largest general insurance and financial services clusters in Europe, with 24,000 businesses and nearly 160,000 jobs of which 11,610 are in finance and related professional services with the presence of multinational firms such as Aviva, and Marsh who have recently moved into the Broadland Business Park. In addition to this, there are a plethora of growing start-up financial services businesses to support the cluster. Despite the size of this cluster and the number of South Norfolk and Broadland residents employed in cluster industries within Norwich, there has been limited development of finance, insurance, and professional service businesses within our districts. Consequently, we identify this cluster as an area for growth.



Example Map showing the key Finance, Insurance and Professional Services Cluster sites within and surrounding South Norfolk and Broadland Councils.

Opportunities and Challenges

Connectivity

The cluster benefits from proximity to hubs of financial and business activity in London, Cambridge and Ipswich and is close to Norwich airport for international travel, which could make the area attractive to international investors.

Networking

The financial services sector benefits from the catalyst role of the Financial Industry Group (FIG). Established in 2001, this is the only financial services trade association in England outside London. It comprises senior executives from leading companies, local government and senior UEA faculty.

Broadland Business Park and Broadland Gate

Broadland Business Park is home to some of the region's top finance, insurance, and professional service companies, including Marsh and Lovewell Blake and with Broadland Gate forms the basis for South Norfolk and Broadland Councils cluster growth.

South Norfolk Spotlight: ML Financial Associates

With offices in Wymondham and Northamptonshire, ML Financial Associates are a team of Independent Financial Advisers, with over 70 years' experience in the financial sector. Simon Lister and Craig McClurg ranked in the Top 1% of Independent Financial Advisers worldwide. Their vision is to become the Independent Financial Adviser of choice for the South East of England.

Broadland Spotlight: Loveday and Partners

Founded in 2010, Loveday and Partners a firm of financial planners and advisers now based at the Broadland Business Park have grown throughout Norfolk, today serving over 1000 families, pension funds, trusts and charities. The company is also very active in the community, supporting a wide range of charities and good causes around the county.

Aims

1. To support expansion of the cluster in South Norfolk and Broadland Districts
2. To facilitate collaboration and communication within the cluster
3. To reduce the skills shortage within the cluster

South Norfolk and Broadland Councils Delivery

Strategic Aim	Actions	Partners
Growth and Investment	<ul style="list-style-type: none">• Support businesses in the sector on projects and in making funding applications. Particularly in relation to Green Initiatives	Broadland Business Park Marsh Broadland Gate Norfolk Chambers

Quality Locations and Infrastructure	<ul style="list-style-type: none"> Support business groups at key sites such as Broadland Business Park in implementing EV charging provision and support businesses with the infrastructure development that goes alongside this 	Financial Industries Group Institute of Productivity
Skills and Lifelong Learning	<ul style="list-style-type: none"> Work with businesses and Norfolk County Council to support placements and activities to develop numerical skills, the quality of which in graduates has been identified as a key concern. Work on initiatives to reduce the identified skills shortage in IT and Law Shape the programme of skills support and training offered at Carrowbreck House in collaboration with local businesses and industry experts to ensure it is competitive and addresses key skills concerns for the cluster. 	
Enterprise	<ul style="list-style-type: none"> Support the Financial Industries Group in their efforts to develop the cluster Facilitate cluster collaboration across sites within our districts supporting site managers at Broadland Business Park and Broadland Gate 	
Clean or Inclusive Growth Actions	<ul style="list-style-type: none"> Support businesses with funding for clean growth initiatives such as LED lighting. Set up training packages for businesses to understand and follow current best practice (ISO50001 framework/ carbon assessments and literacy). 	

Place-Based Strategy

With a five-year timescale, the South Norfolk and Broadland Economic Growth Plan will be guided by the priorities set out in the Greater Norwich Local Plan³⁸.

This will ensure that economic growth of an appropriate scale and type is achieved alongside the Councils' broader spatial development priorities. Some of our place-based strategy in relation to, Norwich Research Park, Broadland Business Park the Broadland Food Innovation Centre, Beeston Park, Hethel Engineering Centre, The Broads and Blickling Hall has been outlined as part of our cluster development response, so here we will focus on the remaining key areas in our districts these being, Suburban Areas and Larger Settlements, Market Towns, Rural Areas and Green Spaces.

Suburban Areas and Larger Settlements

House prices in Norfolk have become less affordable over time,³⁹ particularly for first-time buyers. Consequently, across both districts, we are committed to delivering affordable and sustainable housing growth which is supported by the necessary green, energy, and road infrastructure. Suburban areas that have been hallmarked for growth as part of the GNLP include Rackheath, Taverham, Long Stratton and expectantly a further addition with the creation of a new settlement. Affordable housing schemes that will be implemented include but are not limited to shared equity, discounted market sales, and rent to buy.

Market Towns

Across South Norfolk and Broadland districts, we have 8 market towns these being Wymondham, Harleston, Diss, Loddon, Aylsham, Acle, Reepham and Wroxham these towns have populations in the range of 5,000-10,000 and vary tremendously in character. In all cases, it is important that communities are vibrant and sustainable – particularly in terms of providing both jobs and housing for younger local people. South Norfolk and Broadland Councils will support these settlements by:

- Encouraging on-going public realm works, such as has been done in Harleston Town Centre and is beginning at Wymondham Sales Yard. To improve footfall, revitalise the local economy and prevent the build-up of derelict sites or land.
- Making connections between young people and local employers, particularly in the key sectors outlined elsewhere in this Economic Growth Plan
- Ensuring that market towns have appropriate levels and types of small business provision and grow-on space

³⁸ Greater Norwich Growth Board *Greater Norwich Local Plan – Draft* Available at: https://www.gnlp.org.uk/sites/gnlp/files/2021-10/Reg%2019%20final%20formatted_0.pdf [Accessed 28/01/11]

³⁹ Norfolk Insight *Norfolk Rural Economic Strategy 2021-24* Available at: https://www.norfolkinsight.org.uk/wp-content/uploads/2021/10/Norfolk_Rural_Economic_Strategy_2021-4_Evidence_Report.pdf-correctedByPAVE.pdf [Accessed 29/01/22]

- Working with Norfolk County Council to ensure that industrial estates and other business locations have good broadband connectivity, transport links and energy infrastructure.
- Facilitating the development of local affordable housing to increase affordability, particularly for younger people.

Rural Areas

Much of South Norfolk and Broadland Districts is rural (48.8% of Broadland and 64.2% of South Norfolk⁴⁰) with communities living in hamlets and small villages. Research by the OECD⁴¹ indicates that rural communities have been disproportionately impacted by the Covid-19 pandemic having older populations, a much less diversified economy and poor digital connectivity. The rural services network has identified⁴² the following being key to the post-pandemic recovery of rural areas:

- Levelling up
- Access to services
- Local assets
- Connectivity
- Transport
- Housing affordability
- The importance of countryside and green space to people's wellbeing

Consequently, through the Growth Plan, South Norfolk and Broadland Councils will support rural areas by:

- Rolling out our cluster allocations programme in South Norfolk, to support controlled housing growth in smaller villages and towns to increase their population and sustain local businesses and schools
- Making the case for improved digital connectivity – both broadband and mobile – to reduce the challenges of digital deprivation
- Providing good levels of service provision, including looking into the methods of council-led locality working
- Utilising resources to support solutions targeted at micro-businesses

Green and Open Spaces

The natural environment plays an important part in promoting and maintaining health and wellbeing⁴³. As district councils we are committed to maintaining the standard of our green and open spaces, particularly across council-run sites such as Broadland Country Park and Queens Hill Country Park, we will continue initiatives to improve access to these sites, improve the visitor offer and work with industry professionals to increase biodiversity.

⁴⁰ *Ibid.*

⁴¹ *Ibid.*

⁴² *Ibid.*

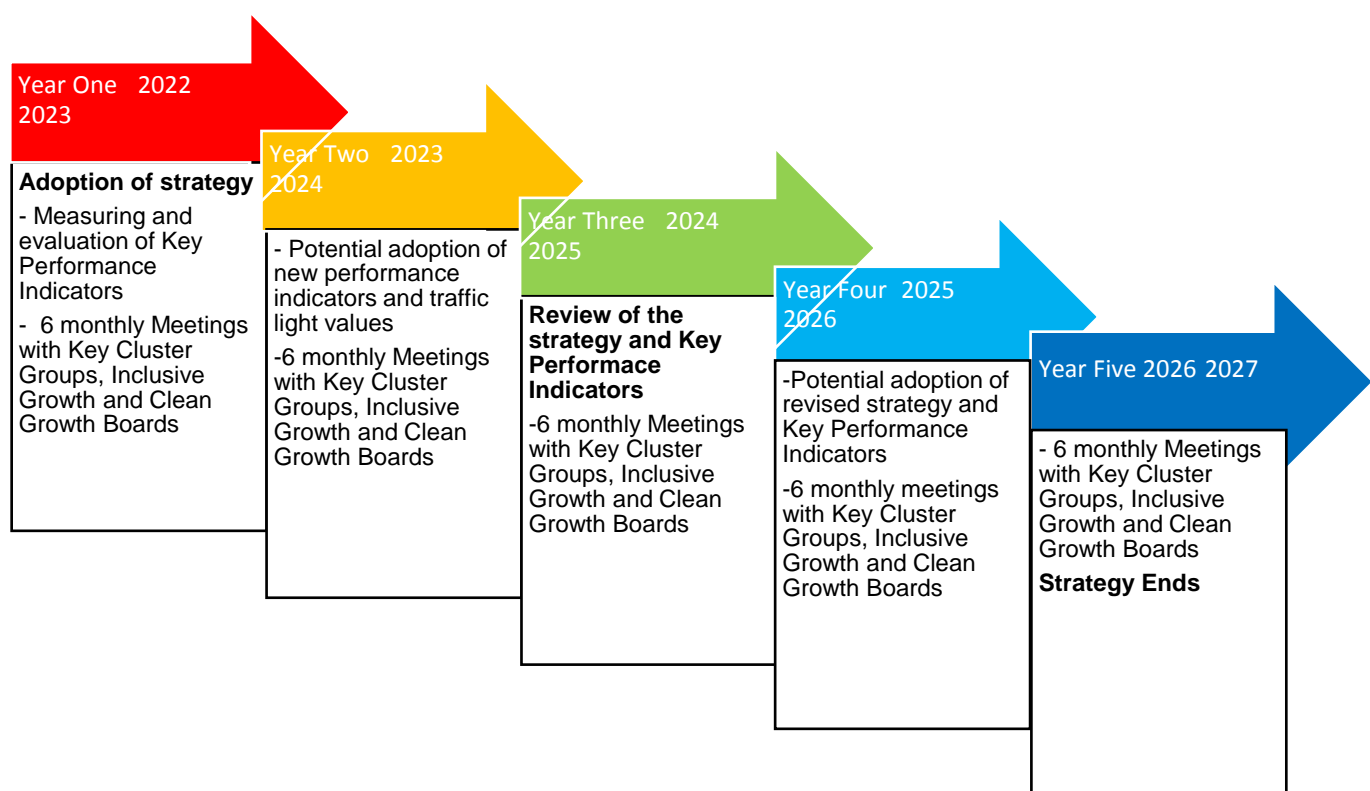
⁴³ Social Care institute for Excellence *Sustainable Social Care: The Natural Environment* Available at: <https://www.scie.org.uk/publications/atagance/atagance28.asp> [Accessed 30/01/22]

More detail on our place-based strategy can be found in the Greater Norwich Local Plan⁴⁴.

Performance and Delivery

Our economic ambitions can only be achieved by working together with businesses and other stakeholders and partners. Within South Norfolk and Broadland Councils, we need to work with these partners to positively respond to growth through building control and development management; proactively intervene for growth through growth delivery and the Greater Norwich Growth Board; strategically plan for growth through planning policy and the Greater Norwich Local Plan team, and practicably support growth through business support and cluster development. In this context, we will need to continue to secure external funding to help deliver this Economic Growth Plan and leverage in wider investment.

Strategic Plan Timeline



Currently we are in a period of rapid change. This being the case we have planned a review of this five-year strategic plan in 2024 when the full impact of the pandemic and what actions we need to take to mitigate this will be clearer, this is particularly with a view to our underpinning sectors.

Communication and Partnership Strategy

⁴⁴ Greater Norwich Growth Board *Greater Norwich Local Plan – Draft* Available at: https://www.gnlp.org.uk/sites/gnlp/files/2021-10/Reg%2019%20final%20formatted_0.pdf [Accessed 28/01/11]

The following table lists the Board members of each cluster group and for each of our key overarching principles. The Boards will meet on a 6-monthly basis to review performance, highlight any key concerns, and make suggestions as to potential projects or interventions for implementation.

Cluster and Priority Groups	Board Members (including but not limited to)
Manufacturing and Engineering	Stephen Scowen (Coordinator of NAAME group), Jamie Thums (Chair of NAAME Group), Jo Kerrison (Business Support Officer and member of NAAME group for South Norfolk and Broadland Councils), Nina Cunningham (Funding Manager South Norfolk and Broadland Councils), Imogen Shipperlee (Innovation Manager at Hethel Innovation), Scott Cogman (Innovation Hubs Coordinator at the New Anglia LEP).
Visitor Economy and Culture	Graham Peers (Tourism Officer at South Norfolk and Broadland Councils), Lisa Cosh (Marketing and Market Towns Manager at South Norfolk and Broadland Councils), Heather Jermy (Site Manager of Blickling for the National Trust), Sebastian Billing (Blickling Events and Marketing Manager for the National Trust), and Rob Leigh (Marketing Manager at the Broads Authority).
Agri-food and Life Sciences	Liliya Serazetdinova and Saskia Hervey (Representative from the Earlham Institute), Jon Carter (Representative from the UEA-UKRI), Graeme Brown (Representative from the Quadram Institute), Medha Sule (Representative from the NNUH), Johnathan Clarke, Simon Aspland and Eva Sharpe (Representatives from the John Innes Center), Nick Goodwin and Alison Northwood (Representatives from the Anglian Innovation Partnership) Peter Van-Esse and Mia Cerfonteyn (Representatives from the Sainsburys Laboratory) Julie Schofield (Representative from NRP Research and Innovation Services), Nina Cunningham (Funding Manager at South Norfolk and Broadland Councils), George Denton

	(Assistant Director for Economic Growth at South Norfolk and Broadland Councils), Johnathan Pyle (PR Manager South Norfolk and Broadland Councils), and representatives from NFU Norfolk and the Broadland Food Innovation Centre.
Finance, Insurance and Professional Services	Stephen Scowen (Coordinator of the Financial Industries Group), Naresh Pandit (Professor of International Business at the UEA and member of the Financial Industries Group), Raphael Markellos (Professor of Finance at the UEA and member of the Financial Industries Group), Steve Davidson (Chair of the Financial Industries Group), Joanna Thornton (Estates Manager for Broadland Business Park), Nina Cunningham (Funding Manager at South Norfolk and Broadland Councils) and Paul Chapman (Business Support Manager at South Norfolk and Broadland Councils).
Clean Energy and Technology	Imogen Shipperlee (Innovation Manager at Hethel Innovation), Nina Cunningham (Funding Manager at South Norfolk and Broadland Councils), David Disney (Market Towns & Business Development Service Manager at South Norfolk and Broadland Councils), Michael Horton, Alison Old and Kirsty Burns (Environmental Coordinator at South Norfolk and Broadland Councils), Ian Pease (Business Development Manager at Orbis Energy and Generate East), Peter Gudde (Energy Projects Manager at the Eastern Energy Hub).
Inclusive Growth	Kerrie Gallagher (Help Hub and Communities Senior Manager at South Norfolk and Broadland Councils), Mike Pursehouse (Assistant Director of Individuals and Families at South Norfolk and Broadland Councils), Debra Baillie-Murden (Skills and Programme Manager at South Norfolk and Broadland Councils), Helen Skoyles (Housing Development and Enabling Manager at South Norfolk and Broadland Councils), Katie White (Programme Manager in Children's

	Services at Norfolk County Council), Representation for Housing Association Partners and Rik Martin (Chair of Community Action Norfolk).
Clean Growth	Ellen Goodwin (Infrastructure and Clean Growth Strategy Lead at the New Anglia LEP), Kirsty Burns (Environmental Coordinator at South Norfolk and Broadland Councils), Nina Cunningham (Funding Manager at South Norfolk and Broadland Councils), Emily Larter (Growth Delivery at South Norfolk and Broadland Councils), Nigel Boldero (Convenor of the Green Network), representatives from Norfolk Constructing Excellence, Hydrogen East and Net Zero East.

Key Performance Indicators

The following indicators will be used to assess each of the districts' performance against the four key priorities and two overarching principles over the next twelve months at the end of this period we will review the indicators and assess their viability going forward along with the values for our traffic light system. Following that review, the subsequent decided performance indicators and values will be used until the next full review of our strategic plan at the end of 2025.

Priority 1. Growth and Investment						
Indicator	Data Source	Monitoring Periodicity	Suggested Green/Amber/Red	Start Value	Regional Value	National Value
Amount of funding secured from external sources for projects	Economic Growth Team Record	Quarterly	Green = >50% of project funded from external sources; Amber = 50%-30%; Red = <30%	TBC	TBC	TBC
Retail and business sector vacancy rates	Council Tax Data	Every 6-months	Green = <5% Increase; Amber = 5% decrease to 5% increase; Red = >5% increase	TBC April	TBC	TBC
How Satisfied are Businesses with the support offered by BDC and SNBDC (scale from 1-5)	Regular surveying via business portal	Quarterly (once the business hub is live)	Green = average of 4+ stars; Amber = 3 stars to 4 stars; Red = <3 stars	TBC on set up of the business hub	TBC	TBC
<u>Inclusive Growth Indicator</u> % of households in fuel poverty ⁴⁵	Department of Business, Energy, and Industrial Strategy ⁴⁶	Yearly (released April 1 ½ years in arrears)	Green = >5% decrease; Amber = 5% - 0% decrease; Red = % increase	13.3% in South Norfolk 11.4 % in Broadland	13.2% for the East 15.4% for Norfolk	13.4% in England
<u>Clean Growth Indicator</u> Non-domestic CO2 emissions by industry	Department for Business, Energy, and Industrial Strategy ⁴⁷	Yearly (released June, 1 year in arrears)	By sector: Green = >10% decrease; Amber = 10% decrease to 5% decrease; Red = <5% decrease	TBC	TBC	TBC

Priority 2. Quality Locations and Infrastructure						
Indicator	Data Source	Monitoring Periodicity	Suggested Green/Amber/Red	Start Value	Regional Value	National Value
Broadband speed and access (% of houses)	ThinkBroadband.com ¹	Quarterly (data updated every 2-4weeks)	Green = >1% Increase; Amber = 1% increase to no change; Red = No change	Broadland 95.6% South Norfolk 94.7%	TBC	TBC
Number of new homes delivered	Planning Team Records	Yearly	Green = on track or ahead of GNGB (Greater Norwich Growth Board) target; Amber = delivery behind by up to 10%; Red = >10%	Broadland 334 South Norfolk 674	TBC	TBC
Visitor day trips and day visitor spend	Visit Britain Data ¹	Annual (released December, one year in arrears)	Green = >5% Increase; Amber = 5% increase to 0% increase; Red = % decrease	Visitor Day Trips (millions) South Norfolk 2.76 Broadland 3.64 Visitor Expenditure (millions £) South Norfolk		TBC

⁴⁵ We are aware that this data will be initially skewed due to recent changes in fuel prices and national policy

⁴⁶ Department for Business, Energy and Industrial Strategy *Fuel Poverty Sub-Regional Statistics* Available at: <https://data.gov.uk/dataset/f3009590-2bc9-40d9-8dc3-571e6fddae45/fuel-poverty-sub-regional-statistics> Accessed [20/01/22]

⁴⁷ Department for Business, Energy and Industrial Strategy *UK Local Authority and Regional Carbon Dioxide Emissions* Available at: <https://data.gov.uk/dataset/723c243d-2f1a-4d27-8b61-cdb93e5b10ff/uk-local-authority-and-regional-carbon-dioxide-emissions-national-statistics-2005-to-2019> Accessed [20/01/22]

				84 Broadland 53		
Visitor overnight trips and overnight spend	Visit Britain Data ¹	Every 2 years (released December, one year in arrears)	Green = >5% Increase; Amber = 5% increase to 0% increase; Red = % decrease	Visitor Overnight Trips (millions) South Norfolk 0.079 Broadland 0.16 Overnight Spend South Norfolk 11 Broadland 38	TBC	TBC
<u>Inclusive Growth Indicator</u> Number of affordable homes delivered (as a % of total homes delivered)	Planning Team Records	Yearly	Green = >30% affordable homes on new sites; Amber = 10-30%; Red = <10%	Broadland 49.4% South Norfolk 19.1%	TBC	TBC
<u>Clean Growth Indicator</u> Generation of electricity from renewable sources/MWh	ONS Regional Renewable Statistics ¹	Yearly (December one year in arrears)	Green = >5% Increase; Amber = 5% increase to 5% decrease; Red = >5% decrease	Broadland 77,106.581 MWh South Norfolk 103,611.538 MWh	No data available	UK wide 134,603,296.361 MWh
<u>Clean Growth Indicator</u> Change in active travel rates (% of residents who walk or cycle to or from work at least once a week)	Department for Transport ¹	Yearly (September one year in arrears)	Green = >5% Increase; Amber = 5% increase to 5% decrease; Red = >5% decrease	78.2% in Broadland 68.3% in South Norfolk	70.9% in Norfolk 70.6% in the East of England	69.3% across England

Priority 3. Skills and Lifelong Learning

Indicator	Data Source	Monitoring Periodicity	Suggested Green/Amber/Red	Start Value	Regional Value	National Value
JSA rates (number and %)	Department for Work and Pensions	Quarterly (record updated monthly)	Green = >5% lower than national average; Amber = 5% lower than national average to average Red = higher than national average	Broadland 0.6% South Norfolk 0.5%	0.7%	0.8%
Increase in employment in target sectors	Department for Work and Pensions	Yearly (results published in June)	Green = >5% Increase across all targeted sectors; Amber = 5% increase to 5% decrease; Red = >5% decrease	Energy and Clean Tech Broadland 35 South Norfolk 125 Finance and professional services Broadland 8500 South Norfolk 4600 Agriculture and life sciences Broadland 2500 South Norfolk 4000 Visitor Economy and Culture Broadland 4300 South Norfolk 4300 Manufacturing and Engineering Broadland 4500 South Norfolk 4000	TBC	TBC
Annual change in the number of graduates retained locally six months after graduation	Information given from UEA Gateway to Growth	Yearly (results published March-April one year in arrears)	Green = >3% Increase; Amber = 3% increase to 0%; Red = % decrease	TBC	TBC	TBC
<u>Inclusive Growth Indicator</u> NVQ Level 4 Attainment (%)	Department for Education	Annual (record updated between September and December for previous academic year)	Green = 2% or > than national average; Amber = 2% > to national average; Red = lower than	South Norfolk 47.0% Broadland 36.0%	39.3%	42.8%
<u>Clean Growth Indicator</u> Electricity and Gas consumption	ONS Gas and Electricity Consumption data by local authority ⁴⁸	Yearly (released December, 1 year in arrears)	Green = >5% decrease; Amber = 5% - 0% decrease; Red = % increase	TBC	TBC	TBC

Priority 4. Enterprise

Indicator	Data Source	Monitoring Periodicity	Suggested Green/Amber/Red	Start Value	Regional Value	National Value
Number of businesses	ONS Business Demography ⁴⁹	Annual (released November one year in arrears)	Green = >5% Increase; Amber = 5% increase to 5% decrease; Red = >5% decrease	South Norfolk - 5,645 Broadland - 4,950	TBC	TBC

% Of microbusinesses	ONS Business Demography ⁵⁰	Annual (released November one year in arrears)	Green = at national average or below; Amber = at national average to 2% above; Red = >2% above national average	South Norfolk 90.8% Broadland - 89.4%	TBC	TBC
<u>Inclusive Growth Indicator</u> Business survival rates 1,3 and 5 year	ONS Business Demography ⁵¹	Annual (released November one year in arrears)	Green = 5% or higher than national average; Amber = 5% higher to national average; Red = lower than national average	1-year South Norfolk 90.70% Broadland 89.90% 3-year South Norfolk 61.90% Broadland 50.40% 5-year South Norfolk 47.20% Broadland 45.20%	TBC	TBC
<u>Clean Growth Indicator</u> Number of businesses engaged with climate change mitigation and best practice	Economic Growth Team Record	Quarterly	Green = 25 or more; Amber = 25 to 10; Red = less than 10	TBC	TBC	TBC

Appendices

Cluster/group	Consultees to date
Agri-food and Life Sciences	Norwich Research Park <ul style="list-style-type: none"> - Liliya Serazetdinova and Saskia Hervey (Earlham Institute) - Jon Carter (UEA-UKRI) - Graeme Brown (Quadram Institute) - Medha Sule (NNUH) - Johnathan Clarke, Simon Aspland and Eva Sharpe (John Innes Center) - Nick Goodwin and Alison Northwood (Anglian Innovation Partnership) - Peter Van-Esse and Mia Cerfonteyn (the Sainsburys Laboratory) - Julie Schofield (NRP Research and Innovation Services)
Manufacturing and Engineering	NAAME Group <ul style="list-style-type: none"> - Steven Scowen - Jamie Thums Hethel Innovation <ul style="list-style-type: none"> - Imogen Shipperlee

48

49 Office for National Statistics *Business Demography Dataset* Available at: <https://www.ons.gov.uk/businessindustryandtrade/business/activitysizeandlocation/datasets/businessdemographyreferencetable/current> [Accessed 15/12/21]

50 *Ibid*

51 *Ibid*

The Visitor Economy and Culture Sectors	The Broads Authority <ul style="list-style-type: none"> - Rob Leigh National Trust <ul style="list-style-type: none"> - Heather Jermy - Sebastian Billing Visit East of England <ul style="list-style-type: none"> - Pete Waters
Energy	Orbis Energy/Generate East <ul style="list-style-type: none"> - Ian Pease Energy Hub East <ul style="list-style-type: none"> - Peter Gudde - Heather Stevenson Hethel Innovation <ul style="list-style-type: none"> - Imogen Shipperlee Vattenfall <ul style="list-style-type: none"> - Catrin Jones - Tom Warren
Finance and Professional Services	Financial Industries Group <ul style="list-style-type: none"> - Stephen Scowen - Steven Davidson (Chair and former Director at Marsh) - Raphael Markellos (UEA) - Naresh Pandit (UEA) Broadland Business Park <ul style="list-style-type: none"> - Joanna Thornton
South Norfolk and Broadland Councils	Economic Growth Team Managers <ul style="list-style-type: none"> - George Denton - Emily Larter - Helen Skoyles - Nina Cunningham - David Disney - Paul Chapman - Lisa Cosh - Michael Horton Funding <ul style="list-style-type: none"> - Amy Smith Housing <ul style="list-style-type: none"> - Kay Oglieve-Chan - Keith Mitchell Senior Leadership <ul style="list-style-type: none"> - Trevor Holden - Phil Courtier - Jamie Sutterby - Debbie Lorimer Environmental Strategy <ul style="list-style-type: none"> - Kirsty Burns - Alison Old Statistics <ul style="list-style-type: none"> - Francine Esteves Tarn GIS <ul style="list-style-type: none"> - James Shreeve

	Inclusive Growth <ul style="list-style-type: none"> - Abi Langley - Jamie Warren Portfolio Holders <ul style="list-style-type: none"> - Lisa Neal - Jo Copplestone Planning <ul style="list-style-type: none"> - Helen Mellors - Tracy Lincoln
Local authorities	NODA (Norfolk Office of Data & Analytics) <ul style="list-style-type: none"> - Eliska Cheeseman - Christine Wilson - Andrew Brownsell Norwich City Council <ul style="list-style-type: none"> - Ellen Tilney - Sharon Cousins East Suffolk Council <ul style="list-style-type: none"> - Marie Webster Fitch Breckland District Council <ul style="list-style-type: none"> - Stephen Scowen Suffolk County Council <ul style="list-style-type: none"> - David Walton Norfolk County Council <ul style="list-style-type: none"> - Jo Middleton - Toby Matthews - Edward Moran - Katie White
Regional Partners	New Anglia LEP <ul style="list-style-type: none"> - Lisa Roberts - Ellen Goodwin - Scott Cogman Clarion Group <ul style="list-style-type: none"> - Daniel Read Liftshare <ul style="list-style-type: none"> - Mark Hand
Others	The Green Care Network <ul style="list-style-type: none"> - Nigel Boldero VCSE Sector Leadership <ul style="list-style-type: none"> - Rik Martin UEA Gateway to Growth <ul style="list-style-type: none"> - Andrew Hunt - Liz Davis-Smith Groundwork East <ul style="list-style-type: none"> - Kerry Stranix - Rex Kellett - Oli Savage

Norfolk Strategic Fund grant: Business Builder

Report Author(s): David Disney
Market Town and Business Development Service Manager
01508 533731
david.disney@southnorfolkandbroadland.gov.uk

Portfolio: Economic Development

Ward(s) Affected: All

Purpose of the Report:

This report seeks Cabinet's endorsement for the delivery of a suite of interventions to complement our business support offer, enabled by the Norfolk Strategic Fund (NSF), and to request authority be delegated to the Assistant Director for Economic Growth, in consultation with the Portfolio Holder for Economic Growth to use the grant monies in support of the Business Builder programme outlined below.

Recommendations:

1. Cabinet endorses the proposed revised programme of activity to be funded from the NSF grant.
2. Cabinet agrees to delegate authority to the Assistant Director of Economic Growth, in consultation with the Portfolio Holder for Economic Development to determine the use of the balance of the grant monies in accordance with the programme detailed in the report.
3. Cabinet agrees to officers submitting a variation request to the NSF for the new programme of work detailed in the report.

Summary

- 1.1 The purpose of this report is to seek Cabinet's endorsement of a revised programme of work funded by the NSF, to complement our business support offer and deliver positive outcomes for businesses, many of which are unable to access support elsewhere.
- 1.2 The Market Towns and Business Development Team currently engages with a variety of business entities across the districts, as set out in the Council Delivery Plan measures O7, O8 and O9. This includes supporting Pre-start-up, Start-up, Micro enterprises, SMEs and the management of some key accounts, Tourism assets and supporting growth sector groups and clusters. The team also takes a proactive approach in both place promotion and inward investment, as well as having strong collaboration with the work of the wider Economic Growth Team.
- 1.3 In October 2020, BDC was awarded £428,573 from the NSF based on a proposed programme of support, focusing predominantly on the start-up and Micro business growth element, and utilising an exterior delivery partner. However, following a presentation from an external provider, and further internal discussions, it was decided by Members not to proceed with this specific branded programme.
- 1.4 Officers were instead encouraged by members to propose an alternative solution that could be delivered in-house, enabling more of the funding to be used on actual support, than on operational and licencing costs.
- 1.5 This proposed Business Builder programme remains consistent with the broad aims of the NSF grant, in supporting the local economy to recover from the impacts of the pandemic but is also consistent with BDC's established focus on holistic support where needed most.
- 1.6 Business Builder is a targeted programme, and whilst elements will be open to all businesses, it is designed with particular focus on those in the early years or those needing support to accelerate and achieve sustainable growth. This is particularly important now as the future of the Growth Hub and the LEP is as yet unclear.
- 1.7 The programme aims to support every element of building a business, from its foundation, on to the build-up phase, and finally on to preparing the business for development and growth.
- 1.8 The programme will be delivered by a combination of existing Economic Development Officer (EDO) resources and an additional fixed term FTE EDO, during this NSF funded phase, which will allow for proper evaluation of the programme and any desire to extend it using alternative funding opportunities, such as the Shared Prosperity Fund for example.
- 1.9 All current EDO's will be able to deliver the scheme, with the marketing, mentoring, and in-person training elements to be specifically coordinated as part of the additional new role.

- 1.10 Additionally, Business Builder will help to support a cohort of local business mentors, whose expertise and advice will be contracted by the fund. The physical training element using local tutors where possible, will contribute to the utilisation of Carrowbreck Training centre and again will be funded as part of the programme.
- 1.11 Subject to Cabinet's endorsement of the revised programme, a variation request will be sent to the administrators of the NSF programme (i.e., the County Council).
- 1.12 Funds are due to be expended by 31 August 2024.

2. Background

- 2.1 As part of the recent wider Economic Growth restructure, the Market Towns and Business Development Team is set up to engage with a wide range of businesses across Broadland and South Norfolk, to offer business support, advice, and guidance and to signpost to other stakeholders and services.
- 2.2 This engagement enables the team to help overcome potential barriers to growth, which might include sourcing finance, liaising with planning, or securing a new location, for example. It allows us to promote training and employment support and to provide opportunities for businesses to collaborate and network with others, via sector specific events, networking breakfasts and of course the Business Awards programme. It also enables us to make connections within the council, cross cutting services in order to promote Economic Development and act as a conduit in resolving issues.
- 2.3 A good relationship with businesses, landlords and developers also provides us with useful intelligence of what commercial property might be coming available or may be required in the future, and what opportunities exist for promoting our sector groups; all important in promoting the wider area and encouraging inward investment.
- 2.4 As part of this engagement and support, Broadland District Council has for a number of years successfully delivered a specific start-up and enterprise grant programme, combined with a range of complimentary training at the Carrowbreck Training Centre, targeting start-up and micro businesses.
- 2.5 Officers involved in the delivery of that programme felt it needed to be refreshed, and updated, as the grant values, eligibility criteria and associated course content had not kept pace with modern business demands or online training methods.

3. Current position/findings

- 3.1 In October 2020 Broadland District Council was awarded £428,573 from the Norfolk Strategic Fund (NSF). The NSF was a one-off grant programme, funded from Norfolk's pooled business rates, that was to be used to support economic recovery activities. The funds were split equally between the seven district councils, with a larger amount awarded to the LEP/Norfolk County Council (NCC), by agreement of the Norfolk Leaders group.
- 3.2 Table One shows the revised programme and budget as agreed at BDC Cabinet in July 2021.

Table One – revised Norfolk Strategic Fund grant expenditure, as per Cabinet July 2021.

Item	Amount £	Capital / Revenue
Start – up SME Business Mentor	£130,000	Revenue
Marketing and Communications	£10,000	Revenue
SME/ Start Up Grants	£173,527	Revenue
BDC contribution to support of the Cambridge-Norwich Tech corridor	£15,000	Revenue
Contingency	£85,000	Revenue
<i>Total</i>	<i>£413, 527</i>	
Total Norfolk Strategic Fund grant	£428, 527	

- 3.3 External providers were considered for the provision of these services. However, it was decided by members not to proceed with this approach as the proposal was not seen to represent good value for money. Furthermore, it was not considered to add significantly to what can currently be delivered locally by the Council and other organisations.
- 3.4 Officers were encouraged to research the business support landscape and to devise an in-house bespoke support programme for Broadland. In subsequent presentations setting out the 'general direction of travel' to the Economic Success Panel, it was agreed to proceed with this more detailed and entirely consistent proposal.
- 3.5 Officers have since held workshops with a number of business support providers to understand the external offer and as an internal EDO team have subsequently devised this unique, scalable, wrap-around business support package that fits with

the business-as-usual activity and one which officer's believe will enable our new entrepreneurs to have a more viable and sustainable business as a result.

- 3.6 Business Builder will form a major part of our business support offer. It remains consistent with the broad aims of the Norfolk Strategic Fund grant, in supporting the local economy to recover from the impacts of the pandemic and is also consistent with BDC's well established focus on holistic support where needed most.
- 3.7 The government in its recent allocation of the Shared Prosperity Fund to districts has outlined business support as a potential match funded activity and may well suit an extension of the Business Builder programme moving forward if it proves successful.

4. Proposed action

- 4.1 The Business Builder programme centres around the principle of appropriate and timely, wrap-around support in the different phases of a business' growth.
- 4.2 This support will comprise our EDO's working with businesses in their application to the various phases and to apply for relevant contributory grant provision where required. The programme will include online and formal business training, and up to 10 hours of mentor support appropriate to the business need, which will be funded as part of the programme in addition to any grants awarded.
- 4.3 This approach allows the flexibility for officers to support applicants according to their individual needs and offers the opportunity to be mentored and even scrutinised by industry professionals to enable a better chance of long-term sustainability.
- 4.4 Each grant has a different intervention rate, recognising the expectation of an increased element of match funding as a business' viability increases. The longer a business trades, the more it is expected to be able to contribute if it is to be considered a sustainable enterprise.
- 4.5 The support will be based on three early-stage interventions, a Foundation Support preparation phase for pre-revenue start-ups, leading on to a Build-up phase with a grant at 75% intervention for new businesses trading up to 12 months, and at 50% intervention for those trading from 12 to 24 months. These might be to procure essential equipment or to enable a store or workshop fit out, for example.
- 4.6 The fourth phase will be the Development grant which will be available to facilitate expansion and growth and this much larger grant of up to £5000 at 50% intervention, might be to purchase specific equipment to facilitate that growth, or development of new IT systems for example, requiring considerable investment in resources.

- 4.7 A module of up-to-date on-line start-up training for Foundation Support applicants will deliver the consistent and essential skills and tools required to prepare a business case, cashflow forecast and marketing plan, which will be a mandatory prerequisite for any Build-up grant phase application and valuable for accessing traditional banking facilities.
- 4.8 The Build-up grant applicants will (subject to EDO approval), also have the opportunity to receive the online training module, and enrol for up to two free courses from the general business training programme at Carrowbreck Training Centre, funded directly from the programme
- 4.9 The Development grant applicants will also have the opportunity to enrol for up to two business training courses at the Carrowbreck Training Centre, to be funded from the programme.
- 4.10 A network of business mentors will be contracted via a procurement exercise, to provide up to 10 hours of mentor support for all grant applicants (subject to EDO approval) across a range of specific areas including, but not limited to marketing, accounting, IT systems, HR, and company formations for example. This support will be provided when appropriate and will utilise suitable local businesses and specialists wherever possible (further contributing to the local economy).
- 4.11 Officers are suggesting an initial application window of three months duration to begin with, allowing us to assess the allocation of the funding that is initially set out in Table Two, against the actual demand, and then subsequent rounds can be tailored to ensure we are balancing the funding as required.
- 4.12 This programme continues the spirit of support given to businesses funded directly for a number of years by the Council, with the added benefit that the NSF funding allows officers to really ramp up and expand this programme to help the small businesses of Broadland and drive the local economy.
- 4.13 This programme will be resourced from within the current Market Towns and Business Development Team and via an additional 24-month fixed term EDO, whose role will specifically oversee the implementation of the training/mentoring and additional administration required.
- 4.14 The programme will be marketed via the Broadland News, Business E-Newsletter, social media, the Business Awards campaign, networking breakfasts, sector events and engagement with town teams and business groups.
- 4.15 The activities described in table 2 below will be delivered by the Market Towns and Business Development Team by August 31, 2024.
- 4.16 Subject to Cabinet's endorsement of the proposed programme (below) a grant variation request will be sent to Norfolk County Council for the Business Builder programme.

Table Two – revised programme funded by the Norfolk Strategic Fund grant

Item	Proposed budget	Comments
Business Builder EDO	£85,527	Fixed term post (24 months) Band E
Training and mentoring pool	£43,000	Central fund to deliver training and mentor costs to support the programme.
Foundation support (Pre-revenue)	£10,000	Preparation and on-line training for start-up businesses yet to commence trading.
Build Up grant (<12 months trading)	£50,000	Build Up grant of up to £1,000 with 75% intervention rate.
Build Up grant (12 to 24 months trading)	£50,000	Build Up grant of up to £1,000 with 50% intervention rate.
Development grant	£175,000	Micro and SME discretionary grant up to £5,000 (min 24 months trading). 50% intervention rate.
BDC to CNTC project	£15,000	Previously committed sum to support the Cambridge Norwich Tech Corridor
Total Norfolk Strategic Fund grant	£428,527	

4.17 *Table Three – project milestones and outcomes.*

End Project Outcomes	Yr. 1 nos	Yr. 2 nos	Longer term date and numbers	End date	How would these be measured and by whom?	Is this outcome related to COVID19 recovery?
Number of entrepreneurs' supported through start up grants	25	25	N/A	August 2025	Recorded by Economic Development Team	Yes
Number of new business start ups	20	15	N/A	August 2025	Recorded by Economic Development Team	Yes
Number of young entrepreneurs' starting up businesses	8	5	N/A	August 2025	Recorded by Economic Development Team	Yes
Number of new businesses receiving mentoring support	25	25	N/A	August 2025	Recorded by Economic Development Team	Yes
Number of new businesses who deliver clean and sustainable growth objectives	10	10	N/A	August 2025	Recorded by Economic Development Team	Yes

5. Other options

- 5.1 A range of alternative activities could be funded via this grant. However, it is the view of officers that the proposed Business Builder programme most closely matches members desired support ambitions and represents the best use of these funds, so closely allied to the spirit of the initial application to the NSF.
- 5.2 The Council could outsource some of its business support to an established company such as NWES or MENTA, but this would incur the same administrative

cost element that members have already discounted with other external proposals.

- 5.3 The Council could ask the New Anglia Growth Hub (if it continued in its present form) to deliver the programme, but again, there would be a cost for the service, and officers feel it doesn't have a track record of delivery in supporting retail or start-up businesses for example.

6. Issues and risks

- 6.1 **Resource Implications** – Staff time will be required to administer the proposed Foundation support and Build-Up grants. This will be managed within the existing staff establishment, as it is a like for like process of the current start up and enterprise grant. The additional grant funded Business Builder EDO post will administer the Development Grant and the training and mentoring elements of the whole programme. The programme will additionally support the Carrowbreck training facility, by adding to its training offer and fully funding places on any additional courses taken.
- 6.2 **Legal Implications** – Application and programme criteria, together with cost recovery contingencies are detailed in Appendix 1.
- 6.3 **Equality Implications** – Business Builder is open to applications from all residents, subject only to application criteria set out in Appendix 1
- 6.4 **Environmental Impact** – Officers will be encouraging and supporting businesses to consider the green agenda in their planning and applications. This might include but not be limited to:
- a) Pollution prevention measures (use non-toxic/fewer toxic substances)
 - b) Reuse of materials rather than contribution to waste/landfill
 - c) Reduction in packaging
 - d) Reduction of plastic use
 - e) Install power saving schemes such as automatic lights, water efficient toilets, energy efficient light bulbs, solar panels etc...
 - f) Zero waste to landfill targets
 - g) Waste minimization schemes
 - h) Encourage carpooling or cycling to work
 - i) Upgrade to new equipment that results in lower emission/less waste
 - j) Proposals supporting clean growth industries/ideas
 - k) A combination of the above
- 6.5 **Crime and Disorder** – N/A
- 6.6 **Risks**

- 6.7 The primary risk is that the funds will not be spent in accordance with the approved programme and/or not be defrayed by August 24. This risk will be mitigated by careful project management by the Market Towns and Business Development team.
- 6.8 There also is a reputational risk to the Council by not supporting businesses that have relied heavily on grant provision in the past and, in damaging the strong relationship recently rebuilt with the business community throughout Covid 19 and our response to it.

7. Conclusion

- 7.1 The proposed revised programme of activity has been designed to deliver a targeted, wrap around support programme to our businesses. It delivers the recovery support the original NSF bid set out to provide but utilises an in-house Broadland specific programme of intervention delivered by our own staff and local trainers and mentors. Business Builder will deliver the maximum amount of real tangible support with a minimum amount of administration and operational costs.

8. Recommendations

1. Cabinet endorses the proposed revised programme of activity to be funded from the Norfolk Strategic Fund grant.
2. Cabinet agrees to delegate authority to the Assistant Director of Economic Growth, in consultation with the Portfolio Holder for Economic Development to determine the use of the balance of the grant monies in accordance with the programme detailed in the report.
3. Cabinet agrees to officers submitting a variation request to the Norfolk Strategic Fund for the new programme of work detailed in the report.

Background papers

Appendix 1.

(Application criteria is based on the current start-up and enterprise grants, which has been updated specifically for the Business Builder programme.)

Foundation Support

This scheme aims to prepare entrepreneurs for starting a new business. It will provide the essential training and skills required to make a successful application to the Build-up grant scheme. It is open to all businesses that are yet to start trading.

Who can apply for support under this scheme?

- Any person who is a Broadland resident and will be trading in the Broadland District Council area who fits the business criteria.
- Any non-resident who is looking to lease business premises within the Broadland District Council area.

Eligibility

- The proposed business must be based in the Broadland District Council area and operate for a minimum of 16 hours per week.
- To be considered for this support, the business should not have started trading.
- The applicant cannot have applied for any other start-up grant from the council in the previous 2 years.
- There will be an application and approval process. Decisions are normally made within three weeks of the application. Applicants will be advised whether they have been approved for the support.
- Applicants who do not provide the required information or meet the criteria will be contacted.
- No support will be awarded if the applicant is in arrears with any council service such as Council Tax. This will be checked as part of the application process.
- You will need proof of Broadland District Council residency and a form of photographic ID will be required (such as driving licence or passport)

In the majority of cases, a business visit from one of our Economic Development Officers will be undertaken as part of the support provided from this scheme.

Build-up Grant

This phase of support is intended for those entrepreneurs who have a fully formed business plan, cash flow forecast and marketing plan as a minimum - and require a grant of up to £1,000 for a specific business need. This scheme aims to encourage and support

the start-up and development of new and newly started businesses within the district with an intervention rate at 75% for those that are less than 12 months old, and at 50%, for those between 12 and 24 months trading.

This scheme will help local businesses to grow and prosper, adding to the local economy. Investing and supporting our new businesses helps aid the economic growth of Broadland.

We understand the financial impacts of Covid, so we now see this as part of supporting the recovery of the business community from the effects of the pandemic and putting those businesses on a better footing for future trading.

Who can apply for support under this scheme?

- Any person who is a Broadland resident and will be trading in the Broadland District Council area who fits the business criteria and supplies the documents requested.
- Any non-resident who is looking to lease a business premise within the Broadland District Council area.

Eligibility

- The business must be based in the Broadland District Council area and operate for a minimum of 16 hours per week
- To be considered as a Build-up business, you need to have started trading and be less than 24 months old.
- The applicant cannot have applied for any other start-up grant from the council in the previous 2 years.
- There will be an application and approval process. Decisions are normally made within three weeks of the application and supporting documents being received. Applicants will be advised whether they have been approved for the purposes of grant support.
- Applicants who do not provide the required information or meet the criteria will be contacted.
- Grant funds are limited, offered on a first come, first served basis and subject to availability. Please do not assume that your application will be successful and that a grant will be awarded.
- No grant will be awarded if the applicant is in arrears with any council service such as Council Tax. This will be checked as part of the application process.

Evidence and documentation for your application

You will need to provide various pieces of information to complete your application. The webform will timeout after two hours of entering so we strongly recommend that you make sure you have copies of your documentation available to upload. Examples of some of the information and evidence required include:

- business plan (download the business plan template) or use Foundation Template

- projected 12-month cashflow or detailed financial projections (download the cashflow template) or use Foundation Template
- proof of Broadland District Council residency or tenancy of business address (for example, Council Tax or business rates bill) and a form of photographic ID will be required (such as driving licence or passport)
- a copy of your bank statement associated with the business
- As part of your application process, you will be asked for your Companies House registration, your VAT number or your HMRC UTR number and applications cannot be submitted without one of these. Please also ensure you have registered with the relevant council departments in relation to food hygiene, licensing, and business rates where appropriate.

In the majority of cases, a business visit from one of our Economic Development Officers will be undertaken as part of the support provided from this scheme.

Development Grant

This scheme aims to encourage and support the expansion and growth of micro businesses and SMEs within the district that are at least 24 months old and successfully trading.

This scheme will help local businesses to grow and prosper, adding to the local economy. Investing and supporting our businesses helps aid the economic growth of Broadland.

We understand the financial impacts of Covid, so we now see this as part of supporting the recovery of the business community from the effects of the pandemic and putting those businesses on a better footing for future trading.

Who can apply for support under this scheme?

- Any existing Broadland business located in the Broadland District Council area which fits the business criteria and supplies the documents requested.

How much grant funding can be claimed per business and at what stage will it be paid?

- Grants will pay for 50% of the cost of eligible items (see below) up to a maximum amount of £5,000 per business application in the Broadland District Council area. i.e., £10,000 of expenditure will secure the maximum grant available.
- Grants will be paid only after application approval in writing and on production of receipts for the relevant purchases.
- We will pay the costs including any VAT, except where the business is VAT registered in which case, we will pay costs excluding any VAT.

Please note: grants will not be awarded for expenditure already made or items bought before approval given in writing.

Eligibility

- The business must be based in the Broadland District Council area and operate on a full-time basis.
- You cannot apply for this grant if you have previously received an Enterprise Grant from the current Broadland District Council scheme.
- If you have previously received a Start Up or Build-up Grant, there must be a minimum of 12 months elapsed before applying for this one.
- Decisions are normally made within six weeks of the application and supporting documents being received. Applicants will be advised whether they have been approved for the purposes of grant support.
- Applicants who do not provide the required information or meet the criteria will be contacted.
- Grant funds are limited, offered on a first come, first served basis and subject to availability. Please do not assume that your application will be successful and that a grant will be awarded.
- No grant will be awarded if the applicant is in arrears with any council service such as Council Tax or Business Rates. This will be checked as part of the application process.

Business activity suggestions

Listed below are a range of business activities that can be applied for under the Development Grant. The list is by no means exhaustive and should only be used as guidance and not a definitive list. You can use the grant towards one or more business of these activities:

- specialist training and refresher courses
- training associated with new regulations
- the purchase of specialist software
- sign writing
- design and printing of promotional literature, exhibitions
- uniforms with your business logo
- business development consultants
- ecommerce website set up and design
- essential equipment
- commercial fit out

Please note: grants are not available to fund computer hardware unless sufficient evidence is provided to show that your business could not develop without such equipment.

Evidence and documentation for your application

You will need to provide various pieces of information to complete your application. The webform will timeout after two hours of entering so we strongly recommend that you make sure you have copies of your documentation available to upload. Examples of some of the information and evidence required include:

- a copy of your most recent year end accounts or profit and loss statement
- proof of Broadland District Council residency or tenancy of business address (for example, Council Tax or business rates bill) and a form of photographic ID will be required (Driving Licence or Passport)
- a copy of your last six months bank statements associated with the business
- quote or quotes for proposed grant expenditure

As part of your application process, you will be asked for your Companies' House registration, your VAT number or your HMRC UTR number - applications cannot be submitted without one of these.

After approval you will be required to submit receipts and proof of payment for items of expenditure before payments are made.

Cost Recovery Process

It is the applicant's responsibility to ensure that the grant funds are used as agreed. Where that is not the case, the Economic Development Officer, together with the Business Development Manager will be responsible for resolving disputes and taking action, including withdrawal of funding where appropriate. If a grant has been used for the purpose that it was not originally intended or has not been spent within the given time then the Business Development Manager will work alongside the officer who awarded the funds, to follow the Corporate Debt Policy to recover the funds from the business.

Agenda Item: 7
Economic Success Policy Development Panel
27 June 2022

Shared Prosperity Fund – Investment Plan

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Portfolio: Economic Development, Housing & Wellbeing and Finance

Ward(s) Affected: All

Purpose of the Report:

To access Broadland's UK Shared Prosperity Fund (UKSPF) allocation, an investment plan must be submitted setting out measurable outcomes that reflect local needs and opportunities. This report proposes Governance arrangements to ensure expenditure meets the requirements of the funding and requests delegations to finalise and submit an investment plan within the required timescales.

Recommendations:

Economic Success Policy Development Panel to recommend to Cabinet to:

- 1** Approve the principal areas of investment as set out within this report.
- 2** Delegate to the Director of Place, in consultation with the Section 151 Officer, the Managing Director and the Leader of the Council, for the sign off and submission of a three-year investment plan to meet the requirements of the UKSPF.

- 3 Delegate to the Director of Place to finalise the initial and ongoing Governance arrangements for the UKSPF.
- 4 Delegate to the Director of Place, in consultation with the Section 151 Officer, the Managing Director and the Leader of the Council, to make any non-substantive changes to the investment plan as required the Department of Levelling up Housing & Communities and to sign the contract and accept the terms of the UKSPF, subject to appropriate legal advice.
- 5 Delegate to the Director of Place, in consultation with the Section 151 Officer, the Managing Director and the Leader of the Council, for the commitment and expenditure of the Council's allocation of UKSPF in line with the investment plan.

1. Summary

- 1.1 The UKSPF replaces European Structural Funds and is central to the Government's Levelling Up agenda. It provides £2.6 billion of new funding for local investment by March 2025, with all areas of the UK receiving an allocation from the Fund via a funding formula rather than a competition. Broadland District Council has been allocated £1,312,931, subject to the receipt of a compliant investment plan.
- 1.2 It is proposed that the council focuses on three principal interventions, one in each investment priority which build upon existing work streams. If approved, this approach will maximise the impact of the funding and better secure the delivery of outcomes within the required timeframe.
 - 1.2.1 Communities and Place – Pride in Place work programme
 - 1.2.2 Support for local business – Cambridge Norwich Tech Corridor work programme
 - 1.2.3 People and Skills – Skills work programme to address the barriers to businesses taking on apprentices, work placements and developing a council led training offer.
- 1.3 Once Broadland's investment plan is required to be submitted by the 1 August 22, the Department for Levelling up Housing and Communities will undertake an assessment and provide feedback as required.
- 1.4 The first wave of approved investment plans are expected to be announced in October 2022.

2. Background

- 2.1 The UKSPF supports the UK Government's wider commitments to level up by delivering on the following objectives:

- 2.1.1 Boost productivity, pay, jobs and living standards by growing the private sector, especially in those places where they are lagging.
- 2.1.2 Spread opportunities and improve public services, especially in those places where they are weakest.
- 2.1.3 Restore a sense of community, local pride and belonging, especially in those places where they have been lost.
- 2.1.4 Empower local leaders and communities, especially in those places lacking local agency.
- 2.2 The UKSPF prospectus contains information on interventions, outputs and indicators and the process for accessing allocations. Funding is being distributed directly to local authorities to address local need through three investment priorities; communities and place, support for local businesses and people and skills. Broadland District Council has been allocated a total of £1,312,931 over the three-year period to 31 March 2025.
- 2.3 A national skills programme, Multiply, aims to help transform the lives of adults across the UK, by improving their functional numeracy skills through free personal tutoring, digital training, and flexible courses. For Norfolk, this will be delivered via Norfolk County Council.
- 2.4 Details of the priorities which all local authorities are expected to deliver are as follows:
- 2.5 Communities and place - the objectives of this investment priority are:
 - 2.5.1 Strengthening our social fabric and fostering a sense of local pride and belonging, through investment in activities that enhance physical, cultural and social ties and amenities, such as community infrastructure and local green space, and community-led projects.
 - 2.5.2 Building resilient, safe and healthy neighbourhoods, through investment in quality places that people want to live, work, play and learn in, through targeted improvements to the built environment and innovative approaches to crime prevention.
- 2.6 Supporting local business - the objectives of this investment priority are:
 - 2.6.1 Creating jobs and boosting community cohesion, through investments that build on existing industries and institutions, and range from support for starting businesses to visible improvements to local retail, hospitality and leisure sector facilities.
 - 2.6.2 Promoting networking and collaboration, through interventions that bring together businesses and partners within and across sectors to share knowledge, expertise and resources, and stimulate innovation and growth.
 - 2.6.3 Increasing private sector investment in growth-enhancing activities, through targeted support for small and medium-sized businesses to undertake new-to-firm innovation, adopt productivity-enhancing, energy efficient and low carbon technologies and techniques, and start or grow their exports.

2.7 People and skills - the objectives of this investment priority are:

- 2.7.1 Boosting core skills and support adults to progress in work, by targeting adults with no or low-level qualifications and skills in maths, and upskill the working population, yielding personal and societal economic impact, and by encouraging innovative approaches to reducing adult learning barriers.
 - 2.7.2 Reducing levels of economic inactivity through investment in bespoke intensive life and employment support tailored to local need. Investment should facilitate the join-up of mainstream provision and local services within an area for participants, through the use of one-to-one keyworker support, improving employment outcomes for specific cohorts who face labour market barriers.
 - 2.7.3 Supporting people furthest from the labour market to overcome barriers to work by providing cohesive, locally tailored support, including access to basic skills.
 - 2.7.4 Supporting local areas to fund gaps in local skills provision to support people to progress in work, and supplement local adult skills provision e.g. by providing additional volumes; delivering provision through wider range of routes or enabling more intensive/innovative provision, both qualification based and non-qualification based. This should be supplementary to provision available through national employment and skills programmes.
- 2.8 The Fund focuses on Communities and place and supporting local business interventions in 2022-23 and 2023-24. This complements existing residual employment and skills funding from the European Social Fund. People and skills interventions can only be selected for 2024-25 unless continuing existing EU funded programmes delivered through voluntary and community organisations.
- 2.9 To access their allocation, each authority has been asked to submit an investment plan setting out measurable outcomes that reflect local needs and opportunities. The deadline for investment plans to be submitted is August 2022.
- 2.10 To access these funds the Council is expected to work with local partners to develop the investment plan to ensure that Fund investments complement other activities in the area and meet collective objectives.

3. Current position/findings

- 3.1 Details of the funding allocations per annum, suggested revenue/capital split (pending negotiation) is included with the table below which includes 4% permissible administration fee in the overall allocation.

	2022/23	2023/24	2024/25	Total
BDC Total	£159,336	£318,673	£834,922	£1,312,931

	2022/23	2023/24	2024/25	Total
BDC Admin fee	£6,373	£12,747	£33,397	£52,517
Revenue:	£137,209	£264,499	£634,541	£1,036,068
Capital	£15,931	£41,427	£166,984	£224,345

- 3.2 Although funding can be backdated to 1 April 2022, careful financial planning will be required to guard against any annual underspends which will be removed from the allocation.
- 3.3 Supporting Local Economic Growth is a value for money report compiled by the National Audit Office. It examines government expenditure in order to form a judgement on whether value for money has been achieved and makes recommendations to public bodies on how to improve public services. The report assesses the effectiveness of a variety of schemes to assess whether they achieved a positive impact on employment.
- 3.4 The recommendations in the report have been considered in developing the programmes outlined below to maximise the impact of the UKSPF in Broadland.
- 3.5 The UKSPF prospectus includes guidance on who should be represented on the local partnership group for the development and delivery of this fund. To align with the expectation of the investment plan the proposed board for Broadland is included as Annex 1.

4. **Proposed Action**

- 4.1 It is proposed that three primary programmes are supported. Full details of proposals will be finalised in time for the investment plan to be submitted and are subject to change following negotiations with DLUHC:
- 4.2 **Programme 1: Pride in Place.** This project fits into the Communities and place investment priority, directly linking to intervention E11: Investment in capacity building and infrastructure support for local civil society and community groups. This programme is an opportunity for the Council to reconfigure and effectively resource a work programme which will re-shape how best to deploy a more holistic suite of services across our Parish and Town Councils.
- 4.3 Funding will be utilised to recruit a programme team led by a Relationship Manager, working closely with Town and Parish councils to create, manage and enable effective two-way communication between tiers of local Government.
- 4.4 The councils and officer teams worked closely through COVID with in excess of 40 Mutual Aid Groups, many of who were existing or developed at pace in response to the pandemic. These groups, often established by or affiliated with the local town or parish council proved to be an invaluable part of the areas COVID response machinery, enabling the deployment of local and key resources in the community to solve local issues of 1,500 cases of improved access to food, 4,000

medications and prescriptions delivered and 250 incidences of telephone befriending. The Council have continued to harness this key assets, developing and augmenting community enthusiasm to sustainably support local residents and help to prevent the need for longer term support or crises interventions. With minimal investment of less than £20k of Containing Outbreak Management Funds, these groups have gone from strength to strength, typifying the community spirit a Pride in Place programme will seek to develop. But, there are areas of our district who are not well served by community groups.

- 4.5 The Pride in Place Programme will seek to build on the phenomenal success and work with areas to set up or further support this incredible local knowledge and capacity to ensure that communities are best placed to help each other and provide local solutions to local problems, potentially as wide ranging as social support, important civic engagement, local infrastructure or important work to improve the local environment or environmental behaviours, offering support, investment and access to funding.
- 4.6 The work programme will proactively identify opportunities arising from the Government's Levelling Up Agenda and work closely with district and county councillors to ensure strong awareness of services delivered and to feed local information back into organisational and council thinking.
- 4.7 The Taverham Community and Health Hub is a public and private sector One Public Estate type project. In response to a significant proposed development of 1400 new homes, public agencies including local government, health, DWP voluntary sector and the town council have sought to work alongside the developer to look at provision of services and support for the new and existing community. With seed funding grant and loan of £400k obtained via the Norfolk OPE programme, the project will see to develop a community asset on land provided as part of the development which will meet the specific health, wellbeing, employment needs of the community, with services ranging through clinical, support with employment opportunities and readiness, support with debt welfare and housing needs, a community café, nursery and space. Integration of services and their design with and around the community will provide the opportunity for localised solutions to local community issues, and help to develop a hub and basis around which the new community can develop sustainably.
- 4.8 This approach to the design and delivery of new service model will be sought to be expanded to other communities within the district footprint, with significant opportunity due to the development at scale and the possible access, use and enhancement of CIL and other community infrastructure products. The Pride in Place programme will assist with the generation of more pipeline opportunities, working closely with local and strategic partners to bring more integrated service offers to existing and growing communities in our districts.
- 4.9 Community assets are at the centre of place and how people feel about, relate to, and take pride in their local area. The Council have in place the mechanism to work with the community to ensure that key aspects of local community infrastructure development and maintenance are brought forward at pace. Broadland has in place a flagship scheme which, working alongside Town

and Parish Councils, enables local communities to access finance as an interest free loan to bring forward key infrastructure projects and ideas to reality, with the loan secured against future CIL income based on planned development. This is in addition to the pooling and joint use and allocation to CIL by 4 local authorities across the Greater Norwich area via the Greater Norwich Growth Board, developing strategic infrastructure assets and projects to enable and develop local communities.

- 4.10 It is proposed, the capital funding available will be utilised to expand the Community Infrastructure funding offer, bringing forward delivery by avoiding the need to wait until developers pay their Community Infrastructure Levy (CIL) and in some cases provide match funding to Town and Parish Councils for key pieces of infrastructure.
- 4.11 Measureable outputs for this programme include:
 - 4.11.1 Number of organisations receiving financial and non-financial support.
 - 4.11.2 Number of Tourism, Culture or heritage assets created or improved.
 - 4.11.3 Number of people attending training sessions.
 - 4.11.4 Number of facilities supported/created.
 - 4.11.5 Amount of green or blue space created or improved
- 4.12 Indicative outcomes for this programme include:
 - 4.12.1 Number of new or improved community facilities as a result of support.
 - 4.12.2 Improved engagement numbers.
 - 4.12.3 Increased users of facilities/amenities.
 - 4.12.4 Improved perception of facility/infrastructure project.
 - 4.12.5 Improved perception of facilities/amenities.
- 4.13 **Programme 2: Cambridge Norwich Tech Corridor.** This project fits into the supporting local business investment priority and links closely with intervention E23: Strengthening local entrepreneurial ecosystems, and supporting businesses at all stages of their development to start, sustain, grow and innovate, including through local networks. This programme will encourage research, development and innovation to increase the pace and quality of economic growth by resourcing and supporting strong clusters including agri-food and life sciences, manufacturing and engineering, and energy and clean technology.
- 4.14 The Cambridge Norwich Tech Corridor initiative is a public-private partnership set to drive high value economic and social growth by creating the right opportunities, environment and ambition visibility needed for our highest potential tech assets to flourish through supporting strong clusters. More information can be found on <https://www.techcorridor.co.uk/>
- 4.15 UKSPF will be utilised to recruit a programme team, led by a Programme Manager leading on the Cambridge Norwich Tech Corridor Partnership for Broadland, bringing together business and political leaders with a shared ambition to create a top-tier destination for technology businesses, talent and investors.

- 4.16 The programme will fast track the delivery of the Cambridge Norwich Tech Corridor ambitions including links to the Oxford Cambridge Arc. Working with relevant partners to identify key opportunities to work with partners to facilitate the delivery of low carbon energy projects to power employment land e.g. biomass, solar or alternative energy sources within our districts.
- 4.17 Funding will be available for feasibility studies and planning tools such as Local Development Orders to open up and safeguard employment sites close to and connected to local work forces and public/ sustainable modes of transport.
- 4.18 Cluster group support will be based on the expanding existing networks such as New Anglia Advanced Manufacturing & Engineering (NAAME). This cluster group is currently funded from NALEP to provide a Project Manager. The cluster, which is free to join, provides the opportunity to network with likeminded senior leaders in the sector to; share and solve challenges; build awareness of the local supply chain; tailor introductions to suit sector needs; explore new market opportunities and ultimately share best practice. Recent outcomes include the launch of £7.4m Productivity East a 'state-of-the-art' regional hub for engineering and technology and the delivery of a new HR forum in collaboration with Make UK which supports cluster members with workforce challenges and opportunities.
- 4.19 The Norfolk and Suffolk Food Innovation cluster was established in 2021 funded using £1,000,00 of ERDF, New Anglia Local Enterprise Partnership and Broadland District Council to provide innovation support to food and drink organisations and their supply chains. Membership is free to join and benefits includes access to research and development collaborations with academics on the Norwich Research Park, 1 to 1 workshops and support, space at trade events and access to training and professional development courses. More information can be found on <https://www.foodinnovationbroadland.com/>.
- 4.20 Measureable outputs for this programme include:
- 4.20.1 Number and m² of commercial buildings developed or improved.
- 4.20.2 Number of potential entrepreneurs provided assistance to be business ready.
- 4.20.3 Number of businesses receiving financial and non-financial support.
- 4.21 Indicative outcomes for this programme include:
- 4.21.1 Jobs created/safeguarded.
- 4.21.2 Number of new businesses created.
- 4.21.3 Number of businesses adopting new to the firm technologies or processes.
- 4.21.4 Increased number of businesses engaged in new markets.
- 4.21.5 Number of businesses with improved productivity.
- 4.21.6 Number of businesses introducing new products to the firm.
- 4.22 **Programme 3: Addressing the barriers to businesses offering placements and taking on apprentices.** This project fits into the people and skills investment priority, therefore funding is only available from 2024/25. The proposal links closely with intervention E38: Support for local areas to fund local skills needs.

The overarching opportunity is to create higher levels of high skilled employment, attract inward investment into the UK and tackling unemployment while maintaining equality of opportunity and inclusive growth.

- 4.23 The programme recognises the positive impact on employment through apprenticeship programmes as highlighted by the National Audit Office and understands the barriers to businesses offering placements and apprenticeships.
- 4.24 The focus will be on addressing localised skills shortages to support key clusters including life science which is experiencing a surge in investment post-pandemic. UKSPF will be utilised to provide specialist support to businesses through a flexi-apprenticeship model. Those supported will be employed through the Council, with placements in local SMEs reducing the risk for both the business and employee.
- 4.25 Funding will be available to invest in the Council's training facility, Carrowbreck House, to specialise in providing bespoke training and support to meet local demands such as transitioning to low carbon technologies and servicing key supply chains e.g. the Vattenfall led vanguard and Boreas projects largest wind farm in the world.
- 4.26 Measureable outputs for this programme include:
 - 4.26.1 Number of people retraining.
 - 4.26.2 Number of people in employment engaging with the skills system.
- 4.27 Indicative outputs for this programme include:
 - 4.27.1 Number of people in education/training
 - 4.27.2 Number of people in employment, including self-employment, following support
 - 4.27.3 Number of economically active individuals engaged in mainstream skills education and training

5. Issues and risks-

- 5.1 **Resource Implications** – UKSPF provides revenue funding to ensure programmes are adequately resourced. The Council's allocation also includes a 4% administration allowance to cover costs incurred through the administration of the fund.
- 5.2 **Legal Implications** – Appropriate UK government logos and reference to UKSPF must be prominently displayed on all websites and printed materials relating to funded activity. A plaque of significant size must also be installed at a location readily visible to the public, bearing the appropriate UK government logos, project name and standardised text.
- 5.3 **Equality Implications** – It is a requirement for all decision making to meet the requirements of the Public Sector Equality Duty.

- 5.4 **Environmental Impact** – A requirement of the funding is for projects to support green growth, working with the natural environment to achieve the UK's legal commitment to cur greenhouse gas emissions to net zero by 2050 and improve resilience to natural hazards.
- 5.5 **Crime and Disorder** – Within the communities and place investment priority, and therefore the Pride in Place programme, there is an objective to build resilient, healthy and safe neighbourhoods. The programme focusses on investment in quality places that people want to live, work, play and learn in, through targeted improvements to the built and natural environment, utilising innovative approaches to crime prevention.
- 5.6 **Risks** – A risk register will be developed on approval of the Investment Plan and maintained throughout programme delivery.
- 5.7 The investment plan covers three full years of funding from April 22 – March 25, however any expenditure incurred prior to approval of the investment is done so at risk. An investment plan which does not meet the requirements will result in ongoing negotiations, which could impact on the Council's ability to fully spend the 2022/23 allocation.
- 5.8 Financial uncertainty – Section 3.1 highlights the Council's allocation in each of the three years from 2022 – 2025. The allocation must be spent in the appropriate financial year. Any underspend will be lost and the following year's allocation will be penalised by the same amount.
- 5.9 Programmes are reliant on recruiting suitably qualified and experienced personnel to deliver. Current challenges with recruitment may result in an underspend or lead to an escalation of costs if positions cannot be filled as expected.
- 5.10 The programme is reliant on working closely with external stakeholders. There is a reputational risk associated with poor stakeholder engagement leading to disengagement and possible bad press.

6. Recommendations

Economic Success Policy Development Panel to recommend to Cabinet to:

- 6.1 Approve the principal areas of investment as set out within this report.
- 6.2 Delegate to the Director of Place, in consultation with the Section 151 Officer, the Managing Director and the Leader of the Council, for the sign off and submission of a three-year investment plan to meet the requirements of the UKSPF.
- 6.3 Delegate to the Director of Place to finalise the initial and ongoing Governance arrangements for the UKSPF.
- 6.4 Delegate to the Director of Place, in consultation with the Section 151 Officer, the Managing Director and the Leader of the Council, to make any non- substantive changes to the investment plan as required the Department of Levelling up

Housing & Communities and to sign the contract and accept the terms of the UKSPF, subject to appropriate legal advice.

- 6.5 Delegate to the Director of Place, in consultation with the Section 151 Officer, the Managing Director and the Leader of the Council, for the commitment and expenditure of the Council's allocation of UKSPF in line with the investment plan.

Annex 1 Broadland and South Norfolk SPF Board

Name	Title	Organisation
Phil Courtier	SNC& BDC	Director Place (joint chair)
George Denton	SNC& BDC	Assistant Director Economic Growth (vice chair)
Roz Bird (TBC)	CEO	AIP LLP Norwich Research Park (R&D / educational provider)
Chris Sargisson	CEO	Norfolk Chamber of Commerce
Jerry White	Vice Principle	City college Norwich
Denise Saadvandi	Head of Service and Designated Safeguarding Lead (Multiply lead)	Norfolk County Council
Steve Earl	Managing Director	Panel Graphic Ltd
Cllr. Lisa Neal	Elected member	South Norfolk Council representing South Norfolk community
Cllr. Jo Copplestone	Portfolio Holder Economic Development	Broadland District Council representing Broadland community
Brendon Dowie	North East Midlands Group Kickstart Senior Group Business Manager	Department Work and Pensions
Hon. Jerome Mayhew	MP	Broadland
Hon. Richard Bacon	MP	South Norfolk

Hon. George Freeman	MP	Mid Norfolk
Hon. Chloe Smith	MP	Norwich North
Hon. Clive Lewis	MP	Norwich South

Background papers

[UK Shared Prosperity Fund: Prospectus](#)

[Multiply Investment Prospectus](#)

[Supporting local economic growth \(nao.org.uk\)](#)