

Greater Norwich Economic Strategy: Action Plan Framework

Glossary of terms:			
AW	Anglian Water	NCC	Norfolk County Council
BA	Broads Authority	NCF	Norfolk Community Foundation
BBSRC	Biotechnology and Biology Sciences and Research Council	NEC	Norwich Enterprise Centre
BCTS	Broadland Council Training Services	NELM	North Earlham, Larkman and Marlpit Development Trust
BDC	Broadland District Council	NRBAS	Norfolk Rural Business Advice Service
CCP	City Centre Partnership	NORCA	Norwich and Norfolk Community Arts
City	Norwich City Council	NRP	Norwich Research Park
EA	Environment Agency	NRPE	Norwich Research Park Enterprises
EEDA	East of England Development Agency	NTS	Norfolk Training Services
EEEGR	East of England Energy Group Norfolk Rural	OPITO	The Oil and Gas Academy
EIDB	East of England Investment Diagnosis and Brokerage Ltd	RCE	Regional Cities East
GNDP	Greater Norwich Development Partnership	SNC	South Norfolk Council
HCA	Homes and Communities Agency	SNF	Shaping Norfolk's Future
HEART	Heritage and Economic Regeneration Trust	UEA	University of East Anglia
liC	Investing in Communities	VNL	Visit Norwich Ltd
JCP	Job Centre Plus	WEETU	Women's Employment Enterprise Training Unit
LAs	Local Authorities		
LEGI	Local Enterprise Growth Initiative		
LSC	Learning and Skills Council		

Objective 1: To strengthen the area's economy, maximise diverse employment opportunities and ensure the right environment exists for business to flourish

Priority 1.1: Create more sustainable jobs by increasing the number of new business start-ups and supporting the growth of small and medium size enterprises

Performance measure : number of businesses supported
 : number of businesses started

A Advice, information, guidance and communication

	Lead	Other partners	Outcome
Business information gateway : The primary, regional gateway to business advice	Business Link	NEC, BCTS, LAs and other advice agencies	Better informed businesses, leading to an increase in the take-up of support and a subsequent increase in business start-ups and improvement in business performance
Norwich Enterprise Centre : The walk-in centre for people and businesses in and around the city	City	LEGI partners	As above
Local authority produced newsletters, publications, websites	LAs		As above

B Start-up support

	Lead	Other partners	Outcome
Regional business start-up programme: group based support, regional programme	Business Link		Improvement in business performance
LEGI funded start-up programme: one-to-one support in the Norwich area	City	NWES, Princes Trust, WEETU	Improvement in business performance

Broadland start-up programme: group-based support in the Broadland area	BCTS		Improvement in business performance
Bizz Fizz - intensive support	liC , City	LEGI Partners	Improvement in business performance and improved life chance
Prince's Trust start-up programme - one-to-one, intensive support for under 30's	Prince's Trust		Improvement in business performance and improved life chance
WEETU start-up programme - one-to-one, intensive support for women	WEETU/ City		Improvement in business performance and improved life chance

C Small and Medium Enterprises and micro-business support for existing businesses

	Lead	Other partners	Outcome
Environmental Business Support and Advice	NCC	LAs, SNF, Rev Active	Improved environmental performance
Planning support - advice, guidance or pro-active intervention in relation to planning applications	LAs		Better support for businesses through the planning process
Business Link diagnostic and brokerage support for existing businesses	Business Link		Improved business performance
Investor Development Programme - aftercare support for the 100+ foreign owned businesses in Greater Norwich	EIDB	LAs	Improved business performance, identification of threats and opportunities, retention of investment
Broadland training programmes	BCTS		Improved business performance
NAME - Norwich Area Marketing and Exhibitions	SNF	City	Improved turnover and export performance
Local procurement - Buy Local , Meet the Buyer, Business to Business, CompeteFor, BUILD Norfolk	NCC , City		Improved visibility and use of local businesses

D Grants and finance

	Lead	Other partners	Outcome
EEDA grants programme	EEDA	LAs and SNF	Improved business performance and increased leverage of funding for Norfolk
Grants programme	BDC/ SNC		Improved business performance
LEGI Foundation East CDFI	City		Improved business performance
Loan Programmes	NCC, SNC		Improved business performance
Norwich4Business	NCF	City	Improved business start-up, redundancy support

E Networking

	Lead	Other partners	Outcome
Norfolk Network Programmes	Norfolk Network		Increased business growth
LA led networking activity - e.g. Norwich Lord Mayor's Business Reception events, South Norfolk and Broadland Business events, Norfolk County Council led events	LAs		Improved business engagement
Support for strategic groups e.g. Norfolk Chamber of Commerce / FSB	LAs		Improved business engagement

Priority 1.2: Support the growth of the knowledge economy by encouraging key sectors and facilitating the commercialisation of knowledge

Performance measure : number of knowledge businesses supported
: number of knowledge-businesses started

: number of new jobs created

	Lead	Other partners	Outcome
Develop Norwich Research Park as a dynamic driver of economic growth. Support development of NRP projects including UEA Enterprise Centre , TGAC and IFR2	South Norfolk Council/ UEA	City, NCC, SNF, GNDP	Creation and retention of knowledge economy jobs
Supporting Enterprise Hubs: <ul style="list-style-type: none"> Expand Hethel Engineering Centre to increase its capacity to create and accommodate more new businesses as part of a programme of actions to support innovation and expand engineering and technology companies. There will be a focus on low carbon vehicle technologies. EPIC will provide a key role in supporting the creative industries, particularly through the provision of excellent High Definition facilities. 	NCC	SNC, City	Creation and retention of knowledge economy jobs and sustained sector growth
Building a low carbon economy. Develop measures to help grow new businesses and support existing business. This will include: A low carbon innovation centre , a virtual one-stop shop for environmental advice a public and private sector procurement initiative	UEA Jason Middleton		Number of new businesses and existing businesses supported in their efforts to become more sustainable
Support for development of exemplar eco-communities such as Rackheath	BDC		Grow new businesses and support existing businesses in their efforts to become more sustainable
Support development and actions of Enterprise from Innovation Board	SNF	LAs, NRP	Commercialisation of knowledge
Develop Norwich Technopole	GNDP/SNF	LAs	Investment framework for knowledge economy
Support SNF sector groups to ensure focus on Greater Norwich.	SNF		Long-term sustainable economic growth

Objective 2: To improve the skills of the labour force to ensure that it matches the needs of existing and potential employers and local people benefit from job growth

Priority 2.1: Raise aspirations in all sections of the labour market, but particularly young people and provide individual learning opportunities

Performance measure : Reduce number of people on out of work benefits
 : Proportion of population aged 19-64 for males and 19-59 for females qualified to at least Level 2 or higher

	Lead	Other partners	Outcome
Set up a Norfolk Employment and Skills Board	NCC	BDC, City, SNC, JJCP, Norfolk Chamber, Business Link	Better skilled work-force with increased aspirations
Launch South Norfolk Learning and Skills Partnership	SNC		Better skilled work-force with increased aspirations
Support for Norwich Learning City	City		Better skilled work-force with increased aspirations
Deliver liC programmes: STEP, Sure Futures, Community Learning Mentors, Reading Café, Vocational Skills	liC Board	City College, City, NCC,	Improved skills and aspirations

Priority 2.2: Address known mismatches between skills availability and skills requirements

Performance measure : Participation rates, staying on rates

	Lead	Other partners	Outcome
Student conventions, aimed at 14+ to enlighten and inspire young people in opportunities in key sectors	NCC	SNF, BUILD Norfolk, NRP-E, OPITO, EEEGR	More young people better informed about employment

Develop the Skill Up portal to provide easier access to training for employers	NCC	Norfolk Chamber	
Eco Education centre Open by September 2011 working initially with 3 High Schools and their Primary clusters, plus local primary schools, expanding to include more schools by 2012. Plus a selection of courses for adults, local residents and businesses etc	BDC		Number of schools and school children involved in training programmes. Number of employers and employees receiving training Number of local residents receiving training.
Foundation Learning Programmes including mentoring support	BCTS	Benjamin project	Reduction in NEET numbers with increase in progression rates.
Delivery of Get Into programmes, Student Apprenticeships, Apprenticeships, Advanced Apprenticeships, NEET target programmes, MixIt programmes, Future Jobs Fund programmes, school refuser programmes. Themed training e.g.; Carrowbreck Project	BCTS , EAGIT , YMCA , NTS	St Edmunds Foundation, Princes Trust, Probation Service, Youth Offending Team, Connexions	Improved employability
Support and deliver education, training and social inclusion project including Norwich NR5 Project Mancroft Advice Project (MAP)	Future Projects	City College, Norfolk Constabulary, Norfolk Youth Offending Team, City, NCC, NELM, NDC, local schools, users and community radio.	Raising aspirations and increased future economic participation

Priority 2.3: Ensure there is a strong economic component to regeneration and neighbourhood renewal strategies

Performance measure Number of Norwich residents employed on Norwich City Council/ HCA housing and regeneration investment programme

	Lead	Other partners	Outcome
Creating jobs and training in construction Deliver new jobs through 10 year housing and regeneration investment programme will be Norwich residents, particularly those living in deprived communities	City	HCA	Increased employment and raised skill levels of local Norwich residents

Objective 3: Ensure that the area has necessary infrastructure and quality of environment to attract investment and support business growth

Priority 3.1: Contribute to the development of an improved and sustainable transport infrastructure to support planned growth and development

Performance measure : Increased public transport use

	Lead	Other partners	Outcome
Deliver the Norwich Area Transportation Strategy (NATS), including the Northern Distributor Road (NDR)	NCC	Various	Significant improvement of the public transport system Unlocking development at strategic employment sites
Develop a campaign to lobby for improvement to rail services from Norwich	SNF/RCE	Various	Improved services and rail infrastructure Reduced journey time from Norwich to London to one and a half hours

Priority 3.2: Maintain an appropriate supply of suitably located employment land and premises

Performance measure : The percentage of small businesses in the area showing employment growth

: Retention of employment land

	Lead	Other partners	Outcome
Support the development of managed workspace in the north of Norwich	City		Funding secured for the development of managed workspace at Hurricane Way
Maximise potential of Evolutive property search by working with agents, land owners and developers to promote currently available space and to identify suitable	City , NCC	Other LAs	Retain and attract businesses including new business start-ups

regeneration schemes system			
To maintain at least a 5 year supply of readily available employment land in the Norwich Policy Area	GNDP	Land owners, developers	Employment growth is not constrained by the supply of land
Ensure planning policy includes suitable development allocations to provide at least 100,000 m2 of net new city centre office floorspace by 2026, and; develop a suitable annual target.	City	Land owners, landlords, developers	City centre employment growth is not constrained by availability of premises and development opportunities

Priority 3.3: Ensure that the investment required in public utilities infrastructure and other essential infrastructure takes place so that the development of key sites is not constrained

Performance measure : to be updated when Broadband baseline is set
: achievement of 2014 employment trajectory

	Lead	Other partners	Outcome
Develop a Broadband strategy for Norfolk, which will have a particular focus on greater Norwich including a series of interventions to improve broadband provision and ensure the competitiveness of the Greater Norwich economy.	SNF	BT	Faster Broadband provision to the whole of the area
Lobby Ofwat/Anglian Water for timely provision of water infrastructure to ensure no constraint to employment development.	GNDP/SNF	AW, EA	Water supply and disposal does not constrain development.
Lobby for investment to overcome infrastructure and access constraints at Longwater	NCC/GNDP	EEDA	A47 Longwater junction and electricity does not constraint to employment growth.

Objective 4: To raise the profile of Greater Norwich as a high quality place to live, work and visit

Priority 4.1: Promote a strong and coherent image of the Greater Norwich area

Performance measure: Annual change in visitor numbers

	Lead	Other partners	Outcome
Positive articles relating to Greater Norwich submitted and published in the regional and national business press	City		Greater Norwich sees an increased number of visitors and growth in tourism spend
Support VisitNorwich and Norfolk Tourism to raise the profile of Greater Norwich as a tourist destination	City / SNF / BDC / NCC		Greater Norwich sees an increased number of visitors and growth in tourism spend
Raise the profile of Norwich's cultural assets	City / City of Norwich Partnership	Norfolk & Norwich Festival, Writers' Centre Norwich, Theatre Royal, Norwich Arts Centre, NORCA (Norwich and Norfolk Community Arts), HEART	Norwich is designated as UK City of Culture

Priority 4.2: Attract and retain private and public investment to drive growth and regeneration

Performance measure: Number of unique searches undertaken through Evolutive database

	Lead	Other partners	Outcome
Create World class business, Normal for Norfolk , county-wide profile raising campaign to attract inward investment	NCC	SNF	Profile of Greater Norwich and its business offer is recognised and attracts increased inward investment
Coordinate and provide a range of services to support potential inward investment opportunities	NCC	BDC, City, SNC, EEI	Increased inward investment, particularly in knowledge economy sectors.
Continue to develop business focussed marketing materials to attract inward investment and support senior executive recruitment	City	LEGI	Profile of Norwich urban area and business offer is recognised and attracts increased inward investment

Priority 4.3: Support the continued development of a vibrant City Centre that is unique in its retail, cultural and heritage offers

Performance measure: Annual % change in average footfall

	Lead	Other partners	Outcome
Establish a retail academy to train local people and support the development of the retail sector	City College		Increase in number of people trained in the retail sector
Support the Heritage Economic and Regeneration Trust (HEART) to strategically plan, regenerate, manage and promote Norwich's heritage	HEART / City		Norwich's management of cultural heritage recognised as best practice for developing heritage as a vehicle for social and economic regeneration, both Nationally and internationally.
Refurbishment of St Andrew's Hall	HEART	GNDP	Funding secured for the development of the Halls
Support specific promotions in the City Centre involving city centre businesses including the Norwich and Norfolk Food Festival , ShopNorwich, Vacant Shops Campaign and Norwichchristmas 2009	City Centre Partnership / City	VisitNorwich	Norwich City Centre continues to rank as the best retail centre in the region and in top 10 UK centres.
Develop early evening economy	City Centre Partnership / City		Norwich City Centre remains the region's premier nightlife destination and is awarded Purple Flag status for the great entertainment and hospitality of the area
Enhance Norwich's reputation as a safe city through initiatives such as marshalled taxi rank scheme, development of city centre radio security system and accreditation of Norwich Business Crime Initiative	City Centre Partnership / City	Norfolk Police	Norwich is recognised as a safe city in which to work, live and visit

Priority 4.4: Revitalise market towns and rural economies and encourage the development of distinctive retail, cultural and heritage offers

Performance measure : Increase in rural business start-ups
 : Businesses showing growth

	Lead	Other partners	Outcome
Encourage new businesses back onto High Streets in Market Towns	BDC/ SNC		Attractive, sustainable Market Towns.
Promote the Waveney Valley Rural Development Programme	NRBAS	SNC	Waveney Valley developed as a coherent and distinctive area with a branded identity
Promote the Norfolk Coast and Broads Rural Development Programme	NRBAS Chris Hill		Norfolk coast and Broads developed as a coherent and distinctive area with a branded identity
Promote rural business opportunities including Food Directory; Cittaslow/Slow Food ; Quality Tourism Businesses	BDC/ SNC	Norfolk Tourism, Norfolk Tourist Attraction Association	Rural areas identified as places of economic opportunity that can generate sustainable businesses
Assess the vitality of Market Towns in South Norfolk through the Market Towns Task Group	SNC		Attractive, sustainable Market Towns.