



shaping norfolk's future

The County Economic Development Partnership

Business Plan

2009 - 2010



www.shapingnorfolksfuture.org.uk

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Shaping Norfolk's Future Business Plan

2009-10

1. Introduction

Shaping Norfolk's Future is the county's business-led economic development partnership which works to create wealth and jobs for people in Norfolk. The partnership was formed in 1997 to influence investment, coordinate action and speak with one voice on important issues which affect the economy of the county.

It provides a forum for partners to work together and to more effective use of resources to improve the economy of Norfolk.

SNF is organised with three overlapping approaches to reflect the diverse nature of the county's economy, sectorally and geographically.

The three approaches cover:

Sectors – Eight key parts of the economy in which Norfolk has strength and potential to grow

Local Areas – the seven geographic areas which make up the county, each with particular issues and challenges

Thematic – six cross-cutting groups covering issues such as transport and profile raising which are common challenges for local areas and sectors

A key role of SNF is to facilitate the links between these approaches to minimise duplication and maximize impact.

Above all, SNF's role is to ensure partners work together in pursuit of common strategic goals.

Most of the activities are carried out by partner organisations, rather than SNF itself, with SNF's chief role to act as facilitator.

Over the past year SNF has improved its operational effectiveness in a range of ways.

This has included:

- Development of the partnership and management boards as the key governance structures of the partnership.
- Recruitment of a new management team and core team to lead and coordinate the work of the partnership.
- A review and restructuring of sector and thematic groups to improve their operational effectiveness and level of business engagement.

2. Vision and Values

Strategic Goals

The overall aim of the strategy is to improve the economic prosperity of Norfolk.

The shared vision for the Norfolk economy in 2015 is:

"For Norfolk to have a distinctive economy, characterised by innovative and dynamic businesses, where people are skilled and motivated with the opportunities to maximise their potential in a high quality environment"

The economic strategy for Norfolk was first launched in 1997 and updated in 2000. It has undergone a further review in 2005 with the refreshed strategy (2006 –2015) published in May 2006. The strategy provides overall strategic direction to support the area's economic development.

It is likely to be revised in the light of the Government's Sub-National Review.

The current SNF strategy identifies six strategic goals underpinned by a clear set of priorities to achieve this vision:

- **SG 1** - To improve business performance and encourage innovation and entrepreneurship.
- **SG 2** - To promote learning and skills and to raise aspirations to meet the future needs of Norfolk.
- **SG 3** - To reduce deprivation and social exclusion in Norfolk, so that more people have the opportunity to realise their potential contribution to the greater prosperity of the county and benefit from an improved quality of life.
- **SG 4** - To make Norfolk an exemplar of environmentally sustainable prosperity.
- **SG 5** - To communicate and maximise the benefits of Norfolk's positive profile locally, regionally, nationally and internationally.
- **SG 6** - To develop an infrastructure that supports sustainable economic growth whilst maintaining the quality of the county.

3. Strategic Goals

How they fit in with the RES

The Regional Economic Strategy for the East of England 2008-2031, 'Inventing our future: Collective action for a sustainable economy' was published in 2008.

Earlier this year SNF reviewed its strategy to ensure a close fit with the Regional Economic Strategy.

The table below shows the main fit between the new RES and the Shaping Norfolk's Future strategy.

SNF Goals and Priorities	Main RES Strategic Goal Fit
<p>SG 1 - 'To improve business performance and encourage innovation and entrepreneurship'</p>	<ul style="list-style-type: none"> • Enterprise- improving businesses performance and a stronger culture of entrepreneurship • Innovation- realising the value of innovation by bringing ideas to the market
<p>SG 2 - 'To promote learning and skills and to raise aspirations to meet the future needs of Norfolk'</p>	<ul style="list-style-type: none"> • Skills for Productivity- developing skills for the changing economy
<p>SG 3 - 'To reduce deprivation and social exclusion by increasing access to and the quality of employment and training and through regeneration'</p>	<ul style="list-style-type: none"> • Economic Participation- opportunity for all in the sustainable economy
<p>SG 4 - 'To make Norfolk an exemplar of environmentally sustainable prosperity'</p>	<ul style="list-style-type: none"> • Resource Efficiency- benefiting from a low carbon, low resource economy • Spatial Economy- sustainable places that attract and retain the people and investment necessary for a world class economy

SNF Goals and Priorities	Main RES Strategic Goal Fit
<p>SG 5 – ‘To communicate and maximise the benefits of Norfolk’s positive profile locally, regionally, nationally and internationally in order to increase competitiveness, trade and investment’</p>	<ul style="list-style-type: none"> • Spatial Economy- sustainable places that attract and retain the people and investment necessary for a world class economy
<p>SG 6 - ‘To develop an infrastructure that supports sustainable economic growth whilst maintaining the quality of the County’s environment and heritage’</p>	<ul style="list-style-type: none"> • Digital Economy- accelerating the use of digital technologies in public services. society and commerce • Transport- a transport system that fully supports sustainable economic growth

4. Economic background

Norfolk's economy has faced huge challenges over the past year as the UK has been severely affected by the global downturn.

The pace and depth of the slowdown has been unprecedented in modern times, triggered by a collapse in confidence in the banking sector.

The downturn has impacted most sectors, with construction and retail amongst the hardest hit.

Whilst the economic slowdown has been severe, there has been an unprecedented response from the Government, EEDA, and local policymakers to tackle the cause of the downturn and the impact it is having on individuals and businesses.

Major issues faced by businesses include falling orders and a severe squeeze on credit.

The impact has been a large rise in unemployment in Norfolk as well as falling income levels as businesses freeze or even cut wages to preserve jobs.

Most analysts believe the UK will remain in recession for the remainder of 2009, with a modest recovery beginning next year.

The role of SNF and its partners will be to assist businesses and individuals in the downturn, whilst equipping them for the recovery.

At the same time the partnership also has a role to play acting as the link between business and policy makers at local, regional and national levels.

5. SNF priorities

As a county-wide partnership, Shaping Norfolk's Future enjoys the support of the business community and key business leaders, the voluntary sector, as well as all the local authorities in Norfolk and other public sector partners.

SNF is run by its core team which is responsible for managing the work of the sector and thematic groups and developing the activities and profile of the partnership as a whole.

The core team's activities are overseen by the SNF Partnership Board, responsible for setting the overall strategy, the SNF Management Board, which oversees operational issues, and the coordinators and local areas group which provides active input into the activities of the partnership.

Priorities set out in the sections below cover the work of the core team, sector groups, thematic groups and local areas over the coming year.

The priorities all work towards achieving one or more of SNF's strategic goals and are also closely aligned with Local Area Agreement (LAA) targets.

Many of the priorities of the different groups and local areas interweave, and it is the role of the core team to maximise the collaboration between partners.

A: Core team priorities

Last year a new core team was recruited to take the partnership to the next phase of its development.

Achievements of the new team include raising the profile and effectiveness of SNF as an organisation.

Key steps included the successful A11 campaign, SNF's annual conference, a rail summit and the launch of the sustainable prosperity group.

This year, priorities for SNF's core team will focus the following areas:

1. Recession response
2. Business engagement
3. Business and economic intelligence
4. Advocacy and lobbying
5. Norfolk profile raising
6. Sector and thematic development
7. Local Area Agreement (LAA)
8. Skills agenda
9. ERDF programme
10. Norwich Research Park

1. Recession response

Over the coming year response to the recession and support for the county's businesses will be a major priority for the partnership as a whole and the core team in particular.

Specific actions planned include:

- The establishment of a response to recession group to share best practice across the county.
- Organisation of procurement event Open4Business plus support for other similar initiatives across the county
- Production of an advice to businesses booklet.
- Organisation of recession events across the county, including the SNF conference, which will have the theme of recovering from the recession
- Research into one of the main issues impeding recovery, access to finance and attitude of banks to lending.
- Development of the Business Support Alliance to provide a simpler and more coherent business support offer to businesses

2. Business engagement

Last year's major priority was to make SNF a genuinely business-led partnership.

Moves undertaken included the recruitment of John Fry, chief executive of Archant as chairman, Mike Burrows as deputy chairman and Chris Starkie as chief executive.

Following Mr Fry's departure to take up a new role outside Norfolk, Mark Hodges, chief executive of Norwich Union Life has become SNF's new chairman.

Over the coming year SNF will continue to increase the number of businesses directly involved in the work of the partnership.

Actions will include:

- Organisation of the SNF annual conference 2009.
- Involvement in the development of the EDP Business Guide 2009, which showcases Norfolk's key businesses.
- SNF will also continue to strengthen business involvement in sector and thematic groups and directly involve businesses in its advocacy and lobbying activities.
- SNF will also continue to build links with groups such as the Norfolk Chamber of Commerce, Institute of Directors, CBI and Federation of Small Businesses plus build stronger links with the NHS.

3. Business and economic intelligence

Understanding the needs of businesses and economic make-up of Norfolk is a key role for SNF.

Under its new contract with EEDA, SNF is required to provide a regular series of reports covering both business and economic intelligence.

These reports will also be made available to other partners and will cover a range of issues from an understanding of how policy instruments are impacting on businesses, to testing the economic temperature.

SNF will also be carrying out research into business confidence in conjunction with the Norfolk Chamber of Commerce as well as research with the UEA Business School into the availability of credit for businesses and access to broadband.

4. Advocacy and lobbying

SNF's role is to speak with one voice on issues that impact on Norfolk. Over the coming year the partnership will be developing lobbying campaigns on a number of key issues.

Actions will include:

- Rail – a major campaign to bring about improvements to the Norwich-London service following our rail summit last December as well as other key routes.
- Broadband – research and a campaign to raise awareness of the issue and seek improvements to coverage and line speed.
- Road – Main focus will be lobbying for the Postwick Hub and NNDR, plus GY third river crossing and A47 improvements as well as ensuring the delivery of the A11.
- Utilities – Lobbying activity to focus on the utilities deficit which is hindering development in the county.

5. Norfolk profile raising

As well as speaking up for Norfolk, the partnership will also be building on its work of promoting Norfolk and its constituent parts.

This work will be carried out by the core team in consultation with thematic group - Norfolk Profile and Investment Group.

Actions will include:

- Organising marketing campaigns to promote Norfolk and specific sectors in the Netherlands.
- Working with Norfolk County Council on its major campaign to market Norfolk as a business location.
- Launching a business information service for Norwich-bound executive jet passengers.
- Delivering the Norwich Marketing Exhibition (NAME) programme.

6. Sector and thematic development

Over the past year the majority of SNF's sector and thematic groups have been reviewed and reorganised to ensure they are fit for purpose going forward.

A new protocol for the operation of sector and thematic groups was developed.

This year activity will be jointly commissioned by NCC and SNF, streamlining administration and making reporting easier.

Activity will be tied to LAA targets and there will be an emphasis on providing business intelligence and cross-sector working.

Two new groups which will receive particular attention from the core team are the sustainable prosperity group and the internet technology group. (see sector and thematic groups)

7. Local Area Agreement (LAA)

Shaping Norfolk's Future is the lead partnership on the economic elements of the Norfolk LAA and works with partners to ensure that activity takes place to enable the county to meet its LAA targets. During 2009/10, the partnership's core team will continue to work closely with NCC and other partners as measures are introduced to help ensure LAA targets are met.

8. Skills agenda

One area in which SNF is set to play a part in the coming year is the skills agenda.

SNF will play a significant part in the ongoing development of the Skills Roadmap.

SNF will contribute to the second Norfolk skills conference with partners the LSC and Norfolk Chamber of Commerce and will host a series of employers skills dinners, initially covering tourism, creative industries and engineering.

We will be supporting Norfolk County Council's plan to develop an Employment and Skills Board and are exploring setting up an employers led group to feed into the new board.

9. ERDF Competitiveness programme

SNF acts as the Norfolk lead on this European funding programme which aims to raise the performance of the regional economy through 'low carbon growth' by capitalising on the region's strengths, increasing productivity, enhancing resource efficiency and raising skills levels.

Working through the Sustainable Prosperity Group, SNF will continue to work closely with a wide range of partners to ensure that Norfolk maximises the opportunities that the programme presents.

10. Norwich Research Park

The Norwich Research Park has been identified as a key location for the creation of thousands of new jobs over the next few years.

SNF is closely involved in plans to improve the commercialisation of scientific activities on the Norwich Research Park.

This activity will accelerate over the coming year with the creation of the Enterprise from Innovation Group on the park, led by Walter Herriot, the former managing director of the St John's Innovation Centre.

SNF is set to play a leading role within this group, which will develop a strategy for maximising commercialisation across the park.

SNF will also play a role in a project board which is being developed to oversee the development of an enterprise centre on the NRP. This centre will be linked into other centres across Norfolk including North Walsham, King's Lynn and Norwich.

B: Sector Priorities

SNF's seven sector groups cover key parts of the Norfolk economy and each chaired by a leading business figure. Following a review of sector groups, SNF's core team is to establish an eighth group – focused on IT and internet technology.

1. Financial Industry Group

Despite the downturn in financial services globally, financial businesses in Norfolk have proved resilient. Priorities for the Financial Industry Group will

include continuing to support financial services businesses by promoting the positive message about Norfolk as a key financial services location to local, national and international audiences.

Key actions will include:

- Building on the success of the newly launched FIG website as the main portal for Norfolk's financial services industry.
- Producing FIG Gazette quarterly and Professional Events Guide.
- Hosting a two day briefing tour for vice consuls based in UK embassies worldwide.
- Developing FIG's role as a media spokesperson for financial cluster.
- Hosting a series of lunches and dinners to boost networking within the cluster.
- Working with Financial Services Academy to identify skills needs.

2. Norfolk Tourism

Tourism remains a key part of the Norfolk economy, and a sector which has remained resilient in the economic downturn.

Following a review of sector groups, the operation of Norfolk Tourism has been transferred to Shaping Norfolk's Future from Norfolk County Council. This will enable greater buy-in to the partnership from the private sector and other public sector partners and allow the importance of tourism to the economy of the county to be better recognised.

Actions for Norfolk Tourism include:

- Implementation of the new Tourism in Norfolk strategy and action plan by Norfolk Tourism and its partners including the Norfolk Tourist Attractions Association, the district councils and destination marketing organisations such as Visit Norwich and GYTA plus East of England Tourism.
- Development of a marketing plan for Tourism in Norfolk - including the development of a destination marketing website.
- Enhancement of PR activity for Norfolk as a visitor destination

3. Creative Industries Group

Norfolk's creative businesses have been hit by the economic downturn, with spending on advertising and marketing cut as firms try to reduce costs. Helping firms through the downturn by continuing to build and promote the county's creative industries sector cluster will be the overarching priorities for the year.

Key actions include:

- Hosting and organising the Creative East Awards 2009 and preparing for the Creative East Awards 2010.
- Hosting and organising the Creative Industries Student Convention in October 2009.
- Developing the Creative Norfolk website to act as the main portal for creative industries in Norfolk.
- Managing the Turnsek-Skoric project. This project will provide an opportunity for Norfolk businesses to win work with a number of leading London creative agencies.
- Development of a series of high profile dinners with leading figures from the creative industries.
- Active promotion of EPIC as a world-leading centre for television production.

4. Engineering Group

The overarching aim of the sector group is to build a knowledge based high value engineering and manufacturing sector that is connected, vibrant and sustainable.

Part of this activity involved developing a greater understanding of the current and future needs of the sector and the development of activity that reflects these needs.

During 2009/10, activity will focus around:

- The annual EAME Conference and student convention, to provide a sector based networking and business opportunities as well as raise awareness of careers in engineering to students.
- On going development of the learning skills centre, engaging with schools across Norfolk, to raise the profile of engineering as a career.
- Development of cluster based activities, with Hethel playing a leading regional role in the development of 'Clean Technology' transfer.
- Delivery of an NVQ 2/3 in mechanical engineering and sustainable engineering with the College of West Anglia.

5. Health and Life Sciences Group

SNF's Health and Life Sciences Group was established to develop and promote the county's strengths in health and life sciences.

Following a review of sector groups by the SNF core team, the decision was taken to transfer the coordination of this group to the Norwich Research Park office.

This will allow the group's activities to tie in more closely with the ongoing development of the Norwich Research Park.

Over the past year SNF's chief executive has been playing a key role in the ongoing work to improve the involvement of the private sector in the commercialisation and knowledge transfer activities on the NRP.

This has included the establishment of the Enterprise from Innovation Group, chaired by Walter Herriot.

The health and life sciences group will be re-launched to link in with the reorganisation of activities on the NRP.

6. Rural Economy Board

A review of the composition and direction of this group, which covers agriculture and food processing, was carried out last year.

Increased commodity prices, together with concern about food miles and the strength of the Euro and Dollar, are providing opportunities for the sector.

Over the coming year activities for the Rural Economy Board include:

- Ongoing support for business mentoring and start up activities, and assisting rural businesses to maximise the opportunities presented by the current economic climate.
- The regional coordination and delivery of the 'Landskills East Project', which aims to provide rural businesses with improved access to skills and training opportunities.
- Support the development and delivery of the Norwich & Norfolk Food Festival, celebrating local produce, local talent and healthy eating.

7. Energy

The East of England Energy Group (EEEGr) undertakes the coordination of energy sector activity on behalf of SNF.

During 2009-10, activity will focus on the following activities:

Maintain advocacy for business opportunities through an All Energy approach to deliver secure supplies of energy as we move to a low carbon economy.

- Support the ongoing development of Skills for Energy, to ensure that the sector has the skills required to grow and develop. This includes working with schools to deliver the High Energy Schools Challenge 09.
- Work with the engineering sector to develop a cross sector advanced engineering and manufacturing supply chain.

- Maximise the opportunities presented for local companies that decommissioning opportunities in Southern North Sea present.
- Continue to develop opportunities and raise the profile of Carbon capture and gas storage.

8. Internet Technology

One of the fastest growing parts of Norfolk's economy has been the development of ICT and internet related businesses.

Research conducted by SNF last year revealed Norfolk's growing strength in areas such as affiliate marketing, web usability, online marketing and software development.

Over the coming year SNF will be looking to establish a group to help enhance this area of the economy.

Actions will be:

- Running a Student Convention to highlight career opportunities in this field.
- Developing a network for ICT and internet technology businesses to exchange ideas and trade.
- Enabling Norwich-based ICT and internet businesses to attend exhibitions through SNF's NAME project.

C: Thematic Priorities

1. Business Support Alliance

The BSA brings together key organisations providing business support across Norfolk to share best practice and information. In the current economic climate, the group is playing a key role in ensuring that partners share information relating to the economic downturn.

Key activities include:

- Mapping business support provision across Norfolk and identifying gaps in provision so that partners are able to develop interventions to meet current and future needs.
- Stimulate and support enterprise development to raise the levels of business start-ups by 10pc over the next twelve months in order to meet LAA target NI 171.
- Generate activity designed to ensure that the strong performance on business survivability does not suffer as the number of new starts increases.

- Support the publication of a business guide, supporting businesses and providing them with advice and guidance to help them survive the recession.

2. Norfolk Learning Partnership

The overarching role of NLP is to influence the learning and skills agenda to enable individuals to meet their aspirations and to raise skills levels across Norfolk.

During 2009-10, the NLP will focus on delivering a range of activities including headings:

- Delivery of the skills for life strategy, with NLP as the regional sub lead for numeracy activities as well as ESOL and language training.
- Lead on the Norfolk 2012 skills group, working with key partners to raise skills levels to match those needed as part of London 2012.
- Lead the delivery of the STEP programme, which aims to engage with vulnerable learners and move them into further learning, training or employment.

3. Employment & Social Cohesion Group (liC)

The Norfolk Investing in Communities (liC) Programme focuses on developing interventions where there is a gap in mainstream provision. Across Norfolk, there are pockets of low levels of economic participation, particularly in deprived urban areas as well as isolated rural areas and it is these areas where liC delivers activities, including:

Create an environment for people to learn and develop will help Norfolk become 'famous for skills'. Reduce the numbers of young people without basic literacy and numeracy skills and enable Norfolk to improve its educational and economic performance.

Raising first rung skills provision for the hardest to reach individuals so they are able to take up mainstream services or enter the labour market.

Working through third sector groups and organisations to give people the confidence to engage where mainstream organisations have failed.

Supporting people to overcome barriers to work or learning and enable them to realise their potential contribution to the Norfolk and regional economy.

Support enterprise activity in areas of deprivation.

4. Sustainable Prosperity Group

The Sustainable Prosperity Group was formed in June 2008 and has the role of ensuring the delivery of Strategic Goal Four, to make Norfolk an exemplar

in environmentally sustainable prosperity. Split into four sub groups, the Sustainable Prosperity Group delivers activity under four key objectives: -

Communicate: Improve communication and knowledge transfer on sustainable prosperity issues through the development a single point of contact for environmental support to businesses, the SNF website, events and case studies.

Network: The development of a network of centres to provide businesses with access to real examples of how changes made by individuals and businesses and the use of technology can reduce environmental impact and save money.

Plan: Work with planners and developers to encourage the implementation of higher building standards, linked to the growth agenda and increase the percentage of new developments in Norfolk that meet the BREEAM 'excellence' standard.

Travel: Encourage smarter ways of working and transport solutions that reduce environmental impact as well as reducing costs, thus making businesses more sustainable, including the launch of a Norfolk eco driving campaign.

The group will also form the economic arm of the Norfolk's Climate Change Partnership, playing a leading role in meeting LAA Targets, as well as assisting with the development of activities which are a eligible for ERDF Competitiveness Programme funding.

5. Norfolk Profile and Investment Group

Raising Norfolk's profile to increase competitiveness, trade and investment is SNF's strategic goal five and the objective of the Norfolk Profile and Investment Group.

NPIG will be working closely with the SNF core team and other partners to deliver a number of key activities including:

- Developing a marketing campaign to promote Norfolk as a place to do business to Dutch audiences.
- This will include Dutch energy businesses and is also likely to include Dutch businesses in the creative sector, where there is a major broadcasting industry which could benefit from using the facilities at EPIC.
- Launching a business information service for Norwich-bound executive jet passengers.
- Working with colleagues from Norfolk County Council in influencing and developing a major campaign to market Norfolk to businesses audiences.
- NPIG will ensure the campaign messages are integrated into future marketing materials.
- The website www.investinnorfolk.com will be re-developed and re-launched to encourage more visitors onto the site.

6. Transport Forum

Ensuring Norfolk has the transport infrastructure to support sustainable economic growth is a key strategic priority for SNF.

The role of the Transport Forum has been to advise on transport priorities, based on evidence of need and benefit.

Key actions for the year will be:

- Maintaining pressure for the early delivery of the A11 improvement between Barton Mills and Thetford.
- Lobbying for other road improvements such as NNDR, A47 improvements and Long Stratton Bypass plus Great Yarmouth Third River Crossing.
- Working to bring about improvements to the rail network, especially rail services to London.
- Exploring ways of moving more freight transport to water.

D: Local area priorities

Breckland

Breckland's economic development service will be focusing on delivering regeneration and infrastructure projects under the Moving Thetford Programme and continuing to develop and deliver projects under the Rev2 programme focusing activity on the A11 corridor between Norwich and Thetford.

The service will also be responding to the current downturn in the economy by delivering a number of initiatives to support business and the growing unemployment challenge across the District.

Broadland

Broadland's economic development team will be focusing on the following activities; -

Delivering high quality training, raising aspirations and attainment levels and delivering Business Start-up courses to 50+ aspiring new businesses.
Ensuring the tourism service in Broadland delivers renewed support to the market towns and rural areas of Broadland.

Administer business and enterprise grant schemes across the district and ensure that there is engagement with business through a series of events.
Develop a range of programmes and projects to specifically address the needs of businesses affected by the ongoing recession.

South Norfolk

South Norfolk's District Council's new chief executive, Sandra Dinneen is leading on the delivery group for the expansion of the Norwich Research Park. This will include developing the vision for Norwich Research Park which will see a growth in employment on the site.

South Norfolk will also be working closely with Lotus, Norfolk's engineering sector and Norfolk County Council to enable the development of the Hethel Technology Park on the site of Hethel Engineering Centre and helping local businesses, especially those based in market towns through the recession.

A series of business events will be held to identify the support businesses need and the District Council will act as a conduit to ensure that support is delivered where it is required.

Norwich

Norwich is the Eastern region's largest economy, with strengths in a number of sectors with the potential for growth but also the second highest concentrations of deprivation in the eastern region.

Norwich's key priorities for the year include:

- Growing the Greater Norwich economy through the Greater Norwich Development Partnership's new economic strategy and developing its action plan.
- Stimulating enterprise, providing £2.7m worth of support for existing businesses, supporting local people and expanding local markets through Go For It – the Norwich Local Economic Growth Initiative (LEGI).
- Supporting jobs and skills development through the recession and into bounce back through a new retail academy, new jobs in the low carbon economy, commercialisation of knowledge at Norwich Research Park and a homes building and regeneration investment package with the Homes and Communities Agency.
- Tackling financial exclusion with a £200,000 programme of activity and support focused in deprived communities.
- Maintaining the vitality of the city centre, in particular in its role as a major employment centre, a major regional service centre and its diverse cultural heritage, retail and leisure offer. Regenerating areas such as the northern city centre and other employment sites within the City in proximity to areas of high deprivation.
- Attracting and retaining investment, raising Norwich's business profile and securing public and private sector investment in key infrastructure, particularly to support Norwich's roles as a regional transport hub and the region's largest centre of employment.

King's Lynn and West Norfolk

Key Actions for King's Lynn and West Norfolk will cover regeneration programmes, skills and aspirations, land and premises infrastructure, tackling the recession and marketing and promotion.

Regeneration programmes include upgrading and provision of infrastructure on the Nar Ouse site, plus work on King's Lynn waterfront and Hunstanton. Skills work will include adoption of a skills strategy, including creating a more skilled workforce.

Land and premises infrastructure activities will cover opening up land on the Hardwick estate, provision of an enterprise centre on the Nar Ouse Business Park, provision of open access broadband network in King's Lynn and highway improvements in the town.

Measures to tackle the recession include financial assistance measures, better advice and supply chain events.

Marketing will include strengthening King's Lynn's European links with a Hansa Festival in Summer 2009 as well as developing and improving the 'product' of West Norfolk to attract more visitors and greater investment.

Great Yarmouth

To follow.

North Norfolk

Key actions in North Norfolk over the next twelve months include:

- The development of an enterprise hub in North Walsham to act as a catalyst for aspirational entrepreneurial activity in northern Norfolk.
- Further development of the virtual business support project, which provides ICT solutions to peripheral rural business, giving them access to ICT as well as remote access to business support and training.
- Increase the number of business start ups across the district through information, advice and guidance through seven key settlements and linking into county wide business support activity.
- Increase levels of local procurement by creating a single market place through which micro small and medium sized businesses can access local contracts.
- Dissemination of accessible information on economic and other socio related support mechanisms to mitigate the impacts of the recession

6. Finance

Shaping Norfolk's Future Budget 2009/10

Income		Expenditure	
EEDA	£120,000	Salaries	£211,000
CSP	£100,000	Administration	£20,000
NCC	£30,000	Accommodation	£14,000
NCC - Sector Support	£185,000	Office Move	£15,000
Leaders Fund	£70,000	Marketing	£30,000
District LSPs	£32,500	N.A.M.E.	£83,100
Interreg	£20,000	Events	£20,000
N.A.M.E - Private	£18,000	Conference	£10,000
N.A.M.E - LEGI	£71,100	Sector Activity	£235,000
Private Sector	£6,000	Sustainable Prosperity	£40,000
Conference Income	£10,000	Research Projects	£25,000
Total Income	£662,600	Total Expenditure	£703,100
Carry Forward into 2009/10 after adjustments	£95,442		
		Reserves at end of 2009/10	£54,942

7. Performance

The business plan sets out the key aims and objectives for each of the different components that make up SNF.

To ensure value for money it is important to monitor the performance of each group, to see the benefits brought by the partnership.

Each sector and thematic group produces its own action plan, with performance against the plan monitored by SNF's partnerships manager on a quarterly basis. The performance of each group is reported to the management and partnership boards.

In addition SNF's funding agreement with EEDA requires quarterly reporting against targets covering business engagement and intelligence, economic intelligence, advocacy and lobbying.

An action plan for the core team, covering the EEDA work and other activities will be drawn up and reported, liked sector and thematic groups, to the management and partnership boards.

Appendix A

Shaping Norfolk's Future Partnership Board

Mark	Hodges	Chairman	Chief Executive, Aviva Life UK	Aviva
Peter	Wilson	Chair (CI)	Chief Executive	Norwich Theatre Company
Richard	Bridgman	Chair (E&M)	Chairman	Warren Services
Mark	Goodall	Chair (EEEgr)	Contract Manager	Aker Solutions
Prof David	Scott	Chair (H&LS)	Professor	Norfolk & Norwich University Hospital
Sir Nicholas	Bacon	Chair (REB)	Owner	Raveningham Estates
Michael	Timewell	Chair (TOUR)	Marketing Director	Blue Sky Leisure
Steve	Davidson	Chair (FIG)	Managing Director	Marsh
Ian	Findlater	Chair (SP)	Business Development Director	May Gurney
Chris	Starkie	Chief Executive		Shaping Norfolk's Future
David	Martin	Co-ordinator & Chair (BSA)	Norfolk Partnership Director	Business Link East
Caroline	Williams		Chief Executive	Norfolk Chamber of Commerce
Mike	Burrows	Deputy Chairman		Shaping Norfolk's Future
Rob	Hetherington	Chair (E&SC)	District Manager for Norfolk	Job Centre Plus
Fiona	McDiarmid	Chair (NLP)	Head of Economic Development	Norfolk County Council
Chris	Maw	Chair (NPG)	Partner	PricewaterhouseCoopers
Philip	Burton		Chief Executive	North Norfolk District Council
Cllr Stuart	Clancy		Councillor	Broadland District Council
Ray	Harding		Chief Executive	Kings Lynn & West Norfolk Borough Council
Trevor	Holden		Chief Executive	Breckland District Council
Brian	Horner		Chief Executive	Voluntary Norfolk
Cllr Brian	Iles		Economic Development Portfolio Holder	Norfolk County Council
Cllr Steve	Morphew		Leader	Norwich City Council
Paul	Witcombe		Relationship Manager	EEDA
David	White		Chief Executive	Norfolk County Council
Richard	Packham		Managing Director	Great Yarmouth Borough Council
Sandra	Dinneen		Chief Executive	South Norfolk Council
Peter	Barry	Chair (Trans)	Managing Director	Pasta Foods Ltd

Shaping Norfolk's Future Management Board

David	White		Chief Executive	Norfolk County Council
Chris	Starkie	Chief Executive		Shaping Norfolk's Future
David	Martin	Co-ordinator & Chair (BSA)	Norfolk Partnership Director	Business Link East
David	Baldry		External Relations Manager	Job Centre Plus
Mike	Burrows	Deputy Chairman		Shaping Norfolk's Future
Rob	Hetherington	Chair (E&SC)	District Manager for Norfolk	Job Centre Plus
Fiona	McDiarmid	Chair (NLP)	Head of Economic Development	Norfolk County Council
Ray	Harding		Chief Executive	Kings Lynn & West Norfolk Borough Council
Paul	Witcombe		Relationship Manager	EEDA
Graham	Brough		Area Director for Norfolk	LSC
Laura	McGillivray		Chief Executive Officer (CEO)	Norwich City Council



