

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	Action Status: Comment required where not green to explain reasons <ul style="list-style-type: none"> • Red: project experiencing or very likely to hit significant problems – urgent action required • Amber: project has potential for significant problems – action required • Green: project on target and no significant problems anticipated
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	Green: Ongoing service, available to all. Currently under examination as part of the Government led review of public funded business support. Note that the emerging Local Enterprise Partnership will take an active interest in this action strand.
Norwich Enterprise Centre : The walk-in	City	LEGI partners	As above	Green: More than 1500 people accessed Norwich Enterprise Centre

centre for people and businesses in and around the city				over the period from Apr-Oct 2010.
Local authority produced newsletters, publications, websites	LAs		As above	City: Green: Norwich page of Regional Cities East website updated Economic Barometer for Norwich produced every month. It has a wide and increasing distribution list and is posted on a number of websites County: Green: Four issues of business e-zine produced and distributed (Business Matters)

B Start-up support

	Lead	Other partners	Outcome	Action Status:
Regional business start-up programme: group based support, regional programme	Business Link		Improvement in business performance	Green: Ongoing service, available to all. Currently under examination as part of the Government led review of public funded business support. Note that the emerging Local Enterprise Partnership will take an active interest in this action strand.
LEGI funded start-up programme: one-to-one support in the Norwich area	City	NWES, Princes Trust, WEETU	Improvement in business performance	Green: Programme received an in-year cut from DCLG but is still delivering. 554 new clients accessed support across the LEGI programme April to October 417 business start advice sessions were delivered at Norwich Enterprise Centre and 31 new business starts supported
Broadland start-up programme: group-	BCTS		Improvement in business performance	Green: Programme working at capacity

based support in the Broadland area				
Bizz Fizz - intensive support	liC, City	LEGI Partners	Improvement in business performance and improved life chance	Red: The BizFizz programme ceased in June 2010 because of funding cuts. However, prior to this in April to June, 13 new business starts were supported.
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	Green: During April to October 37 people were given intensive support and 4 new business starts supported
WEETU start-up programme - one-to-one, intensive support for women	WEETU/ City		Improvement in business performance and improved life chance	Amber: (for original year profile) WEETU provision reduced due to funding cuts. Green: (against revised profile) From April to October 138 people were given intensive assistance and 16 new business starts supported.

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

	Lead	Other partners	Outcome	Action Status:
Environmental Business Support and Advice	NCC	LAs, SNF, Rev Active	Improved environmental performance	
Planning support - advice, guidance or proactive intervention in relation to planning applications	Las		Better support for businesses through the planning process	Green: BDC: Ongoing Participation in the revision of local planning policies City: Economic Development Service worked with planners on various planning applications SNC: Economic Development and the Locality and Communities Team continue to be a regular consultee on

				relevant applications
Business Link diagnostic and brokerage support for existing businesses	Business Link		Improved business performance	Green: Ongoing service, available to all. Currently under examination as part of the Government led review of public funded business support. Note that the emerging Local Enterprise Partnership will take an active interest in this action strand.
Investor Development Programme - aftercare support for the 100+ foreign owned businesses in Greater Norwich	EEIDB, Business Link	LAs	Improved business performance, identification of threats and opportunities, retention of investment	Green: Ongoing service, available to all. Currently under examination as part of the Government led review of public funded business support. Note that the emerging Local Enterprise Partnership will take an active interest in this action strand.
Broadland training programmes	BCTS		Improved business performance	Green: Increased delegate numbers in 2010 including over 500 free delegate places for Broadland SME's from recession mitigation funding.
NAME - Norwich Area Marketing and Exhibitions	SNF	City	Improved turnover and export performance	Green: Initiative revised for 2010-11. 21 businesses supported Apr-Oct 2010. NAME II launched and delivering well against targets. Activity planned until June 2011.
Local procurement - Buy Local , Meet the Buyer, Business to Business, CompeteFor, BUILD Norfolk	NCC , City		Improved visibility and use of local businesses	Green: New Buy Local website up and running. Build Norfolk convention held on November 30 2010. 200 businesses registered. Business opportunities promoted to businesses in relation to approx 25 specific London 2012 contracts.

D Grants and finance

	Lead	Other partners	Outcome	Action Status:
EEDA grants programme	EEDA	LAs and SNF	Improved business performance and increased leverage of funding for Norfolk	
Grants programme	BDC/ SNC		Improved business performance	BDC: Green: Number of grants available 2010/2011/2012 increased through use of recession mitigation funds. SNC Amber: Programme on hold
LEGI Foundation East CDFI	City		Improved business performance	Green: But low take up, only 2 loans in April to October
Loan Programmes	NCC, SNC		Improved business performance	NCC Red: Project not progressed SNC Amber: Programme on hold
Norwich4Business	NCF	City	Improved business start-up, redundancy support	Amber: 1 loan for the period April to October. 1 default from previous year. Aims and objectives of fund to be reviewed with partners.

E Networking

	Lead	Other partners	Outcome	Action Status:
Norfolk Network Programmes	Norfolk Network		Increased business growth	Green: Norfolk Network has developed a range of new activities, including building on the digital creative business research commissioned by SNF. 'Hot Source' group of digital businesses launched.

LA led networking activity - e.g. Norwich Lord Mayor's Business Reception events, South Norfolk and Broadland Business events, Norfolk County Council led events	Local Authorities		Improved business engagement	Green: BDC: Green Six BDC business engagements events in 2010 with two more by February 2011. City: Business event held with Space for Ideas on 8 th November in Norwich SNC: Business event held 10 November in partnership with the Chamber of Commerce looking at the CSR. Event held in January on Council budget and further events planned
Support for strategic groups e.g. Norfolk Chamber of Commerce / FSB	Local Authorities		Improved business engagement	Green: Senior officer participation in Norwich Chamber Board meetings and grant support Six-monthly meetings with FSB Chair

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	Action status:
Develop Norwich Research Park as a dynamic driver of economic growth. Support development of NRP projects including	South Norfolk Council / UEA	City, NCC, SNF, GNDP	Creation and retention of knowledge economy jobs	Green : Spatial planning underway. Funding agreed for infrastructure assessments Infrastructure assessments completed Discussions with landowners about

UEA Enterprise Centre , TGAC and IFR2				spatial planning underway
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	Green: Hethel: Extension completed on Oct 10. Already full. <ul style="list-style-type: none"> • HEC is part of the ERDF PROSESC (EU Automotive Cluster Program) securing more than £90k over next three years • In total HEC has secured external funding of £1.5M (Phase 1) and £1.72M (Phase 2) so far, and is progressing a pipeline > £10M • Through regional funding HEC is leading the Low Carbon Vehicle Innovation Network (VIN) in the region • Improved website live: www.hethelcentre.com • With over 15 Pilot Innovation Projects HEC is focusing on building innovation platforms in energy, transport and materials, and supporting the emerging Clean Technology cluster • HEC launched its Enhanced Learning Skills Centre providing recently summer schools, teacher training, VLE web content, curriculum focused delivery • CNC (Computer Numeric Control)

				<p>training was provided in partnership with College of West Anglia to NVQ Level 2 standard</p> <ul style="list-style-type: none"> • Working with EAGIT, NSAM and NAS, HEC is supporting the new modules of the Advanced Apprenticeship - all operating within the Group Training Association (GTA) • HEC launched its Direct Digital Manufacturing Centre (securing £244.35k of EEDA funding) offering technical business support to engineering and manufacturing businesses <p>EPIC 14 business startups</p> <ul style="list-style-type: none"> • Incubated businesses have created 68 jobs • 35 people have been assisted to get jobs • Businesses supported -127 • Skills supported through partnership with Norwich University College of the Arts, University of East Anglia, City College Norwich
Develop a low carbon innovation centre	UEA		grow new businesses and support existing businesses in their efforts to become more sustainable	Green: ERDF Concept Application approved, which will enable a new business centre to act as a hub for business engagement. The full business plan is currently undergoing it's final development for approval

				early in 2011. LCIC activity is linking in with SNF activity and will be a key theme of the emerging LEP.
Develop a virtual one-stop shop for environmental advice	UEA		grow new businesses and support existing businesses in their efforts to become more sustainable	Green: This is linked to the development of the Low Carbon Innovation Centre as well as the development of the new LEP.
Develop a public and private sector procurement initiative	UEA		grow new businesses and support existing businesses in their efforts to become more sustainable	Amber: This activity has been put on hold as regional activity is currently being developed.
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	Amber: Partnership now in place with BRE, NPS and LCIC with a theme to grow the eco supply chain.
Support development and actions of Enterprise from Innovation Board	SNF	LAs, NRP	Commercialisation of knowledge	Green: A new Enterprise from Innovation board has been formed, with a draft action plan being developed and linked to LEP activity.
Develop Norwich Technopole	GNBP/SNF	LAs	Investment framework for knowledge economy	Green: Greater Norwich Technopole successfully developed and launched.
Support SNF sector groups to ensure focus on Greater Norwich.	SNF		Long-term sustainable economic growth	Green: Ongoing development of SNF sector activity has identified key activities in and around Norwich, with a focus on knowledge economy activity, in key sectors.

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	Action status:
Set up a Norfolk Employment and Skills Board	NCC	BDC, City, SNC, JJCP, Norfolk Chamber, Business Link	Better skilled work-force with increased aspirations	Green: The Employment and Skills Board is now established. A Skills Strategy is nearing completion. Challenges have been identified and Action Owners for each of the challenges have been identified. In many cases sub groups are being set up to look at the challenges and develop action plans to address these.
Launch South Norfolk Learning and Skills Partnership	SNC		Better skilled work-force with increased aspirations	Green : Launched 8 July 2010. Database of training providers to be created. Slow progress, but second meeting due early 2011.
Support for Norwich Learning City	City		Better skilled work-force with increased aspirations	Green: 3 network meetings held in Norwich and volunteer Community Learning Champions scheme established with £25k grant from BIS
Deliver liC programmes: STEP, Sure Futures, Community Learning Mentors, Reading Café,	liC Board	City College, City, NCC,	Improved skills and aspirations	Green: Opportunities Norwich package of activity being delivered as exit strategy for the Community Learning Mentors project - including

Vocational Skills			<p>Tackling Worklessness Operational Forum, Client Referral Service, volunteer Community Learning Champions. Also Reading Café, Personal Best and STEPs projects still being delivered.</p> <p>NB: IIC will cease in March 2011 as part of EEDA closedown.</p>
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Priority 2.2: Address known mismatches between skills availability and skills requirements

Performance measure : Participation rates, staying on rates

	Lead	Other partners	Outcome	Action status:
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	Green: Energy, engineering, ICT and Construction events held. Evaluation to follow, once Science event complete in Feb 11.
Develop the Skill Up portal to provide easier access to training for employers	NCC	Norfolk Chamber		Green: In Summer 2010 Norfolk Chamber of Commerce were approved to run the Skill Up Portal for 18 months from 1 July 2010. The portal is now up and running providing information on training providers for local businesses and employers and training opportunities for individuals. It can be viewed at www.skillupnorfolk.co.uk
Centre for Eco & Business Training.	BDC	BRE, LCIC, Teacher	Number of schools and school children involved in training	Amber: Planning application due in first quarter 2011.

<p>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.</p> <p>Plus courses for adults, local residents and businesses etc</p>		<p>Scientist Network.</p>	<p>programmes. Number of employers and employees receiving training Number of local residents receiving training. Better knowledge of Low Carbon & Healthy Living. Assisted CPD for teachers.</p>	<p>Building work to commence Spring 2011.</p>
<p>Foundation Learning Programmes including mentoring support</p>	<p>BCTS</p>	<p>Benjamin project</p>	<p>Reduction in NEET numbers with increase in progression rates.</p>	<p>Green: Delivery to maximum funding available through national contracts.</p>
<p>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</p>	<p>BCTS, EAGIT, YMCA, NTS</p>	<p>St Edmunds Foundation, Princes Trust, Probation Service, Youth Offending Team, Connexions</p>	<p>Improved employability for young people, with specific programmes to help break the cycle of re-offending and supporting routes into employment for young people.</p>	<p>Green: Delivery to maximum funding available through national contracts.</p>
<p>Support and deliver education, training and social inclusion project including Norwich NR5 Project Mancroft Advice Project</p>	<p>Future Projects</p>	<p>City College, Norfolk Constabulary, Norfolk Youth Offending Team, City,</p>	<p>Raising aspirations and increased future economic participation</p>	<p>Green: Future Project is now based in purpose built radio, music and media studios which offers young people a range of training opportunities and high quality recording studios. Future Radio</p>

(MAP)		NCC, NELM, NDC, local schools, users and community radio.		<p>continues to broadcast across the greater Norwich area</p> <p>MAP offers help for 11 to 25-year-olds, from advice on domestic violence to completing a college application or CV.</p>
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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	
<p>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</p>	City	HCA	Increased employment and raised skill levels of local Norwich residents	<p>Green: The project has gone through the tender process and a training provider has been commissioned. Delivery will begin at the end of November 2010.</p>

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	Action status
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	Green: The Norwich in 90 campaign has built on the MBA research developed by SNF two years ago. In November 2010, National Express introduced a new cleaning regime as well as WiFi on trains. There is ongoing work to feed into the renewal of the franchise in 2011, to ensure that the new franchise meets business needs.

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	Action status
Support the development of managed workspace in the north of Norwich	City		Funding secured for the development of managed workspace at Hurricane Way	Red: ERDF funding secured but funding gap still exists so project has stalled
Maximise potential of Evolutive property search by working with agents, land owners and developers to promote currently available space and to identify suitable regeneration schemes system	City , NCC	Other LAs	Retain and attract businesses including new business start-ups	Green: The Economic Development team have worked with a number of developers to promote new developments
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	City	Land owners, landlords, developers	City centre employment growth is not constrained by availability of premises and development opportunities	

annual target.				
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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	Action status
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	Green: A Norfolk strategy has been developed. SNF is working closely with NCC and BT to develop a countywide plan, which will demonstrate how local project activity can fill the gaps in existing and future BT provision.
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	Green: Norwich article published in Business in East Anglia and RCE website
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	Green: BDC support through the annual Norfolk Broads and Countryside publication only
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	Red: Norwich was on the shortlist of 4 for UK City of Culture but did not win the title. However, publicity for the competition is likely to have raised Norwich's profile.

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.	Green
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	Green: Norwich fact file continues to be used to attract inward investment and support senior executive recruitment

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	Action status
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	Green: Retail Academy established in Chapelfield Shopping Centre and operational, including delivery of Mary Portas master class.
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.	Green: Norwich City Council is helping HEART to deliver one of the most outstanding cultural heritage products in Europe as a key driver for the local and regional economy and proving that a transferable heritage model can be a dynamic agent for economic and social regeneration
Refurbishment of St Andrew's Hall	HEART	GNDP	Funding secured for the development of the Halls	Amber: HEART is working to secure funding from a variety of sources. Proposals on this scale need support from national, regional and local sources and from lottery funds, public funds, the private sector and individual donations.
Support specific promotions in the City Centre involving city centre businesses including the Norwich and Norfolk Food	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.	Green: Norwich City Council hosts and provides financial support for the City Centre Partnership manager to deliver and support specific city centre promotions such as the Norwich and Norfolk Food

<p>Festival, ShopNorwich, Vacant Shops Campaign and Norwichchristmas 2009</p>				<p>Festival, ShopNorwich, Vacant Shops Campaign and Norwichchristmas and includes the city centre vacant shops project and art trail.</p>
<p>Develop early evening economy</p>	<p>City Centre Partnership / City</p>		<p>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</p>	<p>Amber: Early evening economy research project has been undertaken and findings are being taken forward. Purple Flag status has been postponed due to loss of staff member.</p>
<p>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</p>	<p>City Centre Partnership / City</p>	<p>Norfolk Police</p>	<p>Norwich is recognised as a safe city in which to work, live and visit</p>	<p>Green: City centre radio security system developed and implemented now forms part of licencing requirements.</p> <p>The taxi marshal pilot scheme was launched 2 years ago. The marshals work on Friday/Saturday and Saturday/Sunday nights at a taxi rank which was created by means of a temporary traffic regulation order. In November 2009 following the end of a successful 12 month trial period it was agreed by the Norwich Highway Agency Committee to make this experimental rank permanent and more than 1,000 people use it at the weekend.</p>

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	Action status
Encourage new businesses back onto High Streets in Market Towns	BDC/ SNC		Attractive, sustainable Market Towns.	BDC: Amber: Two Market Town regeneration initiatives are in preparation in Broadland. SNC: Green: Market Town Task Group has now finished and a number of recommendations have been made. SNC are now in the process of preparing appropriate action plans.
Promote the Waveney Valley Rural Development Programme	NRBAS	SNC	Waveney Valley developed as a coherent and distinctive area with a branded identity	Green: Over £850k of potential project funding for projects within South Norfolk, for 10/11
Promote the Norfolk Coast and Broads Rural Development Programme	NRBAS	BDC	Norfolk coast and Broads developed as a coherent and distinctive area with a branded identity	Green: BDC actively involved in programme management.
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	Green: BDC: Ongoing activities SNC: Cittaslow in Diss very successful and links developed with local businesses. Tourism task group set up to develop strategy

Assess the vitality of Market Towns in South Norfolk through the Market Towns Task Group

[SNC](#)

Attractive, sustainable Market Towns.