

Public Document Pack

Date of meeting	Tuesday, 10th September, 2013
Time	7.00 pm
Venue	Council Chamber - Civic Offices, Merrial Street, Newcastle-under-Lyme, Staffordshire, ST5 2AG
Contact	Martin Stevens ext 2224

Economic Development and Enterprise Overview and Scrutiny Committee

AGENDA

PART 1 – OPEN AGENDA

1 Apologies for Absence

2 DECLARATIONS OF INTEREST

To receive declarations of interest from Members on items included in this agenda

3 MINUTES OF THE PREVIOUS MEETING (Pages 1 - 4)

To agree as a correct record the minutes of the meeting held on 26 June 2013.

4 HS2 WORKING GROUP STATUS

The Chair of the HS2 Working Group, Cllr David Stringer, will give a status report on the current progress of the group.

Terry Stafford, Community and Stakeholder Manager from HS2, has confirmed he will attend the meeting to give a short presentation and answer Members questions.

5 NEWCASTLE ECONOMIC DEVELOPMENT STRATEGY - YEAR TWO ACTION PLAN (Pages 5 - 20)

To report back revisions made to the Year Two Action Plan of the Newcastle Economic Development Strategy following comments made by the previous meeting of the Scrutiny Committee on 26th June and the subsequent Cabinet meeting on 17th July 2013.

6 JCB AND BLUE PLANET (Pages 21 - 26)

To review the process which led to the recent decision by JCB to take the Blue Planet building in the Chatterley Valley, and consider any lessons for future working. This includes a review of those things which worked well, those which may have been done differently and assess how the Borough Council might better pursue its efforts to bring more inward investment to the Borough in the future as a result.

7 LOCAL ENTERPRISE PLANNING CHARTER

To consider a report on the Local Enterprise Planning Charter. This document will be sent to follow.

8 WORK PLAN

(Pages 27 - 30)

To discuss and update the work plans to reflect current scrutiny topics

9 URGENT BUSINESS

To consider any business which is urgent within the meaning of Section 100B(4) of the Local Government Act 1972

Members: Councillors Mrs Astle, Miss Baker (Vice-Chair), Cairns, Clarke, Holland, Jones, Loades, Matthews, Olszewski, Stringer (Chair) and Wilkes

Members of the Council: If you identify any personal training/development requirements from any of the items included in this agenda or through issues raised during the meeting, please bring them to the attention of the Democratic Services Officer at the close of the meeting.

Meeting Quorums :- 16+= 5 Members; 10-15=4 Members; 5-9=3 Members; 5 or less = 2 Members.

Officers will be in attendance prior to the meeting for informal discussions on agenda items.

ECONOMIC DEVELOPMENT AND ENTERPRISE SCRUTINY COMMITTEE

Wednesday, 26th June, 2013

Present:-	Councillor David Stringer – in the Chair
Councillors	Miss Baker, Cairns, Clarke, Holland, Jones, Loades, Matthews, Olszewski and Wilkes
Officers	Neale Clifton (Regeneration and Development) Joanne Halliday (Head of Housing and Regeneration Services) Simon Smith (Regeneration and Economic Development Manager) Martin Stevens (Democratic Services Officer)

1. **APOLOGIES**

There were no apologies for absence.

2. **DECLARATIONS OF INTEREST**

There were no declarations of interest.

3. **MINUTES FROM THE PREVIOUS MEETING**

The minutes of the meeting held on 20 March 2013 were confirmed as a correct record.

4. **NEWCASTLE ECONOMIC DEVELOPMENT STRATEGY - YEAR TWO ACTION PLAN AND YEAR ONE REVIEW**

The Regeneration and Economic Development Manager presented a report on the Newcastle Economic Development Strategy. Cabinet had agreed the strategy for the Borough at its meeting last May following consultation with partners and the local business community on an earlier draft. When the preparation of a new Economic Development Strategy had first been discussed, it was initially proposed to provide a mid term report half way through the five year horizon of the strategy but Cabinet had instead requested an annual review. The appendix to the report provided a review of the Year One Action Plan and set out a proposed Year Two Action Plan. The action plan, like the strategy itself, was based around four themes, economy, place and infrastructure, people and image and marketing. He gave a status update on some of the actions contained within the plan.

A Member stated that it was important to communicate the initiatives that the Borough were undertaking. It was also important to communicate them to Members of the Council so they could help keep their ward informed. He added that there were certain initiatives which would benefit from publicity outside of the Borough area, which were important for tourism. The Regeneration and Economic Development Manager in response stated that they were important points which could be conveyed to Cabinet.

A Member asked about the status of the Economic Development local plan. In response the Executive Director for Regeneration and Development stated that a timetable would be received by Members by the end of the calendar year.

A Member enquired about the status of the Ryecroft development scheme. In response the Executive Director for Regeneration and Development stated that the Council was currently preparing the financial information for the business plan before proceeding to market. It was important to have a clear understanding before proceeding to market in the autumn.

A Member asked if there was a breakdown of the apprenticeships and family initiatives which the Council had played a part in securing. He stated that there was a considerable amount of people aged between 24 and 30 that were finding it hard to obtain jobs and that this age group should be targeted.

A Member enquired whether the Council was doing every thing it could to attract funding from agencies within the region. The Regeneration and Economic Development Manager in response stated the Council was working with Stoke-on-Trent on receiving some new European funding. An event had also been held last Friday to which a number of companies had been invited. The companies invited were encouraged to look at apprenticeship opportunities. As a consequence of this event, he believed a number of apprenticeship opportunities had been offered.

A Member asked what the Borough Council was doing to encourage start up businesses. In response, the Regeneration and Economic Development Manager stated that there were a number of initiatives currently taking place, one of which was the pop up shop trial.

The Regeneration and Economic Development Manager undertook to given a written response to a number of questions from Members, these included what assistance was available for graduate business start up, an age breakdown of FEI customers, some information on what the Council was doing to promote Apedale County Park and the Borough generally for tourism, an update on talent match and the total number of apprenticeships as part of the 100 in 100 event.

The Chair requested an idiot's guide to the main strategies for Members' use with the key points for each strategy incorporated. This would ensure Members were better informed in the future. He also asked that a simplified version of the Action Plan be made available to all Elected Members and that the Year Two Action Plan should have more definitive deadlines for the expected completion of individual Actions.

5. TOWN CENTRE PARTNERSHIP - BUSINESS PLAN

The Town Centre Manager introduced a report on the Town Centre Partnership Business Plan. The plan was an evolving document and the action plan had in fact been updated since the last meeting of the Scrutiny Committee. The Partnership was a private sector led initiative with a vision of becoming the best market town in Staffordshire. He referred to the management structure of the board, which was detailed in the business plan.

The Town Centre Manager stated that the partnership was encouraging businesses to sign up. The Lymelight festival which had been run on a small budget by the business community had been a success and it was hoped that this would become an annual event. He was working on a wider events programme for the Town. One of the aims of the partnership was to make Newcastle a student town. They were

looking to improve the links with Keele University to attract more students to the town. A Freshers event was going to be held in order to encourage students to make better use of the town. He was pleased to see new shops appearing in the town. Prospective businesses now had a single point of contact, which allowed for better facilitation.

A Member asked how footfall was going to be monitored in the town. In response, the Town Centre Manager stated that this was monitored by asking a number of businesses within the town centre for their own figures. Members questioned whether there was merit in the Partnership completing their own footfall survey. In response the Town Centre Manager stated that it was expensive to carry out such a survey and they did not have the available budget at the present time to carry out the research. The data from the businesses was going to be provided to the next board meeting. The Portfolio Holder offered to report back from the board meeting with the data. A Member stated that it was hard to judge the success of the partnership without quality data for analysis. In response to a question from a Member, the Town Centre Manager confirmed that 14% of shops in the town were empty.

A Member praised the approach of having key events within the Town as a way of bringing people into the Town. He thought that as events were held, other community groups would be encouraged to hold their own within the town.

A Member stated that it was important to ensure that markets didn't decline, citing the Charities Market as an example. He thought longer-term market research was a useful approach to finding out what the public wanted to better inform businesses in the future. He suggested that an application for the Town to become a Business Improvement District was important. In response the Town Centre Manager agreed that lessons could be learnt from the markets already in place and there was certainly an argument for more of a collective strategy. He agreed that events were important and it was hoped soon to have a jazz and blues event. He agreed that market research was important and not necessarily just within the town but more widely across the Borough. To become a business improvement district was one of the districts longer-term goals. He was pleased to report that the Partnership's website had received over 2000 hits in the last two weeks. A number of promotional items were being given to the shops to help advertise the new website. The Executive Director for Regeneration and Development stated that the outside market was a Borough led operation ultimately but it was important to have the input of the Town Centre Partnership. A report would be received by Cabinet on the 17 July with a number of proposals for the improvement of the outside market within the Town.

RESOLVED: That a representative from the Town Centre Partnership be invited to the Committee in approximately six months time.

6. **BROADBAND**

The Chairman referred to the Broadband Newsletter which had been circulated with the agenda. He was pleased to have read that the County Council would invest £7.83m, BDUK £7.4m and BT £12.47m over the lifetime of the project. It was hoped that the Broadband Manager of the Superfast Staffordshire Project, Paul Chatwin would be able to attend the next meeting of the Scrutiny Committee.

7. **HOME IMPROVEMENT AGENCY SERVICES**

The Head of Housing and Regeneration Services introduced a report on the Home Improvement Agency Services. The service had been initially setup to help

vulnerable households to repair their homes and specifically with adaptations through the Disabled Facilities Grant programme.

The Head of Housing and Regeneration Services outlined the options available to the Borough Council. Option A was to provide a service in-house. If this option was taken forward it was likely that funding from the Support People Grant would be lost. There would be large setup costs and there was a significant risk that it would be more expensive than the current service delivered. The customer experience would also not be as smooth. Option B was to retender the service as a Borough only service. This would require the Council to tender for the services outside of any county wide arrangement. Option C was to retender in partnership with Staffordshire County Council. It was believed that this option would be value for money and give a better resourced and co-ordinated service. The contract would be for four years.

The Executive Director for Regeneration and Development stated that a decision was still to be reached on whether Cabinet would make the final decision on the Home Improvement Agency Services or the Portfolio Holder.

Members agreed that it was important to have safeguards in place to ensure that the Borough's residents were not waiting an unreasonable time for the service compared to other authorities. They also felt that it was important for energy efficiency to be automatically considered during every project. There was a discussion about the pros and cons of not for profit organisations and profit making organisations.

RESOLVED: That the Scrutiny Committee recommends Option C – Retender the Home Improvement Agency Services in partnership with Staffordshire County Council.

8. **WORK PLAN**

The Chairman reported that Democratic Services would be working with him to reform and update the work programme which would then be reported to the next meeting of the Committee. A meeting of the HS2 working group was intended to be arranged in the near future, with the intention of following this up with a second meeting inviting stakeholders to obtain their views on the issue which could then be reported to Cabinet.

9. **URGENT BUSINESS**

There was no urgent business within the meaning of section 100 (4) of the Local Government Act 1972.

COUNCILLOR DAVID STRINGER
Chair

NEWCASTLE-UNDER-LYME BOROUGH COUNCIL

REPORT TO ECONOMIC DEVELOPMENT AND ENTERPRISE SCRUTINY

COMMITTEE

10TH SEPTEMBER 2013

NEWCASTLE ECONOMIC DEVELOPMENT STRATEGY: YEAR TWO ACTION PLAN AND YEAR ONE REVIEW

Submitted by: Neale Clifton, Executive Director, Regeneration and Development

Principal author: Simon Smith, Regeneration Manager

Portfolio: Economic Development, Regeneration and Town Centres

Ward(s) affected: All

Purpose of the Report

To report back revisions made to the Year Two Action Plan of the Newcastle Economic Development Strategy following comments made by the previous meeting of this Committee on 26th June and the subsequent Cabinet meeting on 17th July 2013.

Recommendations

That the revisions made to the Borough's Economic Development Strategy Year Two Action Plan, following consideration by this Committee, be approved and that the Portfolio Holder be advised accordingly.

Reasons

- (a) To ensure that the broad objectives contained in the agreed strategy are converted into realisable actions. .
- (b) To consider progress made in the last year, and
- (c) To reflect views expressed by both the Economic Development and Enterprise Scrutiny Committee and Cabinet.

1. Background

Cabinet agreed a new Economic Development Strategy for the Borough at its meeting in May last year following consultation with partners and the local business community on an earlier draft. Printed copies of the strategy, illustrated with plans and photographs, have since been widely disseminated,

including to Cabinet Members. The approved strategy has a five year timescale (2012-17) and included the preparation of an Action Plan for Year One (2012-13) which identified a number of concrete actions which could be taken in a shorter time scale.

At its meeting in June, this Committee considered the review of last year's action plan (Year one) and considered the actions proposed in the year Two Action Plan. Comments made at that meeting have now been taken on board and the Action Plan revised accordingly. Where possible also, following comments received from Members of both Cabinet and Scrutiny Committee, actions are expressed in SMART form. Also the actions which are being led mainly by the Council have been highlighted in bold text in order that Members can focus upon those matters falling within the Council's control.

2. **Issues**

- 2.1 No new issues are raised since the report considered by you in June; Members are invited to review the refreshed Action Plan and to consider whether sufficient clarity is provided about the nature and timescales of the Council's actions.
- 2.2 Amendments to the draft Year Two Action Plan were considered at your meeting in June. This report modifies the draft plan in light of the comments and suggested additions put forward at your last meeting.
- 2.3 This Committee's previous comments, queries and suggestions regarding:-
 - assistance available for graduate business start-up
 - promotion of the Borough for Tourism
 - the Family Employment Initiative
 - talent Match and;
 - apprenticeships

have all been taken on board in the detailed text contained in the appendix to this report which has now been modified and updated.

3. **Outcomes Linked to Corporate Priorities**

An Economic Development Strategy falls within the Borough Council's corporate priority of 'Creating a Borough of Opportunity'.

4. **Legal and Statutory Implications**

It is not a statutory requirement on the Council to prepare an Economic Development Strategy though it is good practise to do so and to take decisions against the background of agreed priorities, up to date data and following consultation with partners.

5. **Equality Impact Assessment**

No differential impact had been identified. Specific actions which are designed to improve the prospects of particular sections of the community (for instance, those without work), will be subject to subsequent reports, which may themselves require an EIA.

6. **Financial and Resource Implications**

Where actions are proposed which require proposals for expenditure these will be the subject of specific reports to Cabinet. The Economic Development Strategy and the annual Action plans will provide context for that expenditure but there is no presumption that funding will be met by the inclusion of an action within the Action Plan and any action requiring Borough Council expenditure will be subject to its own report and justification.

7. **Major Risks**

These will be dealt with project by project.

8. **List of Appendices**

Year One Action Plan Review 2012-13 and Draft 2013-14 Action Plan.

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Economic Development Strategy 2012-17 Year One Action Plan 2012-13 Review and 2013/14 Actions

B2B Business to business			
No.	Action	2012-13 review	2013-14 Actions
Business – Objective: Strengthening the Business Base			
1	We will develop a long-term economic strategy built on 'diverse specialisation', aiming to increase both the proportion of knowledge intensive employment and the proportion of high quality jobs in retail, leisure, tourism and distribution	1.1 This objective cuts through the strategy as a whole and actions which flow from it are covered in the other sections	
2	We will develop a co-ordinated enterprise strategy	2.1 Produce 'route map' to setting up a business, concentrating on council services	Simple route map for food businesses being set up as a trial, others to follow, including generic business start-up.
		2.2 Seek funding to ensure continuation of North Staffordshire District Enterprise & Education Partnership group (DEEP)	Unable to establish appropriate funding to support continued employment of the education/business co-ordinator after Staffordshire partnership funding ran out in July 2012. However, the successful Job Carousels, developed by the DEEP group are being reintroduced from Feb 2013.
		2.3 Pilot single telephone contact point for local business support and link from Stoke & Staffordshire Local Enterprise Partnership; (The LEP) website	The Helpline was launched in Feb 2012 as a six month pilot scheme which has now been extended to a full time, 6 day a week service contactable by telephone and e-mail. The contract for delivery for the first 6 months was held by NSCCI but is now with Winning Moves.
		2.4 Develop innovative ways of engaging young people in enterprise activities	Job Carousels re-introduced from Feb 2013 to give primary school children a taste of the many career paths open to them in the future, 8 schools have already expressed an interest in running carousels and a bank of around 30 employees from a wide range of local businesses has been set up to service them.. LYLM 'schools market' trialed in Jun/Jul 2012 with 6 schools taking part and more expressing an interest in future events. This will be repeated in 2013.
			Revamp of council website planned for autumn 2013 which should improve customer journey. Continue to add more business options to the route map, encompassing all NBC services by Mar 2014
			LEP in talks with NuLC and Keele University re setting up an Education Business Partnership - meeting with potential partners Sept 2013. Work up bid to submit for LEP funding Dec 2013. Interest from the LEP education trust in exploring Job Carousels as a way to enable young people to have more informed career choices - decision expected by Mar 2014.
			Continue to promote the Helpline as a first point of contact for businesses seeking help and advice. Funding to develop business support offer sought via LEP - LEP EFSIS draft submission Oct 2013; final submission Jan 2014, spring 2014 agreement of EFSIS.
			Sept 2013 - Jun 2014 - Continue to engage with schools and volunteers to develop Job Carousel format, 8-10 carousels held, 20-25 businesses engaged; Dec 2013 - explore appetite for schools Christmas market; July 2014 Hold another schools market to encourage young entrepreneurs (aim for 6-8 schools involved); Participate in NULC town centre enterprise day - July 2014

2.5 Continue to grow and develop the Newcastle Business Boost competition	Highly successful year again, including bringing in a new sponsor, the County Council. 24 Newcastle-based businesses entered, most of which went on to submit a business plan for the second round. Three overall winners were presented with cash prizes at an awards ceremony attended by over 80 people.	Final judging and awards evening Oct 2013; first planning meeting for 2014 - Feb 2014 (may consider changing format to reflect current business needs and possibly incorporating 'Enterprize'); launch of 2014 competition - May 2014. Aim for 25 entrants from across the borough.
2.6 To provide business events in line with The LEP with the aim of unlocking the potential of the private sector	The LEP has held a number of dissemination events for Staffordshire businesses throughout the region. The Make It team has also held commercial property events. The Stoke and Staffordshire website also publicises partner events on its website	Will need to be intergrated with LEP EFSIS - draft submission Oct 2013; final submission Jan 2014, spring 2014 agreement of EFSIS
2.7 Actively manage business pages of NBC's website	This is ongoing. The council website is being revamped in 2013/14 which improve the customer journey.	Revamp of council website planned for autumn 2013 which should improve customer journey. Update pages at least quarterly (Oct 2013, Jan 2014, Apr 2014)
2.8 Introduce Planning Charter Mark		Cabinet 12/12/12 approved proposals on the steps likely to be required to achieve Planning Charter Mark status in 2013
2.9 Delivery of faster and more reliable broadband across Staffordshire	The BDUK Superfast Broadband project in Staffordshire is underway, the BDUK allocation of £7.44m has been match-funded by the County Council. A project manager has been appointed to keep stakeholders informed and ensure they are ready to assist with the delivery phase.	Ongoing in 2013-14. Delivery phase to commence in this financial year.
2.10 Establish business enterprise coach in Newcastle. Initially focusing on unemployed people.	Newcastle Business Enterprise coach established working with unemployed people based centrally at the Civic offices, Guild Hall and Library. 27 people assisted to start a business and 12 business starts	Continue to support and promote the Newcastle Business Enterprise Coach by providing rooms at the Civic Offices and Guildhall. Also, attend activities to provide business advice and support as required.
2.11 Set up Newcastle Partnership Social Enterprise	Newcastle Partnership have completed work to identify public services across the Borough with potential for SE delivery and gaps in provision that could be commissioned by SE	Continue to work with Newcastle Partnership to implement the recommendations from the Social Enterprise sub group.
2.12 Work with local business community to develop proposals for funding from the Regional Growth Fund	GE Power Conversion successfully applied for a grant from the RGF in 2012 to enable the expansion of its Butt Lane factory	Support for the company in meeting BIS requirements of the grant offer. Support for the company in addressing any planning requirements in advance of submitting plans for the proposed development. Support for the company in organising a workforce development conference of firms within the sector to address common skills and workforce issues. The availability of RGF will be further promoted via the Make It team and the Chamber of Commerce. It should be noted that the Council supported JCB in achieving a grant offer which facilitated its acquisition of the Blue Planet building in the Borough for use as the company's logistics hub.

3	We will support development of emergent knowledge intensive sectors, building on higher and further education expertise	3.1 Develop the Business and Innovation Group (BIG) to support high growth companies	BIG set up as informal partnership comprising Keele and Staffordshire Universities, KSBP and NSCCI. Has held a number of events including the Technology Strategy Board and one on exporting. Over 100 businesses supported this year	Continue to develop the BIG offer, particularly staging events that other organisations cannot offer on their own, including access to European funding based around networks and collaborations. Target is to assist an additional 100 businesses.
		3.2 Mentoring & work placements for students wishing to pursue a science based career	NuLC running the 'Britten Academy' for VIth formers studying Maths/Economic/Accountancy which will include a mentor and work experience.	Ongoing in 2013-14
		3.3 Use 'Career Academies' to raise aspiration and attainment for young people	NuLC no longer affiliated to the organisation 'Career Academies' but using a similar model (mentors, guru lectures, placements, etc). NBC mentored one student and offered two paid placements during 2012-13. The Enterprise & Business Academy is working closely with Argos and includes a 'Dragon's Lair' competition for students.	On-going in 2013-14. Looking at developing more flexible ways for employers to engage with courses.
		3.4 Attract more young people into education, training and employment through the STEM sectors	NuLC actively promoting STEM to 6th formers. Student mentors include representatives from Siemens and Alstom. STEM profile raising events held by LEP and STEM prioritised as a key curriculum area.	NuLC looking for more employers to offer work experience relevant to STEM students.
		3.5 Promote Keele University as an exemplar of environmentally aware and sustainable campus to demonstrate the expertise offered and grow the low carbon & environmental sustainability expertise in the Borough	Approximately 12000 people have visited the hub including borough schools and a wide cross-section of demographics have visited, particularly on the Community Day. A vertical axis wind turbine developed by a Keele based business has been erected on site and Nissan have donated a zero emissions car for use on campus. Environmental Masters' students are based in the hub who are required to undertake an industrial project as part of their qualification.	Ongoing in 2013-14 (more details can be obtained the Sustainability hub strategy)
4	We will support development of the professional and business services sector	4.1 Continue the development of Finest as the region's leading professional services network	finest has continued to offer its members a comprehensive programme of lectures, talks and seminars, to encourage B2B activities and collaborations and to promote training at all levels including senior management. Futurefinest continues to provide mentoring, networking, social and CPD opportunities for young professionals. NBC held its annual 'meet the chief executive' event at J2.	As finest enters its 10th year of operation it plans to refocus its activities on business basics concentrating on member to member business generation, standards and training, economic development, business opportunities and investment. Restructuring of the Steering Group and working groups Oct 2013. NBC to hold another 'meet the Chief Exec event' by Mar 2014.

		4.2 Bring forward suitable business accommodation in Newcastle Town Centre. See also 8.4, 8.5 and 8.6	1. Work on new 'Civic Hub' project which aims to co-locate Borough and County Council employees and bring outlying staff into the town centre. 2. Work on 'seeing is believing' brochure which aims to convince agents and developers of the potential (and suitability) of town centre office sites for office development and deter recourse to out of town development. 3. Discussions with agent acting for Blackfriars site to share market intelligence and enquires. 4. Support for Morston Assets in seeking funds for the refurbishment of Blackburn House.	Continue to progress actions listed in 2012-13 (Civic Hub, Blackburn House, Blackfriars, Utilise the 'Seeing is Believing' to market town centre development opportunities)
		4.3 Encouraging local procurement of professional services	finest continues to promote member and public sector procurement opportunities on its website.	Plans to develop good practice examples with NBC Procurement Officer and to disseminate these to other local authorities.
5	We will make the most of the Borough's successful logistics sector	5.1 Marketing the Borough for inward investment	1. Worked with the 'Make It Stoke and Staffordshire' Inward Investment team to prepare promotional copy about the area. 2. Prepared North Staffs investment brochure. 3. Responded to development enquires with appropriate property options in the Borough. 4. Worked with the Make It team and Mickeldore to identify prospective growth sectors which North Staffordshire has a realistic prospect of success and developed marketing strategies to target these.	Continue to progress actions listed in 2012-13 (Make It, Mickeldore, North Staffs brochure, responding to development enquiries)
		5.2 Exploit the PR value to the Borough of the outstanding environmental standards attained by the Blue Planet building	This is used in much of our promotional material.	As 2012-13 JCB announcement fully exploited.
6	We will seek to optimise the benefit to local companies from public sector procurement.	6.1 Make more use of the Think Local for Business (TL4B) website to promote business opportunities	TL4B has now been incorporated with Lichfield, Tamworth and Stafford districts as founding members. A business manager has been employed to increase membership. Membership of Newcastle businesses has grown over the last 12 months, albeit only slightly.	TL4B company has ceased trading. Need to explore other opportunities to promote B2B activities, possibly through the LEP EFSIS bid (see timetable in 2.3).
		6.2 Set up procurement hub on council website for lower value contracts	Procurement hub ready to go live, but delayed whilst the Procurement Gateway Process and expected outcomes were rolled out to each of the departmental management teams. This has now been completed.	Roll out of the procurement hub.
		6.3 Set up internal 'gate keeping process' to provide assistance to officers preparing larger contracts	The 'gate keeping process' is the procurement gateway process mentioned in 6.2. A briefing paper was submitted to Executive Management Team and ratified and presented to departmental management teams.	Inform NBC business managers of next steps

		6.4 Development of 'Platform' as a North Staffordshire contracts portal covering all sectors	As part of the Staffordshire Procurement Group three District Councils have agreed to contract with Bravo Solutions as a provider for their E-Tendering platform. Stoke City Council already has the Bravo platform in place and has rolled training out to local providers in utilising this solution.	Further development work around a Staffordshire platform.
Place and Infrastructure – Objective: Physical Transformation				
7	We will draw up a Masterplan to guide the future development of Newcastle Town Centre	7.1 Further development of the Newcastle Town Centre Strategic Investment Framework (SIF) - see further Objective 18	Cross refer to the projects in objective 18	Cross refer to the projects in objective 18
		7.2 Bringing forward the development of a major new retail scheme for the Ryecroft site (further detail see 8.1)	1. Engaged expert commercial advisor (Cushman & Wakefield) to help secure a development partner for the site; 2. agreed marketing plan for the scheme; 3. commissioned planning consultants to advise on appropriate planning policy document to make the case for comprehensive treatment.	Aim to secure preferred development partner by Spring 2014, complete Development Agreement, apply for planning permission and sign up key anchor tenants by the end of 2014.
		7.3 Bringing forward the development of a new Civic Quarter potentially on council owned land at Nelson Place or the Ironmarket	This project has now been subsumed within the 'Civic Hub' proposal intended to co-locate all Newcastle-based County Council and Borough Council staff. Business case under preparation as well as options appraisal of potential sites within the town centre.	See comments in 2012-13; make outline business case for scheme, secure commitment of two councils, complete site options appraisal by autumn 2013; full business case completed by Spring 2014.
		7.4 Securing the satisfactory redevelopment of the former Blackfriars Bakery site, Pool Dam	No success to date.	Discussions will continue with agent and developer and potential enquiries shared. Unsuitable proposals will not be supported.
		7.5 Adoption of design briefs for each of the town centre's three key development sites (see 7.2, 7.3, and 7.4 above) as agreed planning policy	Design briefs completed and will be subsumed within proposed Town Centre SPD.	Incorporate proposals for the three key sites in the next Planning Policy document for the area.
8	We will bring forward proposals for retail and business accommodation in Newcastle Town Centre with priority placed on growing its professional services and a distinctive retail offer	8.1 See also 7.2: Procure development partner for the Ryecroft scheme (ensuring that the partners' Development Agreement makes provision for elements which play to the town's qualities (a department store, a quality food store, family friendly eateries/ restaurants); ensure scheme design encourages the circulation of retail footfall around the town).	Formal marketing not yet underway; aim is to secure development partner by Summer 2013 selected on the basis of those stated objectives (and others)	See comment at 7,2
		8.2 Town centre promotion (including that of its independent shops offer) see further Objective 18	See section 18	See section 18
		8.3 Develop a new Civic Centre with co-located services between NBC, SCC and the PCT	see 7.3	see 7.3

		8.4 Market key town centre development sites for office development	see 4.2	as 2012-13; explore potential for addition resource from Make It to ensure that this is given greater priority (especially while the Hanley CBD is not available); detailed discussions with agent acting on behalf of two known large scale office enquiries.
		8.5 Bring Blackburn House back into use	Successful bid for funding from the Growing Places Fund. Not yet taken up as Morston now seeking a pre-let prior to committing to refurbishment. Sharing market intelligence and enquiry information with Morston in respect of two current large scale office enquiries.	Successfully bring one of two known enquires to fruition.
		8.6 Market Lancaster Buildings for office occupation	Advertising of the availability of the 2nd floor offices has continued both on the Borough Council's website and via the appointed estate agent. Unfortunately the second floor offices remain vacant.	Continue to market the remaining office space for occupation including exploring innovative models for new business occupation in conjunction with Keele University.
		8.7 Undertake complementary investment in the town centre to attract further developer interest, in line with the Town Centre Strategic Investment Framework (see further objective 18)	See detailed commentary Objective 18	
9	We will promote the further development of Keele Science and Business Park	9.1 The development of further Innovation Centres and the Conference Hotel	University has decided not to develop the conference hotel itself but to seek interest from hotel operators to build and run the hotel. Currently in discussions. Likely to be 150 beds. Would support the university's conference business. Staffs County Council are in talks with an anchor tenant to take a third of the planned IC5. If agreed, this will trigger its construction, later in 2013. The three storey building provides for labs on the ground floors and two storeys of offices over.	Secure sufficient interest in IC5 to encourage SCC to begin construction. Support, where possible, university actions to find a hotel developer.
		9.2 Marketing of the Science Park for inward investment of further high tech businesses	The university has prepared a marketing brochure to promote interest in IC5 (see 9.1) and is actively working with the Make It team to promote the area and the science park for inward investment, including a presence at the UK Renewables Conference at Glasgow last year and sponsorship of Make It's trip to the Mippim Conference in March.	Insider Magazine investor event planned. Ongoing in 2013-14. It will also host the Midlands Insider Property event Spring 2013.
		9.3 Successful occupation of the Nova Centre by graduate enterprises and other businesses	The Nova Centre is now full with 16 small companies based here (some hot desking). Currently looking at how to sustain the model and ensure that (a) businesses currently based here are able to stay in the area after their two year business occupancy expires, and (b) space is freed up for new enterprises	Develop strategy to help tenants move on after 2 years - may include potential accommodation on campus

10	We will enable the development of higher quality housing for current and future residents, with an explicit aim to increase the attractiveness of North Staffordshire as a home to affluent residents	10.1 Identify housing development sites specifically for 'high earners' in the Site Allocations Development Plan Document	Local Plan is still at the 'Issues and Options' stage.	The Council, as local planning authority, will be confirming its preferred approach to the preparation of a planning policy framework in the second half of 2013/14.
11	We will bring forward new sites for employment and housing through the Site Allocations Development Plan Document to enable the further growth of the Borough.	11.1 Identify an appropriate and attractive range of new employment sites in the Site Allocations Development Plan Document to replenish the supply of development land in the Borough	Local Plan is still at the 'Issues and Options' stage.	As above.
People – Objective: Transforming Ambition				
12	We will raise skills, reduce worklessness and raise aspirations as a core element of all transformational strategies	12.1 Equip young people and adults with basic employability skills required by local businesses based on research into local employers needs	NULC further development of Employment and Skills agenda. Specific work to encourage more apprenticeships through the 100 in 100 campaign launched during national apprenticeship week March 2013	Promote the Council's shared apprenticeship scheme with partners to recruit 12 apprentices. Interviews planned for May - August 2013. Support the Talent Match project to encourage young people aged 18-24 yrs unemployed for 12mths, into training and employment.
		12.2 Provide a programme of support and training back into work to reduce worklessness	Family Employment Initiative continues to work with people across the Borough and has engaged with 288 people, supported 117 into training and 82 people into employment. Continue to coordinate Newcastle Employment and Skills Group to enable further joint working especially in relation to welfare benefit cuts.	Coalfields Regeneration Trust ceased funding to all FEI's from May 2013. The Knutton FEI closed July 2013. We will continue to seek funding for non mandatory support to encourage people into training and employment.
13	We will work towards getting the right skills mix to increase productivity	13.1 Identify business growth sectors over the next 5-10 years and identify the specific skills required within these sectors.	Work with Make It inward investment team to develop a sector-specific marketing campaign based on the recommendations of last year's Mickledore study.	LEP Education Trust established to improve links between business, schools and education and training providers. Also to match supply to demand and identify communication and networking opportunities. Develop annual calendar of events.
14	We will stimulate demand for higher skills and create opportunities for people to acquire skills for current and future industrial structure	14.1 Increase the number of people in Stoke and Staffordshire qualified to graduate level and above	LEP Education Trust Established. Council representation on the Communications and Networking group.	LEP Education Trust will promote a calendar of activities that seek to raise the achievements of pupils and students and to raise educational and training aspirations. Work will focus on schools and business links, supply and demand and communications.
'Image and Marketing' – Objective - Transforming Perceptions				
15	We will develop an external marketing strategy for the Borough	15.1 Support the work of the 'Make It' team	Fortnightly team meetings to share market information, current enquiries and prospective leads. Follow up leads and offer sites and premises which meet clients' requirements.	Continue to pursue, as column three
		15.2 Produce North Staffordshire Employment Land Compendium	Work under preparation, completion planned March 2013.	Design and production of the North Staffs site Brochure widely disseminated amongst local and regional agents.

		15.3 Actively develop links at strategic and operational levels with The LEP	Enterprise and Skills Implementation Group wound up in 2012 to focus on the establishment of the Stoke and Staffordshire Education Trust.	Continue to play an active role in the Education Trust Communications and Networking Group, as well as Board Level engagement and task/finish groups such as those preparing an economic strategy for the LEP area.
We will improve the quality of life offer for current and future residents	16.1 Confirm existing customer profile of town centre users to see if any changes since previous surveys carried out	After discussion with the TCP shadow board it was agreed that this work would be deferred until the town centre manager was in post.	Newcastle TCP Marketing theme group is looking at target markets - report expected Jan 2014.	
	16.2 Identify gaps from the research and define target market for marketing campaigns	See 16.1	See action 16.1	
	16.3 Develop appropriate marketing material for town centre assets	Town centre website, commissioned by NULTCP under construction (launch planned for Apr 2013).	Newcastle TCP website launched in May 2013; newsletter under discussion, decision expected Oct 2013; map for students - Sept 2013. Kidsgrove canal noticeboard erection by Dec 2013.	
	16.4 Develop marketing strategy for Newcastle Town Centre and the market	Marketing strategy for Newcastle town centre currently under development by the NULTCP. The aims of the strategy are to raise Newcastle Under Lyme's profile as a destination for retail, leisure and business, develop and promote a consistent brand image based on the overall Town Centre Partnership vision, bring cohesion to town centre marketing messages, develop and promote a year-round programme of professional and community-led events. The first event NULTCP event of 2013, Keele RAG parade, took place in Mar.	Newcastle TCP Marketing theme group is looking at marketing strategy - report expected Jan 2014. Kidsgrove marketing strategy completion by Mar 2014.	
	16.5 Complete public realm works	Works in the Ironmarket and Barracks Road / the Bus Station complete by September 2012. Works to introduce a new taxi rank at lower High Street commenced in February 2013. A test market stall was installed in December 2012 for evaluation although the process of evaluation was somewhat disrupted by the weather.	Complete pedestrianisation of Hassell Street April 2014. Complete installation of new market stalls April 2014.	
	16.6 Refurbish three Town Centre Subways	Preparatory work with the County Council to investigate paint systems	Enderley Street Subway refurbishment start June completion planned for September 2013. Bridge Street subway refurbishment and community arts project start August, expect to be complete November 2013 Liverpool Road subway refurbishment and community arts project planned to start March 2014 due to complete November 2014.	

		16.7 Provide new community facility in Silverdale	Secure additional funding from HCA to provide adequate services for the facility, transfer the community facility land from HCA to the Council.	Appoint contractor - May 2013, sewer diversion works start May completed June 2013. Build programme start May and due to complete November 2013, complete Heads of Terms between the Council and SAFC for management of the facility October 2013
17	We will support the development of North Staffordshire's 'experience economy'	17.1 Continue to work with the Destination Management Partnership (DMP) to make the Borough a more attractive prospect for visitors, including business tourism	NBC continues to support the work of the DMP. A successful ERDF bid by the DMP has secured £500k additional resource for tourism activities in Staffordshire. Two 'Out & About' guides have been published along with the annual 'Enjoy Staffordshire' tourism guide. In addition, user information collected from the website has been used to send out targeted e-mails promoting events (e.g. the Food festival in May 2012)	Ensure all town centre special events are promoted through the DMP media resources - ongoing. Ambassador programme commenced Jun 2013; tourism business support prog commenced Jun 2013; Staffordshire visitor information strategy - Mar 2014
		17.2 Work with Keele university and Keele University Students' Union to bring more students into town	The TCP is building up links with Keele at a variety of levels. The TCP board includes a member of the senior management team. The TCM is also engaging with the Students' Union. Plans are in hand to re-introduce student nights on a Thursday in the town centre and a RAG parade is due to be held on 9th March. Student volunteers also participated in the Christmas Lights switch on and Dickensian Market	Student map of town centre - Sept 2013; Freshers and re-freshers fair attendance - Sept 2013 and Jan 2014; Keele band performing in town Jun 2013 (other events ongoing from Oct 2013); Student volunteers engaged in lights switch on - Dec 2013 and Lymelight festival - May 2014.
		17.3 Work with DMP to encourage more take up of membership by Newcastle businesses	No specific work undertaken on this action due to focus on town centres although NBC supports DMP initiatives to grow membership	Ongoing in 2013-14
		17.4 Bring St Giles & St Georges back into use	Unsuccessful attempt to lease to local RSL (refurbishment too expensive). Currently in discussions with local charitable organisation.	Continue to explore re-furbishment options; potential redevelopment to be considered only when other options exhausted.
		17.5 Encourage greater use of Jubilee 2 (J2) conference facilities	A Business Panel and a Finest event have been held at J2. Have worked with the J2 project manager to develop a business offer.	Ongoing in 2013-14 including working with town centre businesses to provide a package of discounts and special offers for the mutual benefit of members and retail outlets in the town centre - Mar 2014.
		17.6 Promote the Borough's qualities to existing and potential visitors and residents	This is ongoing but a significant revamp of the tourism pages on the website took place in July to coincide with the 'Newcastles of the World' summit. The Facebook sites are used on a daily basis to keep people apprised of	Use town centre website to further promote Newcastle town centre. Improve tourism information on NBC's new web pages when complete - Mar 2014.
		17.7 Develop better links between the town centre and the New Vic Theatre	New Vic MD sits on TCP board and champions the Marketing & Events group. New Vic Youth Theatre seniors performed in town as part of the Christmas lights switch on	This action is completed
		17.8 Improve/diversify the cultural offer within the town centre	A number of different cultural events were held in the town centre including a Food festival in May, the Jubilee Music Festival in May, specially produced open air drama pieces by GCSE students from Newcastle School and a five week	Plans for 2013-14 include the 'Lymelight' music festival in May, Jazz & Blues Festival in May, Global Groove in July, Bread beer & Buskers in Aug. Application to ACE for NTC cultural animation programme November 2013 - March 2014

We will use the Strategic Investment Framework as the basis for investment in the cultural and retail experience of Newcastle Town Centre	18.1 Set up a Town Centre Partnership	The TCP was incorporated in January 2013. A town centre manager, employed by the TCP, took up post in Jan 2013.	This action is completed for Newcastle. Kidsgrove TCP CIC by Sept 2013; Business Plan by Dec 2013; website by Jan 2014
	18.2 Set up Town Centre website	The TCP commissioned a website in Dec 2012, which will be launched in Apr 2013.	Newcastle town centre website launched May 2013. Kidsgrove website - funding in place Sept 2013, commissioning Oct 2013, launch Feb 2014.
	18.3 Develop a viable scheme for using vacant shop units to enhance the visitor experience in the town centre	NBC, in conjunction with a local entrepreneur trialled a monthly pop-up shop, featuring a variety of designer-makers. This was extended to a 5-week occupation in the run-up to Christmas. NuLC also set up a pop-up for existing and past students to display and sell their goods.	Enterprize scheme launched July 2013, winners announced Sept 2013, occupation of units Nov 2013, 6 month review May 2014; B Arts and NMAG working in partnership to develop a creative hub/workspace in the town centre - outcome by Mar 2014.
	18.4 Develop a Food Festival for the town centre	Food festival held in May 2012.	Beer, Bread and Buskers' festival Aug 2013 as prelude to larger festival in 2014. Planning for this to commence Jan 2014
	18.5 Explore possibility of setting up local tourism group	No action on this point - defer to 2013-14	Planned for 2013-14
	18.6 Continue to develop events to increase footfall and raise awareness	Wide variety of events held in the town centre during 2012 and publicised through a variety of sources - photographs available on Facebook pages. TCP Marketing & Events group has held an Ideas generation session for 2013	Support NTCP to deliver a programme of events. Use evaluation information from the town center cultural animation programme Nov 2013 - March 2014 to inform future programmes.
	18.7 Undertake a review of parking in the town centre	NBC Economic Development Scrutiny Panel has set up a sub-group to review parking in the town centre, which included representation from the TCP. Free parking after 2pm was offered on all town centre car parks in the run up to Christmas on Tues/Wed/Thur/Sat.	In July Cabinet approved a range of improvements to town centre parking including the introduction of double ticketing which will enable the Town Centre Partnership to develop a car parking refund scheme in conjunction with local businesses.
	18.8 Look at the impact of rents and rates on businesses	High rates are an issue, particularly in primary retail locations. NBC has worked with local entrepreneurs to facilitate pop-up shops in Lancaster Building and other landlords, e.g Roebuck Shopping Centre are also looking at ways of supporting new tenants.	Ongoing in 2013-14
	18.9 Encourage more retail start ups through 'Independents Month' and 'Love Your Local Market' campaigns	Newcastle participated in LYLM in Jun/Jul 2012. An Indie Easter Egg Hunt will be held in Mar/Apr 2013 to promote independent retailers.	9 new traders participated in trade for tenner in May 2013. Indie Christmas event in Kidsgrove Dec 2013; Easter egg hunt in both TCs April 2014; LYLM May 2014 to include Trade for a Tenner again.
	18.10 Market the town centre through a variety of electronic and written media	Media press release have been sent out for all town centre events, Facebook has been used extensively, including the setting up of specific event pages (e.g. Portas pilot and Paint the Town Pink) - currently running at over 1550 friends. Twitter and LinkedIn have also been used.	Continue to grow social media presence; develop town centre newsletter in conjunction with TCM; town centre website online.

Acronym Table	
B2B	Business to business
BES	Business Enterprise Support
BIC	Business Innovation Centre
BIG	Business Innovation Group
BIS	Business Innovation Skills
CRT	Coalfields Regeneration Trust
DEEP	North Staffordshire District Enterprise and Education Partnershi
DMP	Destination Management Partnership
EBP	Education Business Partnership
EFSIS	European Structural Investment Fund Investment Strategy
ERDF	European Regional Development Fund
FEI	Family Employment Initiative
HEFC	Higher Education Funding Council
JCP	Job Centre Plus
JETs	Jobs, Enterprise and Training
KSBP	Keele Science and Business Park
KU	Keele University
LEP	Stoke & Staffordshire Local Enterprise Partnership
LEP E&SIG	LEP Enterprise and Skills Implementation Group (E&SIG)
LYLM	Love Your Local Market
NBC	Newcastle under Lyme Borough Council
NESG	Newcastle Employment and Skills Group
NSCCI	North Staffordshire Chamber of Commerce and Industry
NULC	Newcastle College
PCT	Primary Care Trust
SCC	Staffordshire County Council
SIF	Newcastle Town Centre Strategic Investment Framework
SoTCC	Stoke-on-Trent City Council
STEM	Science, Technology, Engineering, and Mathematics
SU	Staffordshire University
TCP	Newcastle Town Centre Partnership
TL4B	Think Local for Business

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Briefing note to Economic Development and Enterprise Overview and Scrutiny Committee – 10 September 2013

JCB and the Blue Planet – Lessons Learned

Introduction

1. The purpose of this note is to review the process which led to the recent decision by JCB to take the Blue Planet building in the Chatterley Valley, and consider any lessons for future working. This includes a review of those things which worked well, those which may have been done differently and assess how the Borough Council might better pursue its efforts to bring more inward investment to the Borough in the future as a result of this.
2. There are no recommendations. This note is intended to provide the opportunity for members to reflect on lessons learned.

Background

3. In July, JCB agreed to take a long lease of the prestigious Blue Planet building in the Chatterley Valley and take an option to acquire the adjoining Borough Council owned land to allow for later expansion. This is a major coup for the Borough and particularly welcome in a time of recession. The investment is expected to realise around 600 jobs of which around 350 would be here in the Chatterley Valley and around 250 at JCB HQ in Rocester. Additionally, there is the potential for expanding the firm's presence at Chatterley Valley which could create another 200-300 local jobs.
4. The Borough Council have been the owner of this 20 hectare site, known as Ravensdale, in the Chatterley Valley for a number of years following its acquisition from two local businesses. The site was derelict, having been mined previously and having also a long history of former contaminative industrial processes based here. It was acquired by the Council with funding from the, then, Department of the Environment (DoE) to reclaim for industrial development. A condition of the agreement with the two companies was that two plots of developable land (comprising some 5.5 ha of the site) would then be offered back to them within a certain timescale or the Council would incur significant financial penalties reflecting the agreed value of the land.
5. The land was largely reclaimed but government funding ran out (or was switched to other priorities) before the necessary on-site and off-site infrastructure could be made. With still low land values prevailing in the area and with the need to invest further in the land, the Council faced the prospect of having to reach some sort of financial settlement with the two local firms who had retained their options over part of the site at pre-agreed values.
6. At the same time the Borough Council, together with the City Council and the County Council formed a joint implementation group with the then emergent Regional Development Agency, AWM, to scope and plan for a wider 'Chatterley Valley' development, including not only this site, but the nearby Goldendale and Bankeyfields sites (in the City), land to the south of the Tunstall By-pass (also in the City) and a large 'Premium Employment Site' of 40 ha to the west of the Stoke-Manchester Railway line, known as Chatterley Sidings and Peacock Hay (in the Borough). This working group project managed the master planning of the Valley, including costing site preparation works, site servicing and off-site infrastructure.

Discussions were also held with owners of the land not in public ownership to develop the basis for joint venture deals over their land (to avoid the need for outright acquisition).

7. During the time of AWM's active involvement (and championing) of this project, three components of the valley were brought forward for development – the Lowlands Road site (Ravensdale), Goldendale and Bankeyfields (the latter two lying within the City Council's administrative area). With the change in the global economic situation from 2008 and the impending winding up of AWM, the other elements of the Chatterley Valley did not proceed further.

8. Regarding the Lowlands Road site, investment in ground stabilisation and other site preparation work created two development plots for which a developer competition was held in 2007. 16 developers submitted development proposals to build out the site and having been shortlisted down to three, Gazeley was selected. As well as the financial offer, past track record, proposed building programme, and design, an important criterion to AWM and the Borough Council was that of 'sustainable development'. The scheme which Gazeley proposed to build was so sustainable that it was measured as achieving 'BREEAM outstanding' status, the first industrial building the world to achieve this standard. This was achieved by employing building features such as:

- The use in construction of recycled materials such as tiles, carpet, paint, plastic and timber,.
- Bespoke designed (ETFE) roof lights to eliminate light pollution and reduce the need for air-conditioning,
- Grey water recycling,
- The creation of new wildlife habitats,
- the use of combined heat and power using bio-fuel, sufficient to not only heat the building but also supply a further 650 houses off site

9. The land was acquired and the Blue Planet building was developed speculatively (i.e. with no known end-user, which was the norm during the booming phase of the economic cycle) and when Blue Planet was completed, the market for occupiers had disappeared. Gazeley's 20 year lease of the building to JCB in July together with the option which the Council has agreed on the expansion land (Plot A) follows five years of actively marketing the site through the deepest recession the country has faced since the 1930s.

10. JCB is now fitting out the interior of the building to its own specific requirements ahead of occupation which has now begun and is expected to increase into next year.

Some lessons and issues arising from the experience

11. These include:

- Inter-agency working
- Internal management and decision making
- Employment land planning
- Investment in site preparation
- Property management and values
- Planning
- Financial support from Government (RGF)

- Marketing
- The promotion of sustainable development

Inter-agency working

12. As regards the planning of the wider development scheme, the inter-agency working between AWM and the three local authorities worked very well (both in relation to strategic prioritisation of the investment against other conurbation-wide regeneration priorities and with regard to execution of this phase of the wider Chatterley valley project). In part this may have been because of the self-evident advantage of pooling resources and officer time, realising the size of the possible prize (ultimately, significant job creation) and, not least, because of the calibre and leadership of one or two key AWM personnel backed by substantial capital resources. Unfortunately, with the demise of the RDAs and the severe restrictions around public sector spending, this kind of arrangement will not be repeated in this form in the foreseeable future. So it would be reasonable to reflect the fact that the scheme was delivered within a relatively narrow window of opportunity.

13. In respect of managing the development procurement exercise for the Lowlands Road site, the process (which then also included Midlands-based property agents Bulleys) also worked very well in delivering the Blue Planet building. Unfortunately it did not result in the ideal outcome for Gazeley which was caught out by the changing economic climate. (Though the fact that 15 other major developers also pitched for this site suggests that the development industry at the time was not anticipating the 2008 crash).

14. With regard to managing the JCB enquiry, the key agencies were Gazeley, the Borough Council, the HCA and the Council's independent legal advisors (who specialised in property and development matters) and this worked particularly well - possibly, in part, because each party appreciated the complete dependency each had on the other players. The pro-activity of the legal firm and the HCA's detailed prior knowledge of the scheme were both key success factors here. Because Gazeley and JCB both required the other parties to sign a strict confidentiality agreement (a 'Non-disclosure Agreement') throughout the period in which discussions were taking place (to ensure that the commercial interests of both organisations were safeguarded), it was necessary to leave the local inward investment team, 'Make It' out of the loop. Such agreements are however common practice and understood to be a necessary part of the site selection process, and relationships with Make It have not been harmed.

Internal management and decision-making

15. It was necessary to ensure that all JCB's planning and property requirements were fully satisfied if the enquiry was to be successfully 'landed' and, of course, for these matters to be handled within the confines of the confidentiality agreement. Internally, this was managed through the regular meetings of an ad-hoc group including regeneration, property and planning staff (and legal as required) to avoid the possibility of project drift and to anticipate potential threats. Essentially this involved asking –

- *what can be done or must be done by us and by others today?*
- *what could still get in the way of doing the deal?*
- *What other work can be de-prioritised to ensure that this project could receive the necessary focus?*

With first rate support from the organisations referred to above, along with light touch but responsive decision-making, this worked.

Employment land planning

16. Chatterley Valley was conceived as North Staffordshire's 'follow on' strategic employment site in succession to Lymedale Park and Trentham Lakes. Large and complex schemes such as these take a good deal of time from concept, through development planning, sourcing funding, designing and putting in place infrastructure and site preparation work.

17. There is no follow on strategic site after Chatterley Valley. And this situation is made more acute by the fact that Chatterley Valley has not been delivered to the scale initially conceived (most particularly since the Chatterley Sidings / Peacock Hay components of the larger scheme have had to be dropped). The issue of the Borough's shrinking employment land supply and the implications this raises for future inward investment will need to be addressed in future land use plans for the wider North Staffordshire area.

Investment in site preparation

18. AWM not only helped the Council out of a difficult situation regarding the financial exposure it faced with the previous option holders, but the Agency also put significant funds into completing the reclamation of the site and funding all the on site roads, drainage and services, together with off-site landscaping and highway investment. It would have been beyond the financial and staff resource capability of a district council to have undertaken this without AWM's support.

19. Without adequately resourced national or regional urban regeneration bodies such as English Partnerships or the RDAs, it is not entirely clear how complex, time consuming and expensive projects such as this will be realised in the future. The private sector would not risk this level of investment in such a difficult project. At this stage it would appear that the shift in emphasis at national Government level towards a private sector led economic recovery is likely to lead towards the use of more complex funding models such as Tax Incremental Financing. Accordingly the Council is likely to become involved more in brokering relationships between private investors and Government in order to lever necessary funding into larger-scale infrastructure projects.

Property management and values

20. The Council would normally negotiate a land sale on the basis of prevailing market values and restrict the offer of an option agreement over land to a length of perhaps 12 months (the latter point designed to encourage quick take up and development). The option negotiated with JCB is unusually for a ten year period (in the expectation that it will be taken up after two or three years) and the land sale price has been independently verified by an external valuer. The usual requirements that an option could be taken up only when the developer has both detailed planning permission for development and a signed building contract to enable a quick start to be made on site was waived in this instance given the status of the client; the potential long term economic impact arising from supply chain opportunities and; the fact that the principal 'creditor' interest in the site was the HCA (who were supportive of the proposals).

Planning

21. It has become standard practice for developers to seek broad brush B1, B2, B8 planning consents for the industrial estates they planned to develop and for local planning authorities to permit this. In recent years this has thrown up a couple of concerns. The first of these is that since B1 development includes offices, this could lead to the decanting of significant office employment from town centres. The impact of this could be limited by restricting the amount and type of B1(a) development on industrial estates in future.

22. The second issue concerns B8 (warehousing and logistics) development. Some Staffordshire authorities have sought to limit the percentage of land which can be developed for B8 development on industrial estates, possibly in the belief that such uses are low employment generators. Newcastle's experience is however very different. The large numbers of people employed at Lymedale Park at New Look (1250), TK Maxx (c.500) and George (c 500) suggests that this is not the case. A study commissioned by AWM also showed overall parity between the pay levels of modern B8 businesses and manufacturing companies. Further, although the Borough would like to encourage more manufacturing firms to the area there is no evidence that the recent development of large scale B8 operations in the area makes it any less likely that manufacturers would choose to locate here.

23. The third issue is the importance of processing speed in the handling of planning applications (and related matters such as the approval of submissions in compliance with planning conditions). In this case whilst the substantive building was already built the owner, Gazeley, had to ensure that the specific operational requirements of JCB would be accommodated. This meant that planning approvals for minor works and/or variations had to be sought and gained within demanding timescales. The Council can be satisfied that its decision-making processes, at both Member and officer level, delivered the desired outcomes.

Financial support from Government (RGF)

24. The Regional Growth Fund (RGF) is the Government's principal instrument for incentivizing firms to locate in or expand in the 'Assisted Areas' (the less economically developed areas of the UK). It is based on a percentage of the capital investment to be made. The Council worked alongside JCB in helping to make the economic case for financial support which formed part of JCB's application for RGF funding. This was successful and JCB has received a grant of £2.9 million towards its development costs. The role of BIS here should also be acknowledged, as it was prepared to accept a bid from the company outside the normal application timetable. Arguably this award was the critical final step that convinced JCB to commit to the Blue Planet site.

Marketing

25. The Blue Planet building was actively marketed by both the developer, Gazeley, and the local inward investment agency, Instaffs initially and now Make It, for a period of five years. The recession and commercial viability aside we can think of no reason why this took such a long time to attract an occupier for the building, so in this instance, no lessons can be learned.

26. Now let, the Council and Make It will exploit the marketing value of the building's high environmental credentials to help market the area for development and as an

area which promotes sustainable development. This will no doubt be helped by the strong brand name and prestige of the occupier, JCB itself. Additionally the existence of JCB is anticipated to create greater interest in nearby employment sites for the establishment of supply chain businesses.

The promotion of sustainable development

27. Sustainable development, as discussed earlier in the report, was an explicit objective of the Lowlands Road Development Prospectus. For the developer, this comes with a cost. In a strong economy such costs can be absorbed more readily, but in recessionary times, it is likely that developers would place much less value on this, even if such features enable their product to stand out from others in the market place. This presents the Borough Council with a dilemma (familiar to Planning Committee, for instance, when considering issues of design quality) of the weight which should be placed on promoting or attracting sustainable development. Negotiations completed, the point will be reached when Planning Committee (or the Council) must consider whether it is prepared to risk jeopardising a potential investment by standing to its principle and to not permit development which is not of its required standard.

Economic Development & Enterprise Overview and Scrutiny Committee

Work Plan – As at 20 August 2013

Date of Meeting	Item	Reason for Undertaking
10 September 2013 (Agenda dispatch 30 August 2013)	Broadband Manager to attend meeting	Action from the previous meeting to invite the Broadband Manager to discuss broadband provision in the Borough.
	HS2 Working Group Report – Stakeholder Views	To consider and discuss the outcomes from the Stakeholder meeting held by the working group in August.
	Newcastle Economic Development Strategy – Year Two Action Plan	<p>The Scrutiny Chair has requested that:-</p> <ol style="list-style-type: none"> 1. A simplified version of the plan be provided to all Elected Members. 2. That where possible deadlines be made more robust as it was felt that they were somewhat vague at present. 3. That good work had been carried out with young people regarding education and enterprise but that enterprise guidance should be made available to everyone. 4. That it was good to see work being done with different age groups and requested that care be taken to include those in the 50 plus bracket who had been made redundant and could be struggling with out of date skills. 5. Updated timescales be reported back to the Scrutiny Committee.
	Local Enterprise Partnership Planning Charter	Pre-Cabinet Scrutiny
	JCB Investment Inquiry	To look at the approach that was used and learn for the future.

Classification: NULBC **UNCLASSIFIED**

18 December 2013 (Agenda dispatch 6 December 2013)	Newcastle and Kidsgrove Town Centre Partnerships	Action from June meeting to invite the Portfolio Holder for Economic Development, Regeneration and Town Centres to review the business plan for the Newcastle Town Centre Partnership. To also consider the business/action plan for Kidsgrove Town Centre Partnership.
	Portfolio Holder(s) Question Time	An opportunity for the Committee to question the Portfolio Holder(s) on their priorities and work objectives for the next six months and an opportunity to address any issues or concerns that they may currently be facing. It's also an opportunity for the Portfolio Holder to flag up areas within their remit that may benefit from scrutiny in the future i.e. policy development.
12 March 2014 (Agenda dispatch 28 February 2014)	Annual review of the scrutiny committee's work	To evaluate and review the work undertaken during 2013/14.

Task and Finish Groups

HS2 Working Group

Town Centre Car Parking

Future Task and Finish Groups

Classification: NULBC **UNCLASSIFIED**

Suggestions for Potential Future Items:

Newcastle Economic Development Strategy

Community Infrastructure Levy

Former St. Giles and St. Georges Site

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