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North Norfolk Pilot Business Survey 2007 Final

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North Norfolk Pilot Business Survey 2007: **Final Report**

March 2008

Introduction

This is a report based upon the responses to the North Norfolk Business Survey 2007. It was commissioned as part of research identified by the North Norfolk Skills Partnership and the North Norfolk Business Forum in 2006. These organisations wanted to understand both the skills needs and the support needs of local businesses in the district. The information gathered further reinforces the case for action and points towards several useful interventions and areas of work for these Partnerships.

Methodology

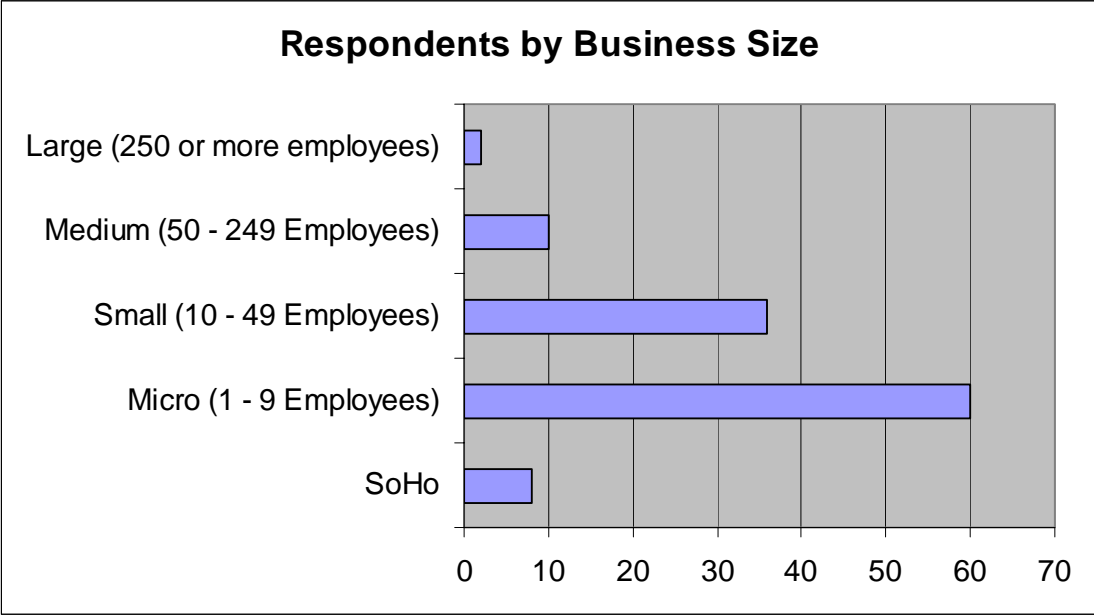
The survey was made available through an online page and was directly sent via email, post and personal contacts to over 1500 businesses. Full details of the methodology followed are included as Appendix 8, along with a copy of the survey itself.

Section 1: Respondents

A total of 116 surveys were received through the post and via the online survey page hosted at the North Norfolk Skills Partnership website. Whilst these numbers are lower than had been hoped, they still show some clear trends. The respondents employ over 3000 persons between them, meaning that a high proportion of the larger employers in the area have responded (approximately one quarter). The full analysis of the response level is contained in the Note on Methodology (see appendix 8)

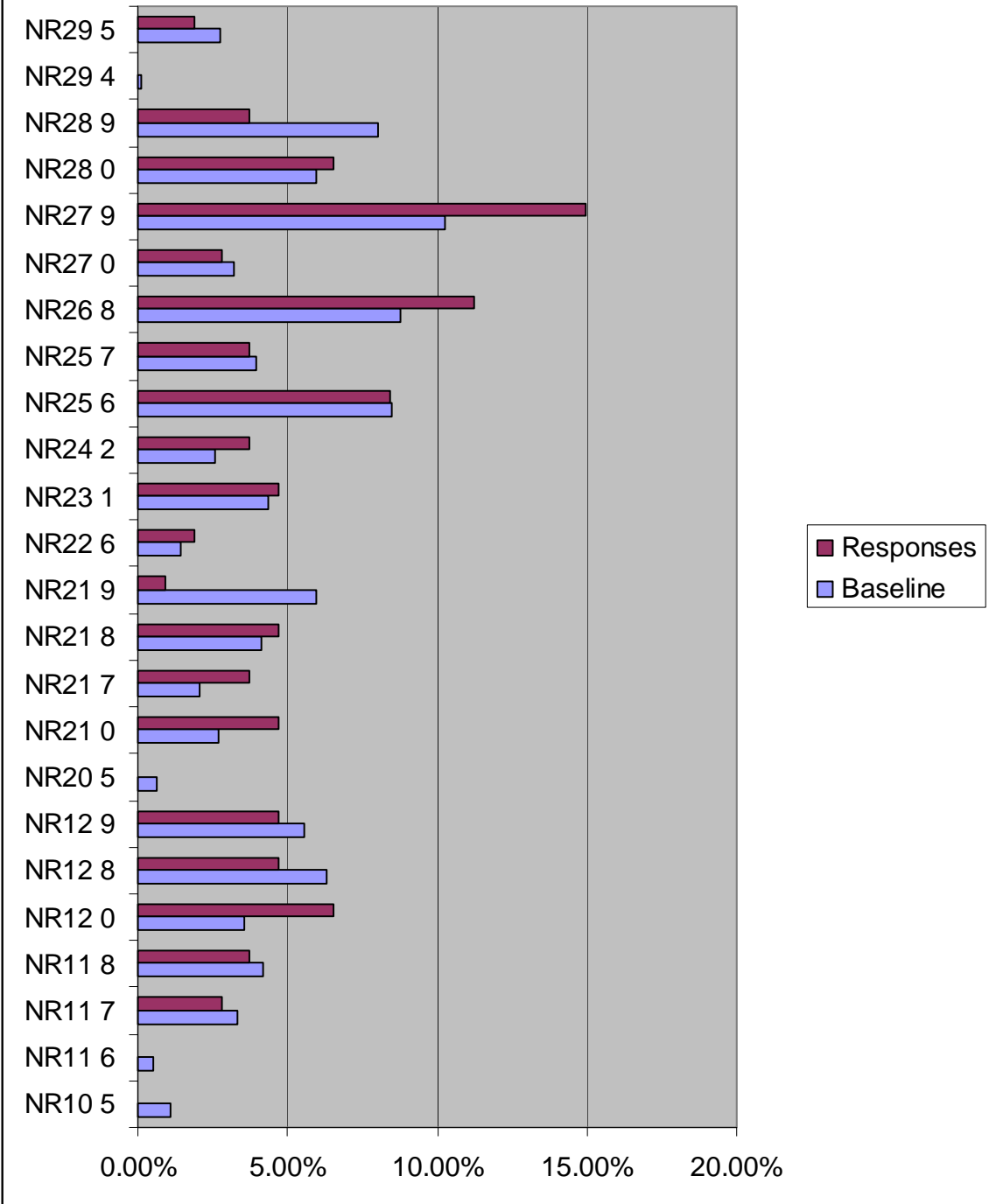
Small, medium and large businesses do tend to be over represented (by factors of two, four and 6 respectively) at the significant cost of Sole Holders, which only make up a fraction of the responses compared to their numbers.

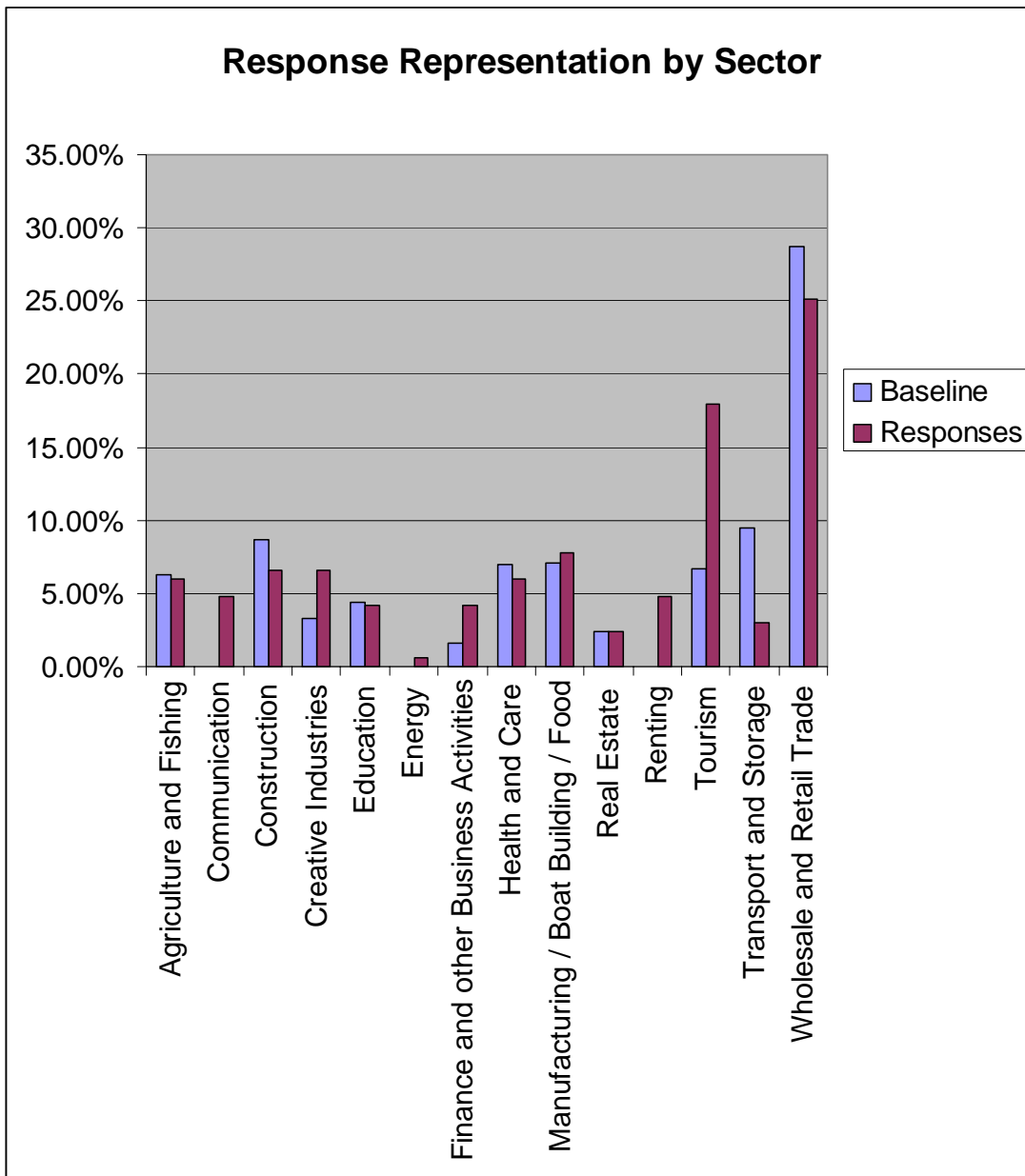
Only four postcode areas had no responses (NR29 4, NR20 5, NR11 6 and NR10 5). These areas represent 2% (80) businesses. Significant over representation only occurs in NR27 9 (Cromer – this is probably due to the active distribution of the survey by the LAP), NR12 0 and NR21 7. Under representation can be clearly seen in NR28 9 and NR21 9.



Note – SoHo – Small office Home office

Responses by area



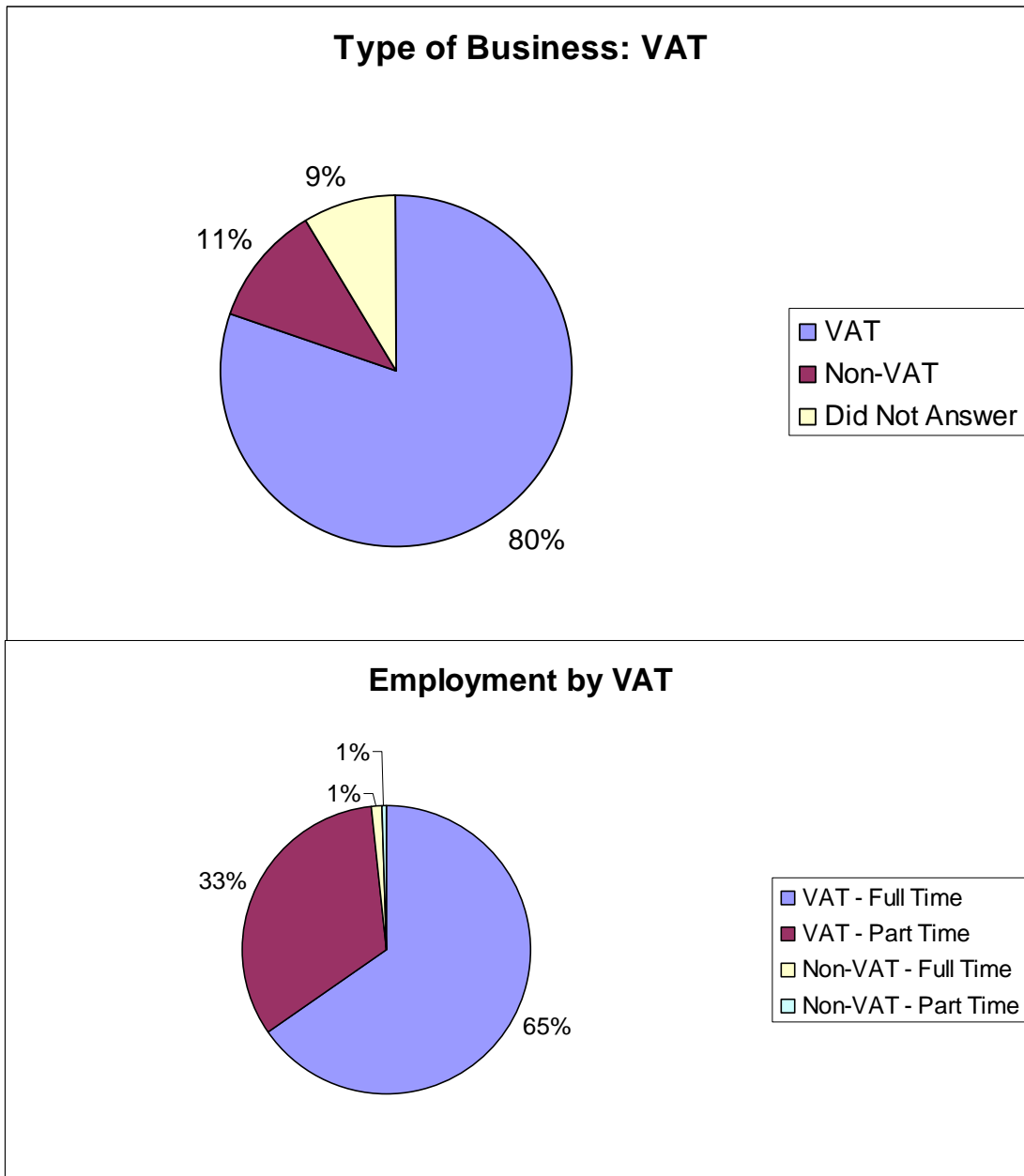


In terms of sector representation, there was significant over representation of tourism and finance and significant under representation of Transport and storage. There no previous data for Communications, Energy or Renting so there were no baselines to compare these to.

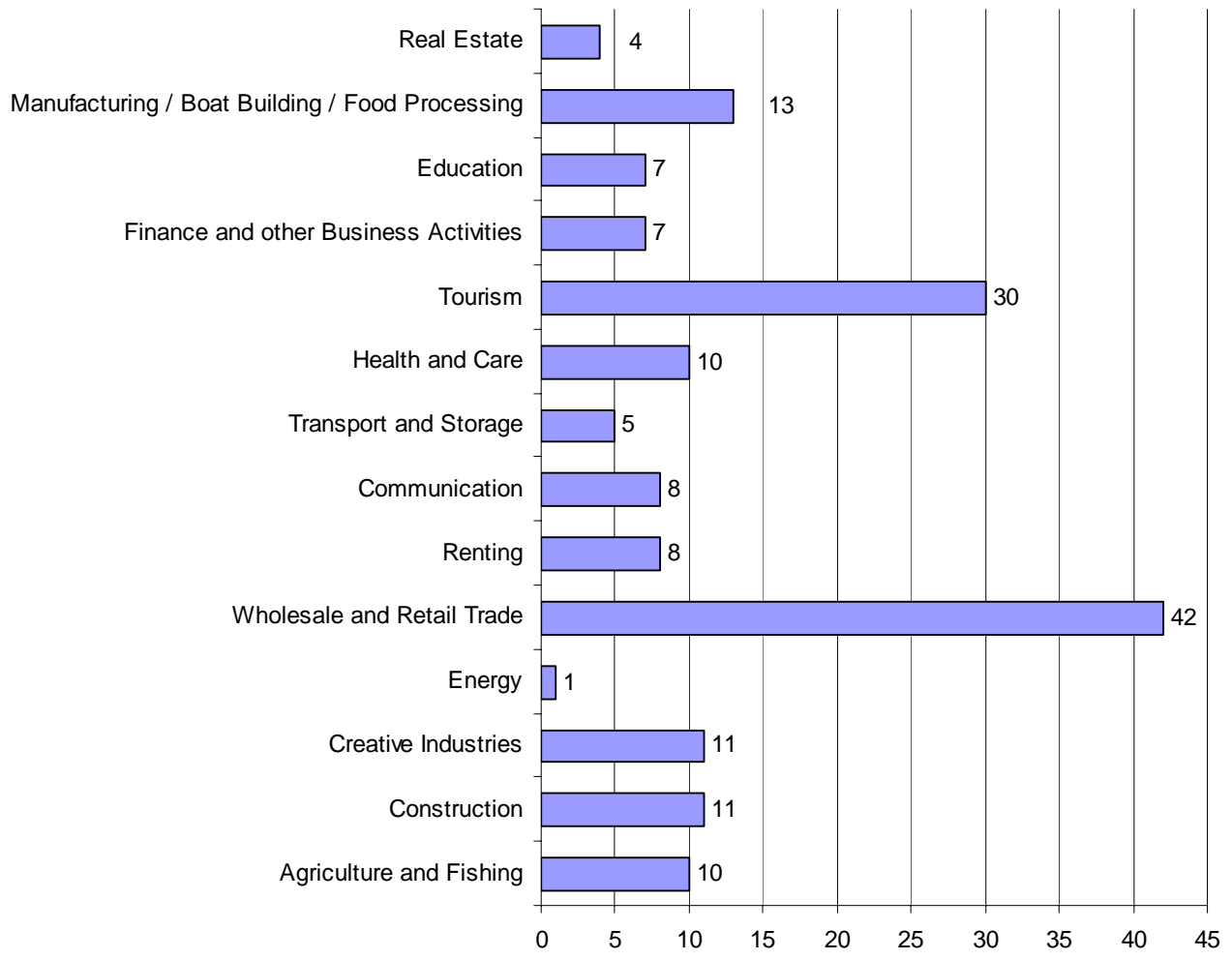
Overall, most of those who replied were:

- VAT registered
- Wholesale, retail or tourism businesses
- Micro-businesses

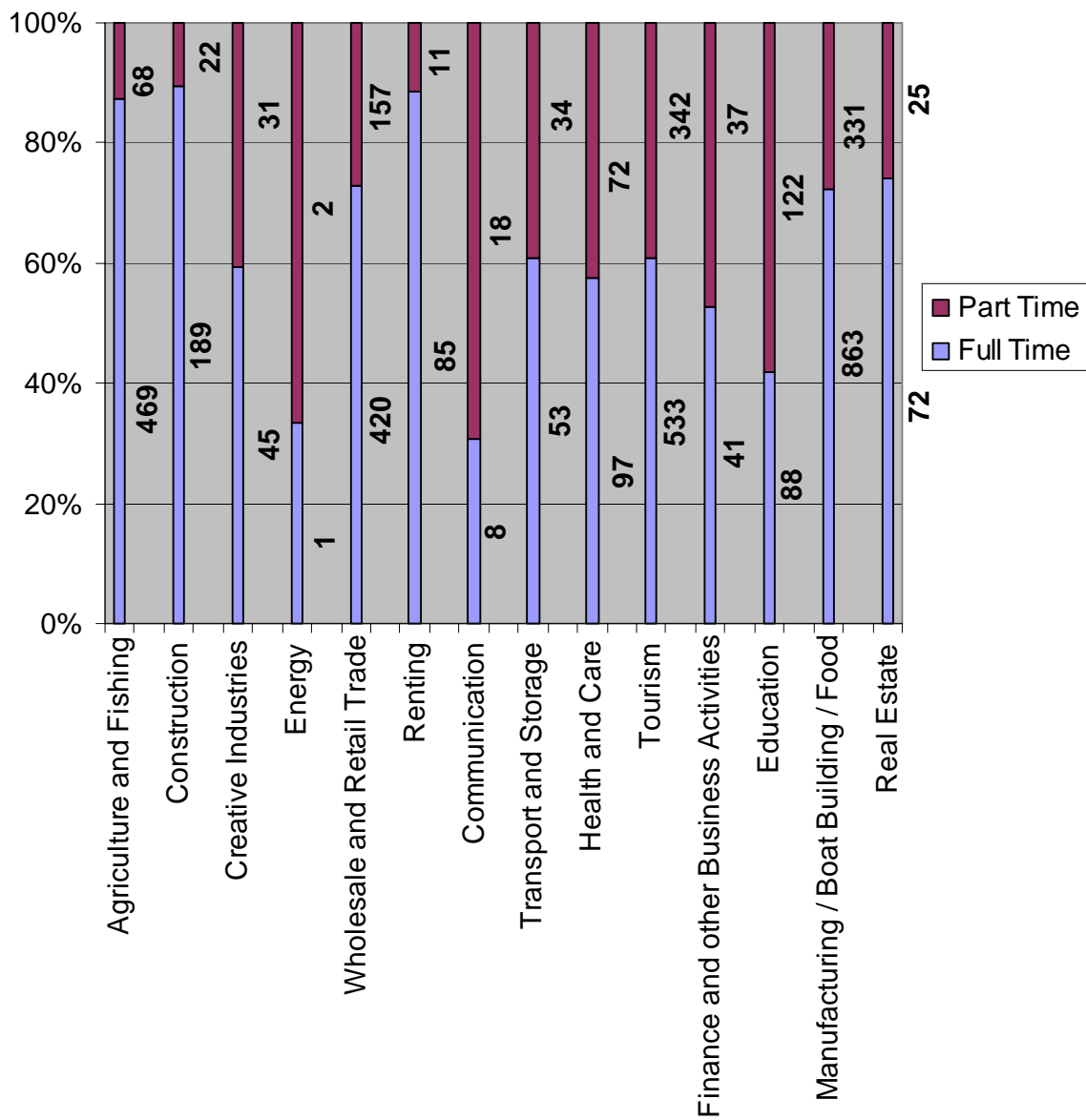
They generally operated in local markets with few operating internationally. They overwhelmingly intend to remain in their current locations.



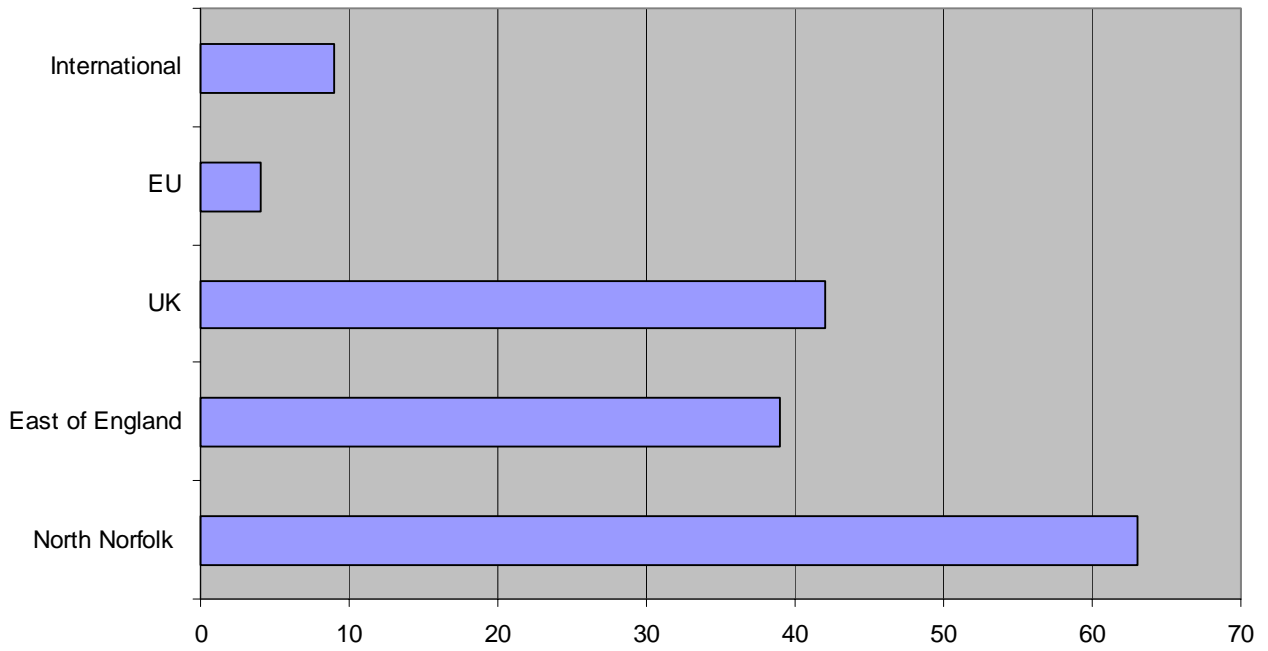
Type of Business: Sector



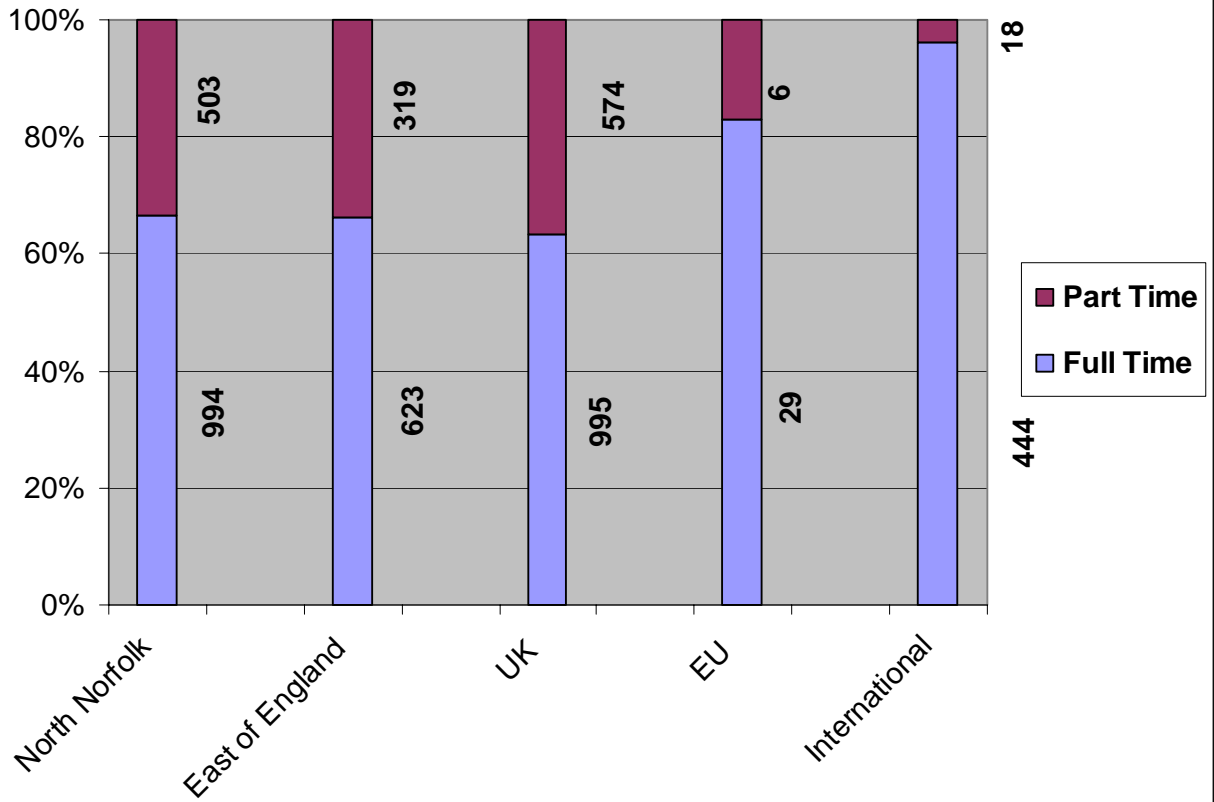
Employment by Sector



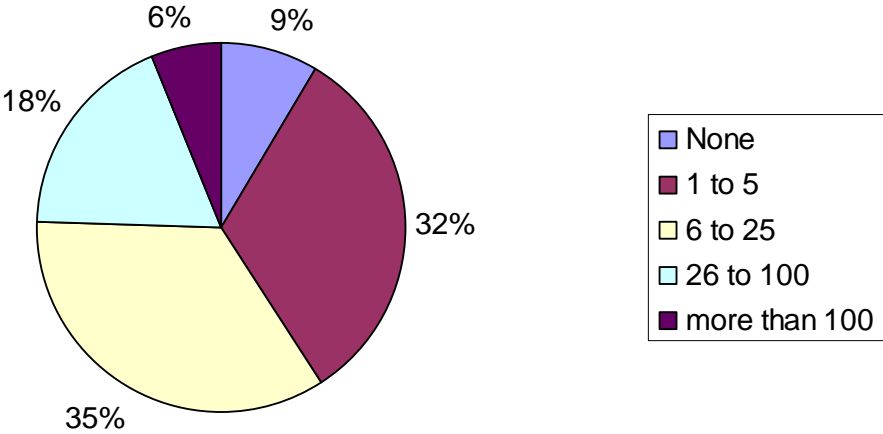
Type of Business: Key Markets



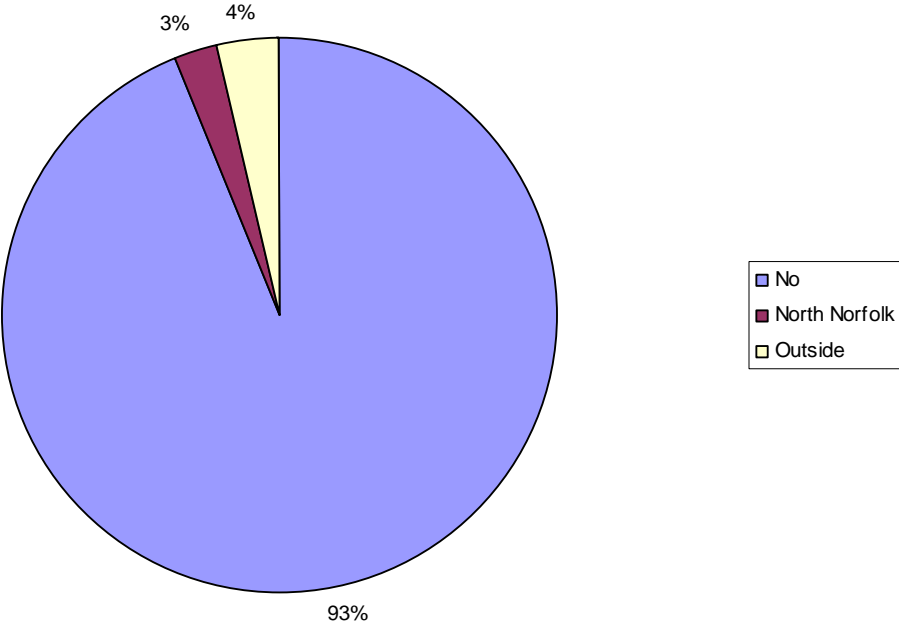
Employment by Key Market



Employees



Are you planning to relocate? Where?



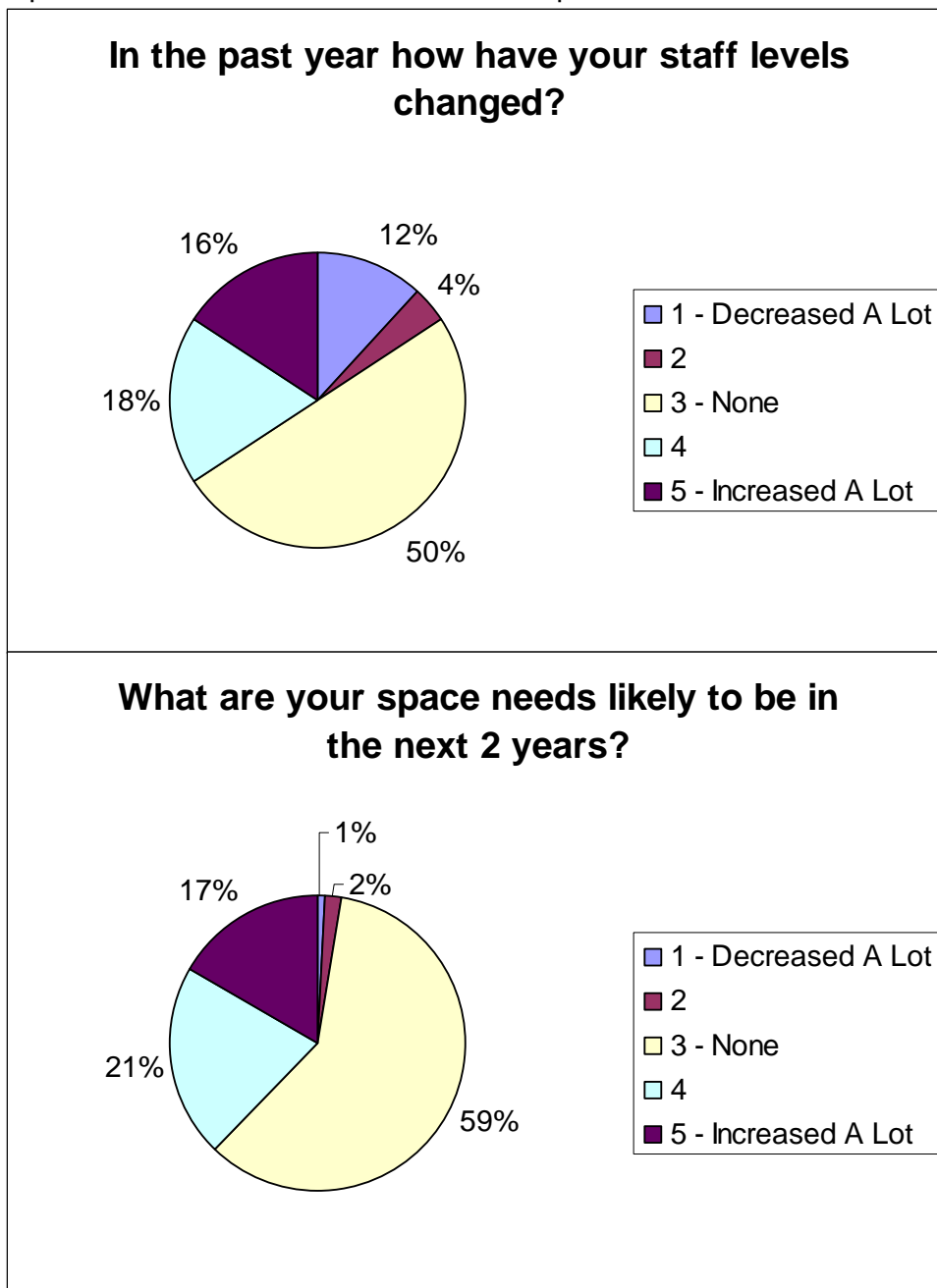
Section 2: Issues

Future prospects

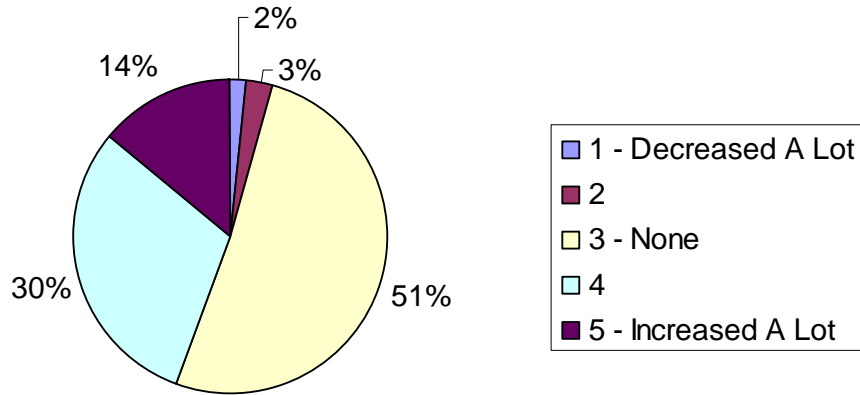
Of those businesses surveyed, a majority had had no change in staff over the last year and more businesses had recruited staff than shed them. However, future prospects are significantly different with only 5% forecasting a reduction in staff compared to 44% who forecast an expansion.

A smaller proportion (38%) predicted an expansion in physical terms with the majority (59%) saying that their space needs would be unchanged in two years time. Moreover, 80% are planning some level of future capital investment.

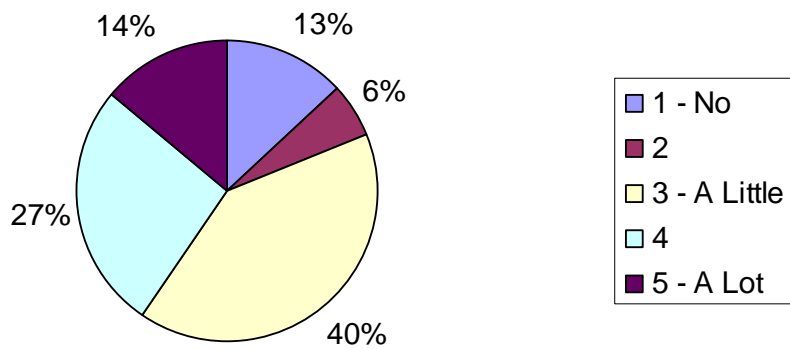
Interestingly 87% of those surveyed wanted to expand their business to some extent. Given the above answers it might be observed that those businesses which want to expand would seem to be placing emphasis on expansion through capital investment rather than on staff and premises.



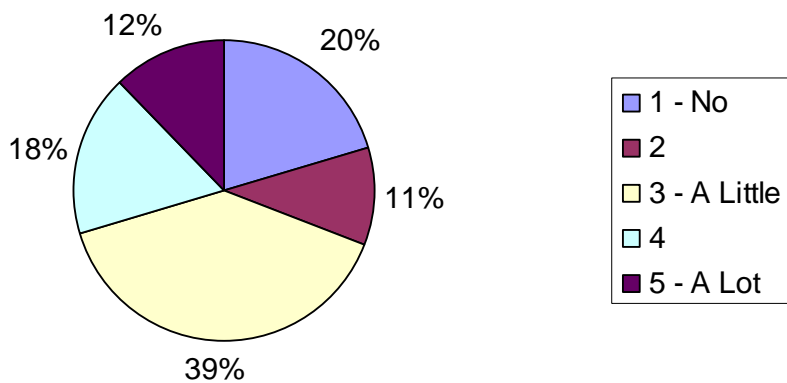
How do you see your staffing changing in the next 2 years?



Are you seeking to expand your business?



Are you planning future capital investment?

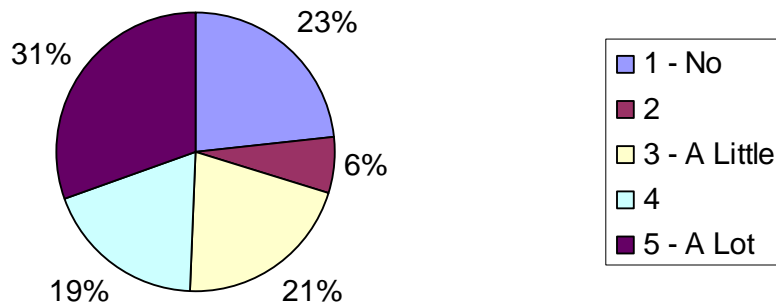


On the problems being faced by local businesses, opinion seems to be polarized with 31% of respondents claiming that there were 'a lot' of barriers or threats to their business and a slightly smaller proportion (23%) claiming that there were no such barriers. Overall, 77% said that there were some barriers or threats.

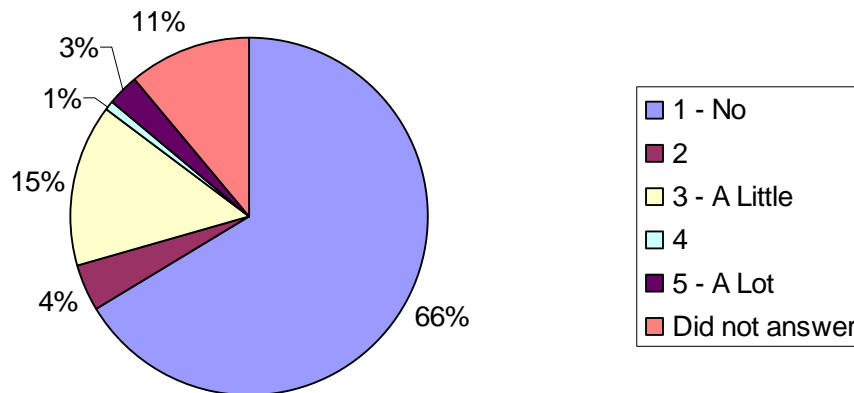
Additional questions were asked as to these barriers/threats, participants rated the following as being some level of barrier:

Rental values -	38%
Land Values -	31%
Shortage of employment land -	25%
Lack of Serviced Premises -	24%

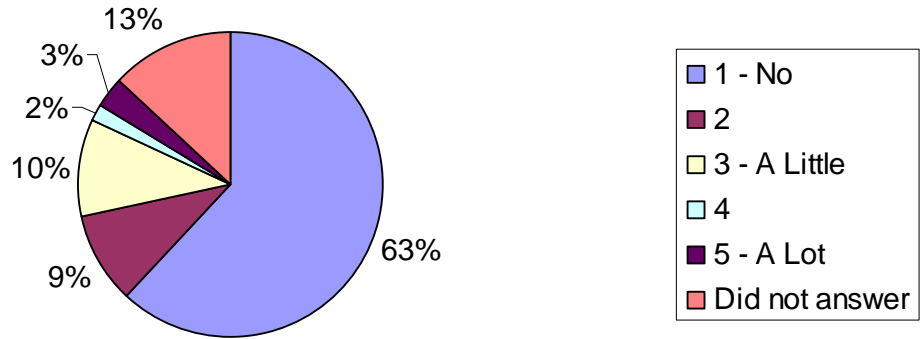
Are there additional barriers/threats which are affecting the growth of your business?



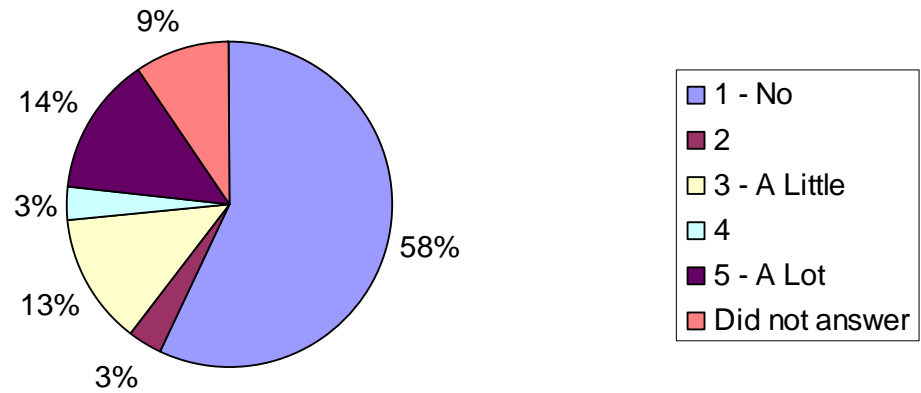
Lack of available employment land



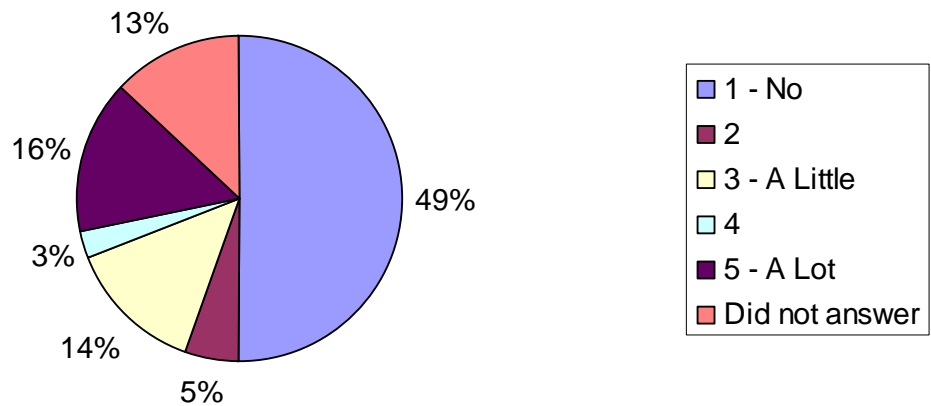
Lack of serviced premises



Land Values



Rental Values

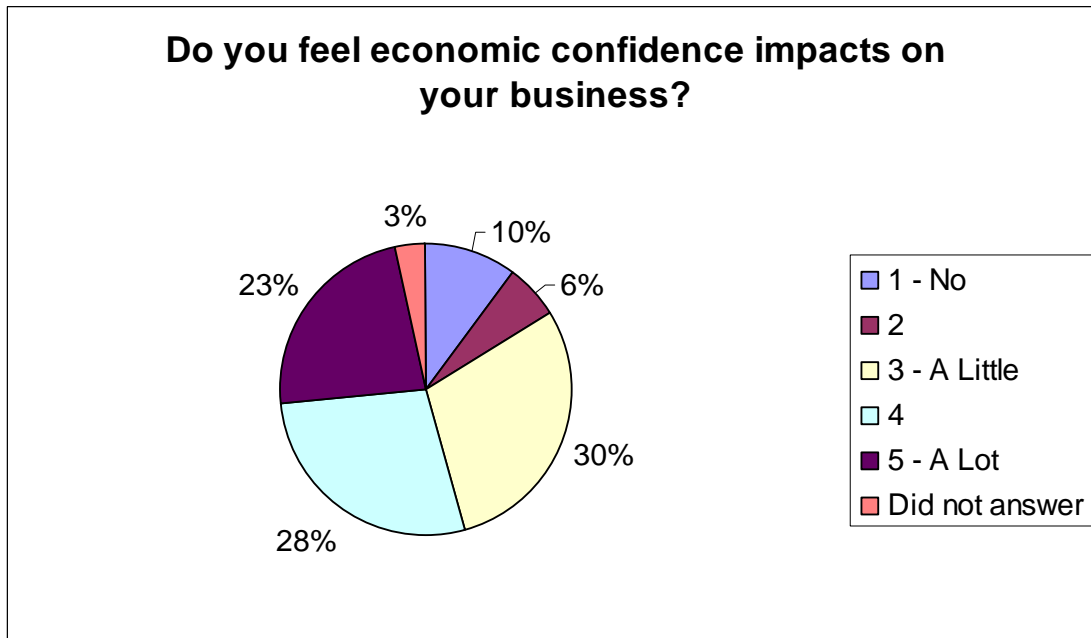


In addition to these, over half (51%) stated that economic confidence significantly affects their business - only 10% said that it did not at all.

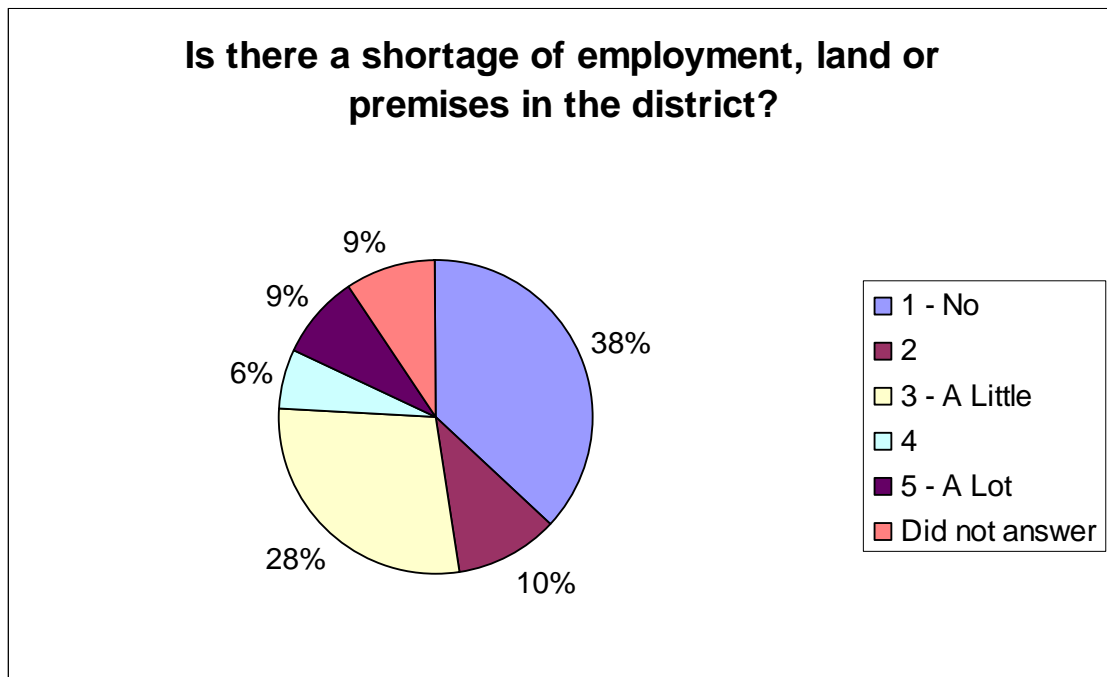
Many respondents highlighted issues with specific (and often sector specific) national regulations and planning permission issues at a local level (see Appendix).

Other issues that occurred frequently included:

- town centre car parking
- 'general economic climate'
- competition from larger national chains



Despite the fact that only 25% highlighted lack of employment land as a barrier, 53% stated that there was some shortage of employment land in the district.



Training, Learning and Skills

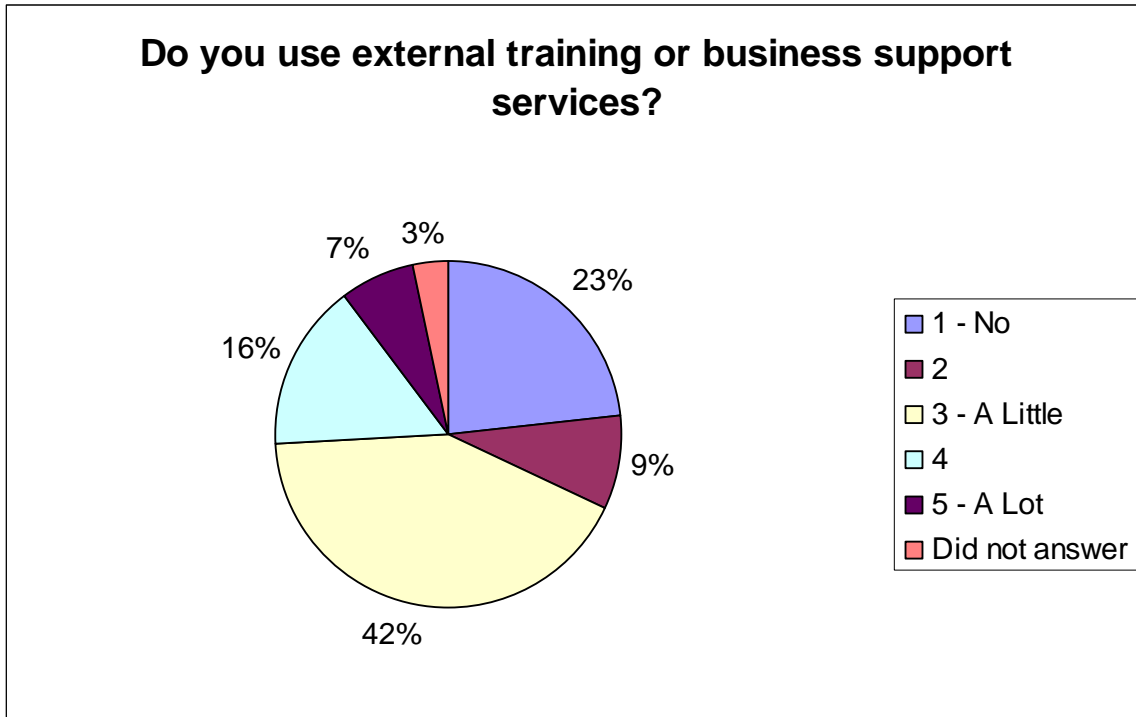
This is one of the most important areas of work both at a national and local level. It is also of interest to businesses, with far more respondents requesting further information about 'Training, Learning and Skills' than any other option.

Nationally, the value of training is clearly recognised. An LSC report of large national employers stated:

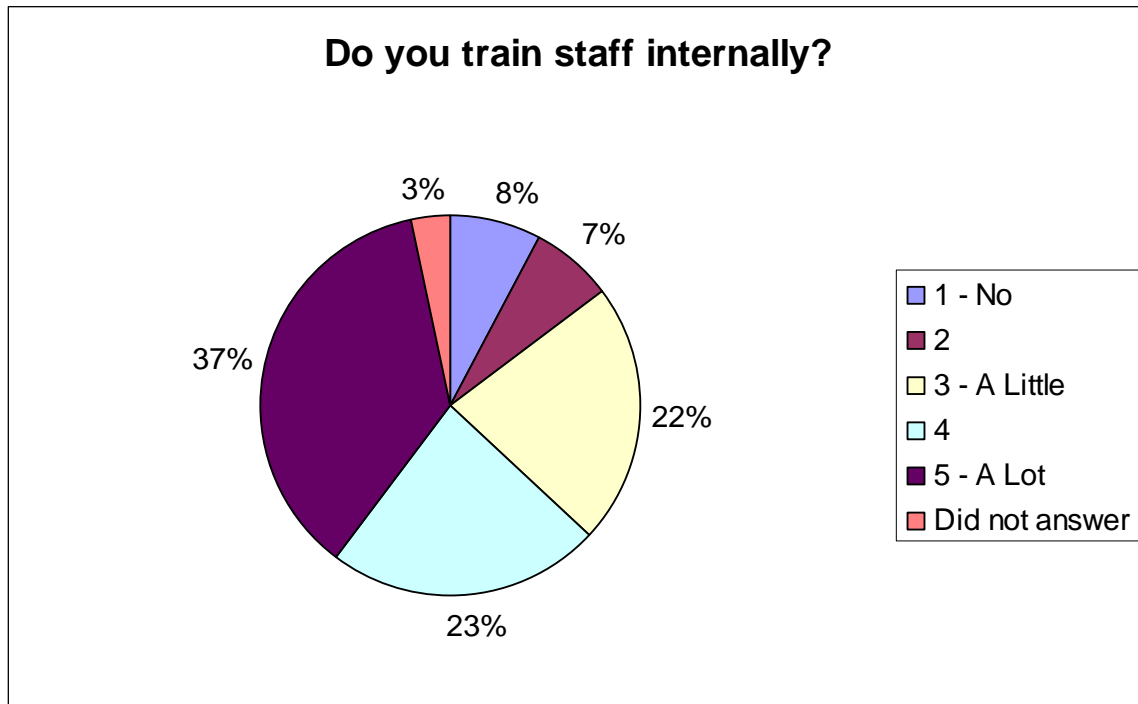
*"The most commonly identified benefits were improved productivity (mentioned by 89 per cent), improved employee commitment and involvement in the organisation (88 per cent), and improved employee morale (88 per cent)."*¹

Whilst 89% of respondents carry out some form of in-house training, 74% use external training and business support. There is more emphasis on in-house training (37% train a lot) than on external training (7%).

Train the trainer - type courses may, therefore, have a significant impact on the overall level and quality of training in businesses.



¹ P4 'Recruitment and training among large national employers', LSC, January 2008



When asked about the skills that were important to the future of their business, respondents gave both very specific and very broad answers (see Appendix 1). Many list basic skills such as literacy, numeracy and IT as well as communications and customer services.

There does tend to be a divide between employers who want and expect fully trained staff and employers who emphasise commitment and a 'work ethic'. No respondent mentioned schemes such as 'Train to Gain'², designed to address skills gaps issues.

"Creative skills & transferable skills"

"Good work ethic."

"CAD Draughtpersons specific to furniture and joinery"

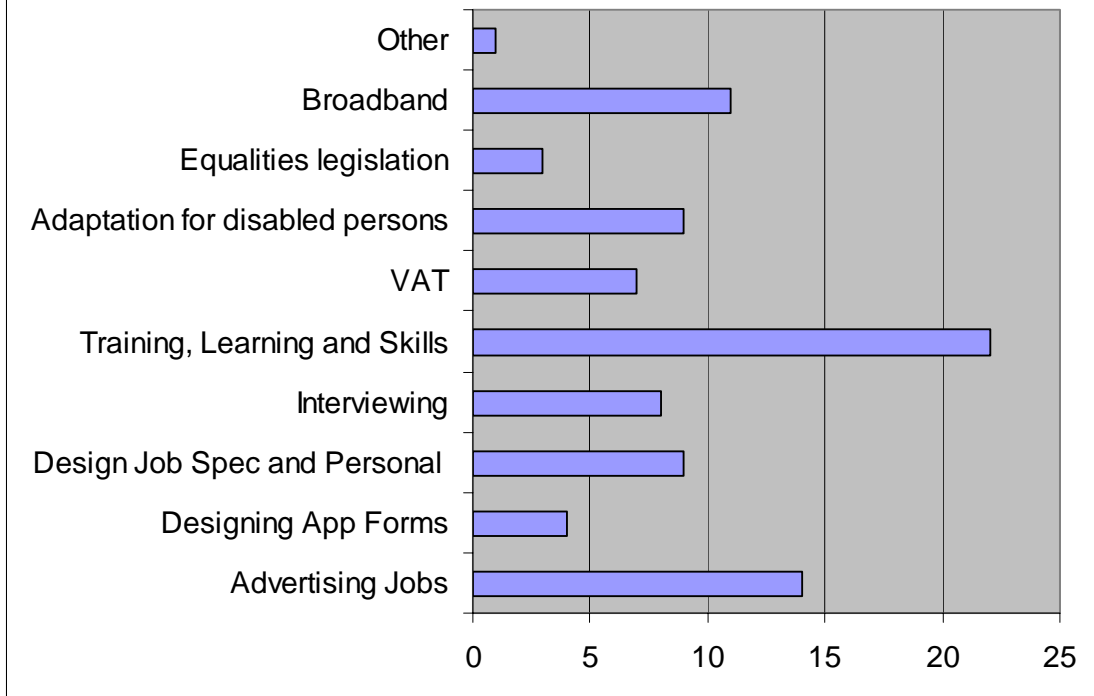
"Engineering; Food Technologists; Commercial Management; Factory Management"

The most mentioned skills in the survey were:

- IT
- Customer Skills
- Communications
- Literacy and Numeracy

² <http://www.traintogain.gov.uk/>

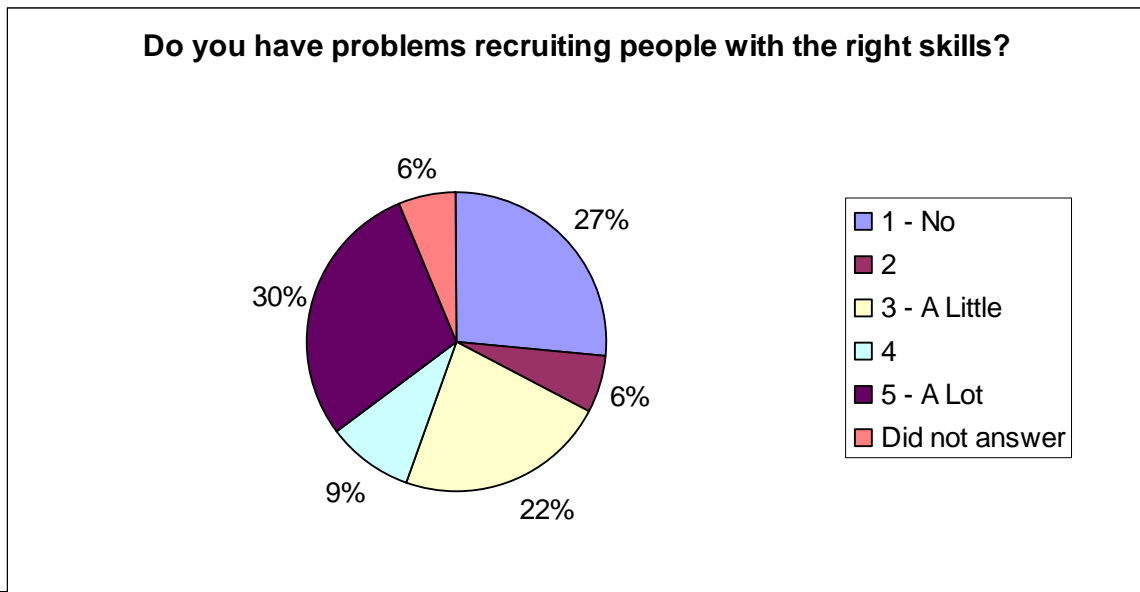
Would you like to receive support, training or information in the following areas?



Employment & Recruitment

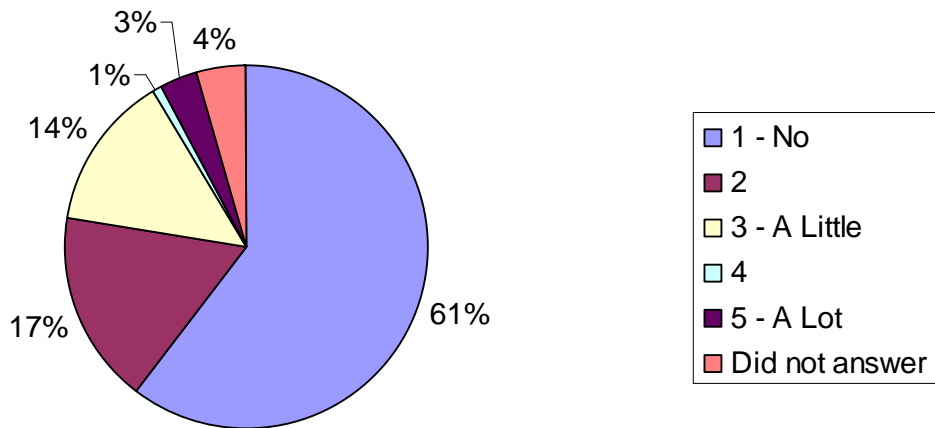
There is a strong divide over recruitment problems, with roughly equal numbers of respondents claiming that they have experienced a lot of problems recruiting people with the right skills (30%) and no problems (27%). However, when it comes to retaining staff, just 35% state they have any difficulties. Therefore it would seem that once someone is employed, they are likely to be retained – this is despite the relatively low wages across North Norfolk (approximately 15% below national average wage).³

Do you have problems recruiting people with the right skills?



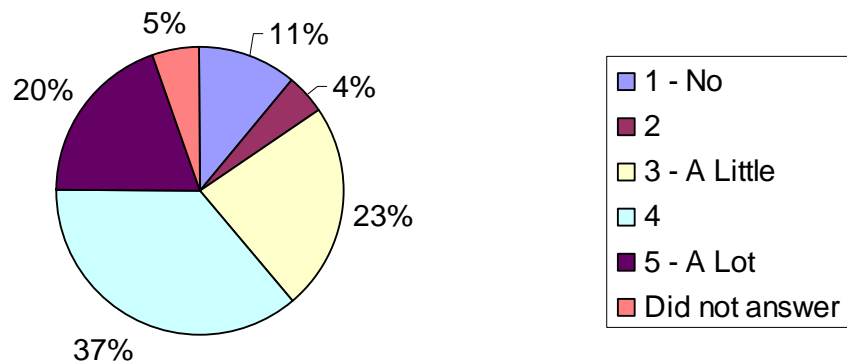
³ <https://www.nomisweb.co.uk/reports/lmp/la/2038431850/report.aspx#tabearn>

Do you have problems with staff retention?



Generally, employers seem comfortable with their knowledge of employment law, with only 11% stating that they did not feel informed about it whatsoever. Moreover, very few respondents asked to receive further information on related issues of equality and diversity law.

Do you feel that you are adequately informed on employment law in your business?



With regards employment issues, the hardest group to employ were 'Young People' aged 16-24 years. There were many negative comments about the 'attitude' of young people (see appendix 3).

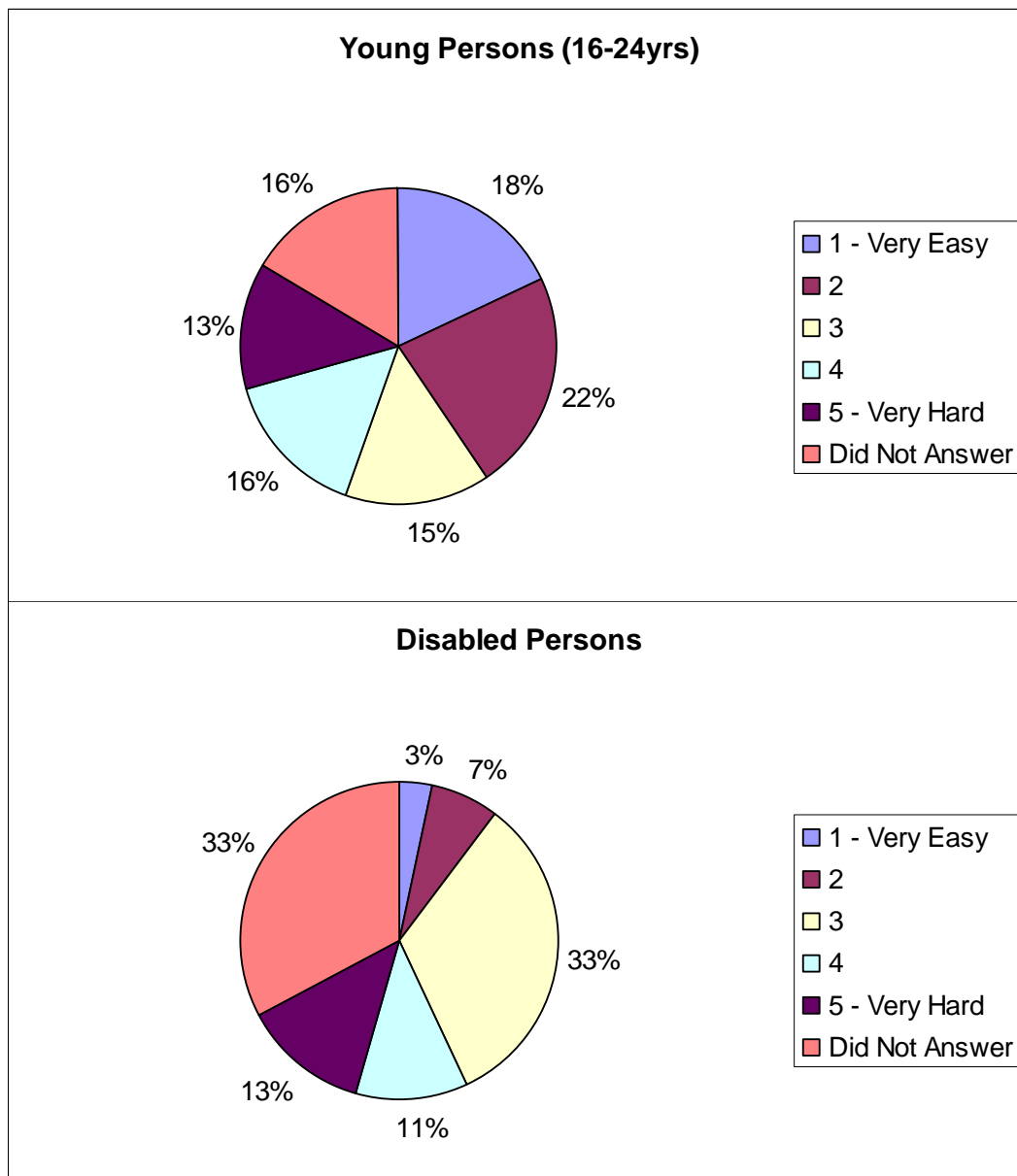
"Young people are generally a waste as they are unreliable and don't want to work."

This was followed by disabled persons and BME (Black and Minority Ethnicities). Many respondents did not answer this question (this is probably because they have never had BME employees or applicants) – language skills were cited as a problem by some respondents.

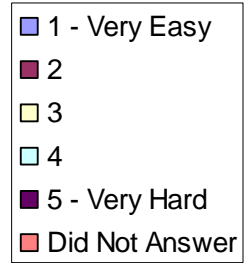
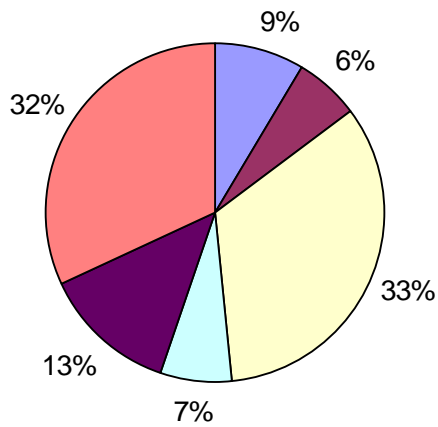
"I have never had a disabled or bme person apply for a job."

"[We have difficulty employing] Migrant workers because of language barrier and driving licences."

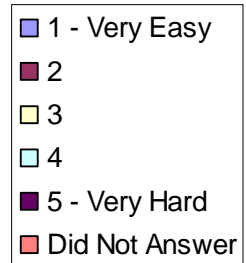
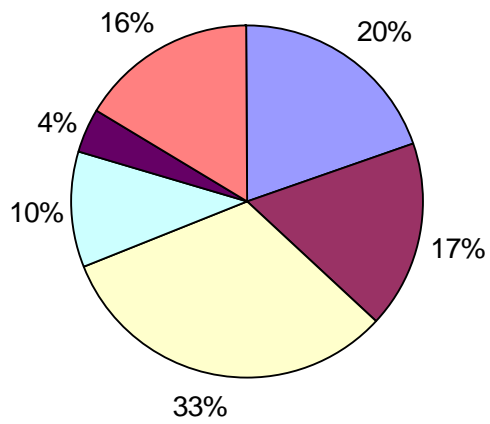
However, when looking at the difference between difficult and easy, we can see that a higher proportion said that Younger people were easier to employer than harder (40%:29%), whereas the opposite is true of BME (15%:20%) and disabled persons (10%:24%).



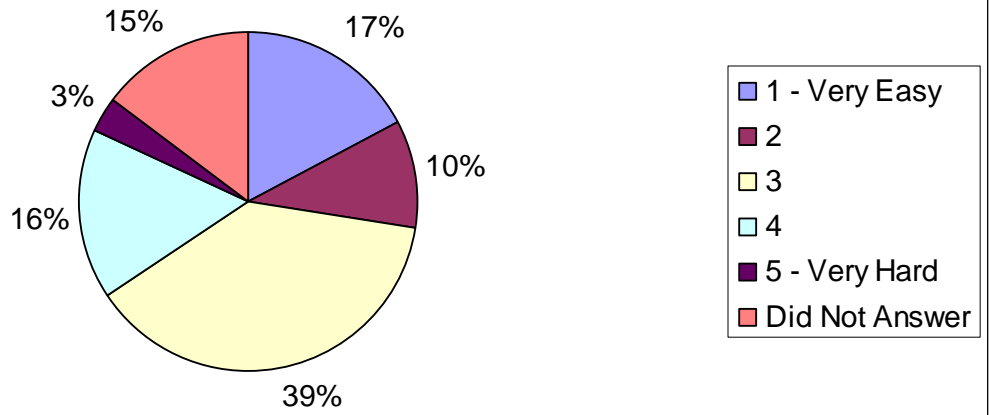
BME



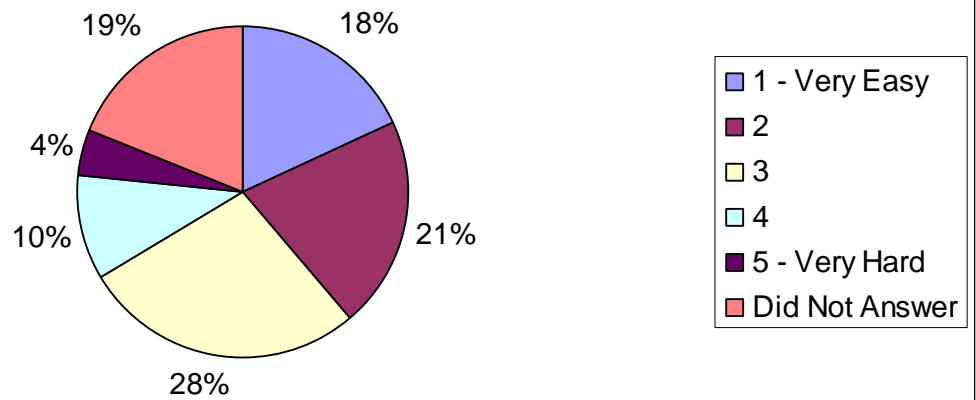
Women



Men



Older Persons (55+ yrs)



When looking at recruitment, it is important to understand the range of methods employers use when seeking to employ.

Advertising can take place in: 'the shop window', the local press, national press and professional publications. The method would depend on both the type of vacancy (e.g. for a qualified professional) and the type of business (small and independent as compared to large national chains).

Agencies are used by many businesses and are particularly important in certain sectors such as health and care. Jobcentre Plus could also be classified under this heading, although there can be a stigma attached to employees via this route.

Many respondents stated that they had no disabled staff or applicants. This highlights a potential lack of awareness in that the legal definition of disability under the Disability Discrimination Act (DDA) is:

*"someone who has a physical or mental impairment that has a substantial and long-term adverse effect on his or her ability to carry out normal day-to-day activities."*⁴

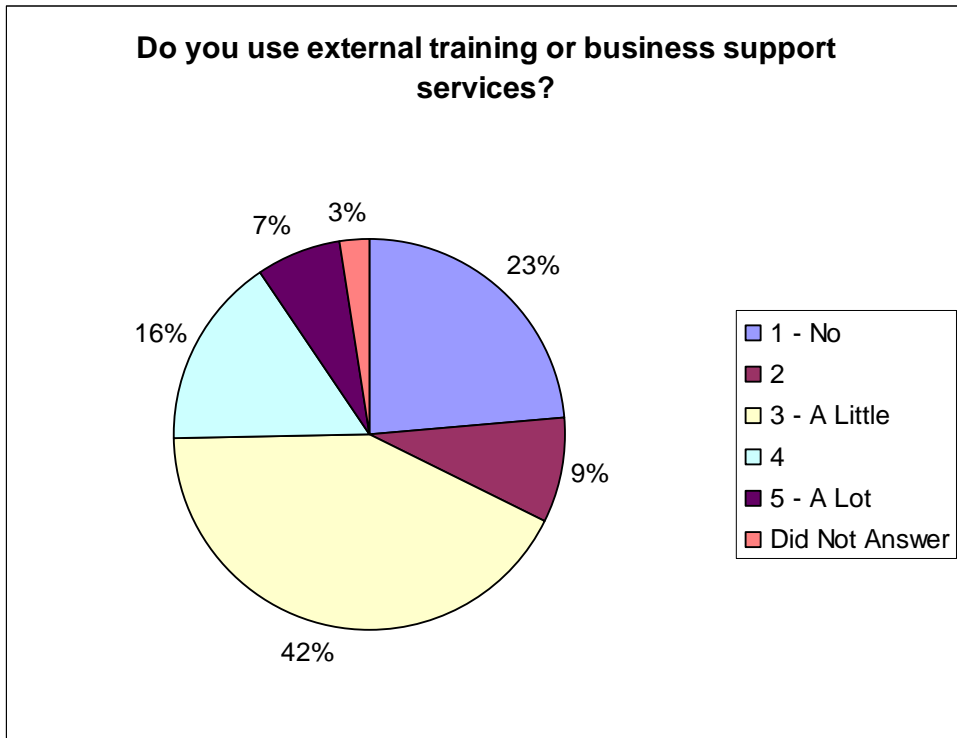
The difficulty which many respondents seem to think would be a problem seem to be an issue of perception, given that they are probably (unknowingly) employing persons who can be classified as disabled.

Business Support

As shown above, few respondents have accessed business support. When asked to provide details (see appendix 2) as to what type of support would be useful respondents tended to highlight:

- the need for advice (this was mentioned very frequently)
- grants and loans for expansion
- issues around IT – both training and equipment

⁴ http://www.direct.gov.uk/en/DisabledPeople/RightsAndObligations/DisabilityRights/DG_4001069

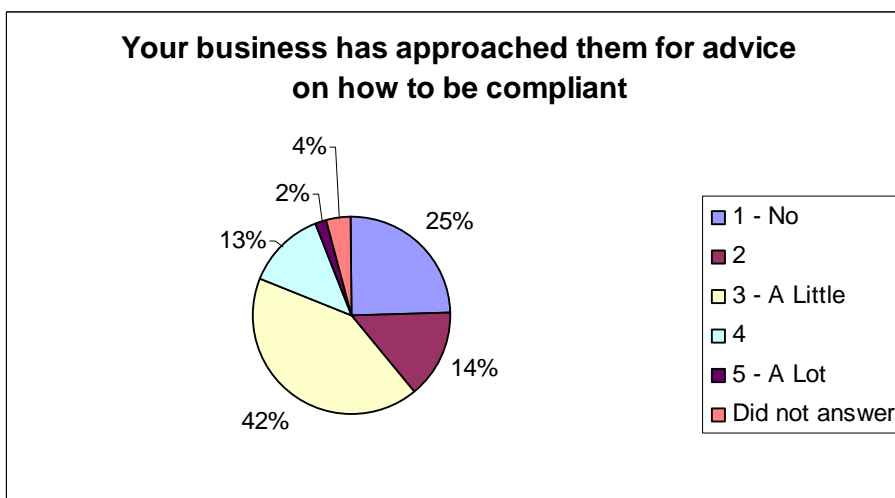


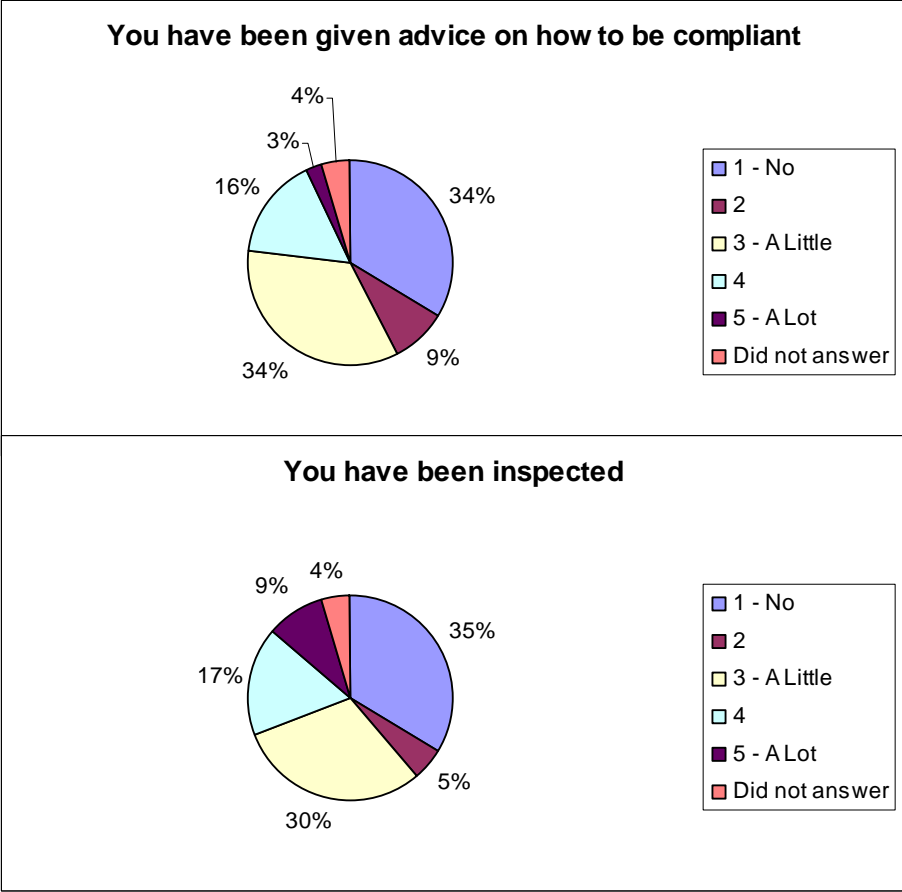
The large number of respondents who highlighted a need for advice seems to show that existing services in this area are not reaching businesses in North Norfolk. This would seem to confirm the generally held view that North Norfolk is a relatively low priority for these services.

Regulation

This is a key function of local government, both in enforcement and in helping businesses to comply with the law. However, there is often some confusion as to who is responsible for what and, as such, this can lead to problems.

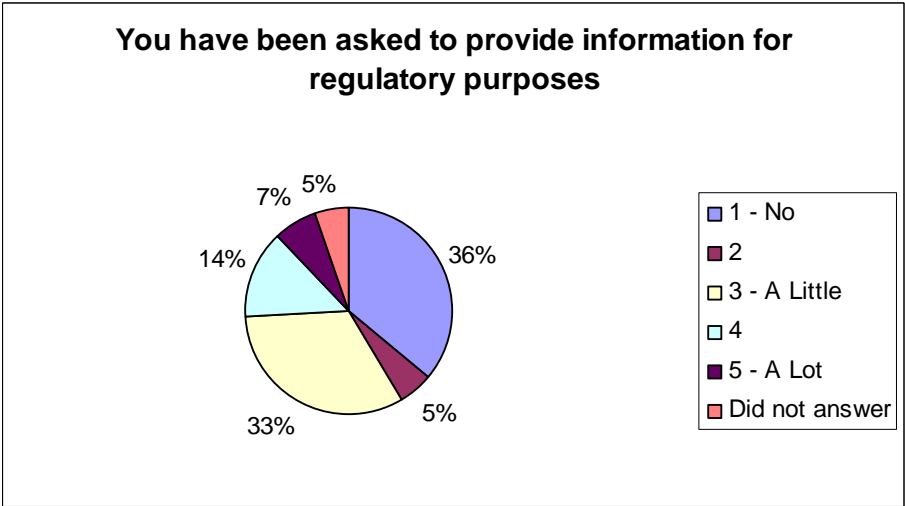
In terms of interaction, 71% of respondents claim to have approached 'local regulatory services' for advice. Interestingly, a lower percentage have been given advice (62%), meaning that it appears more businesses seek out advice than receive it.

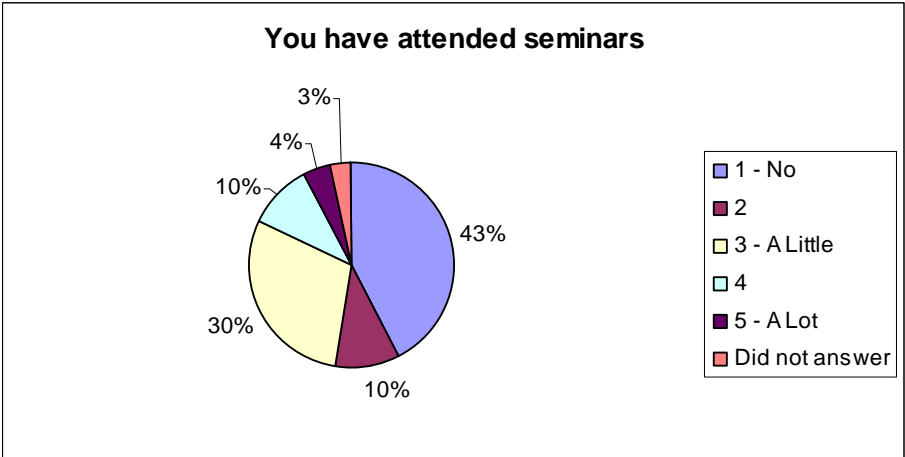




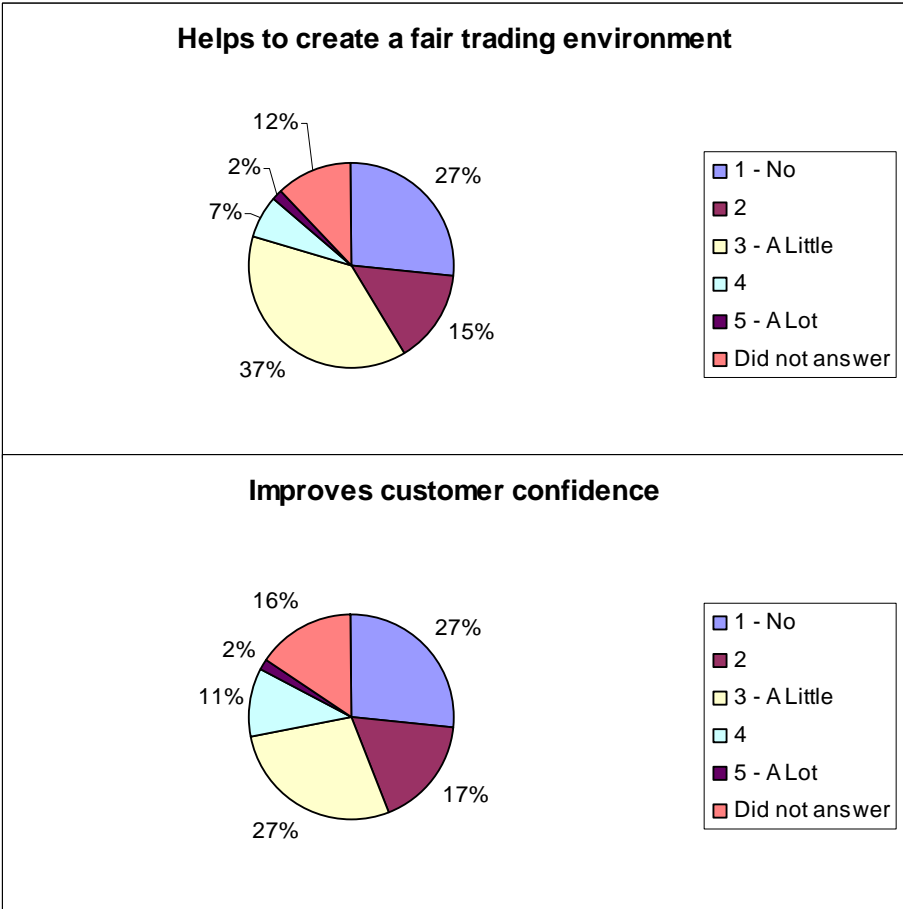
A lower number still (61%) have been inspected, although certain types of business are more likely to be inspected such as restaurants. However, more than one third (36%) have not been asked to provide any information for the purpose of regulation and a larger number (43%) have not attended a seminar.

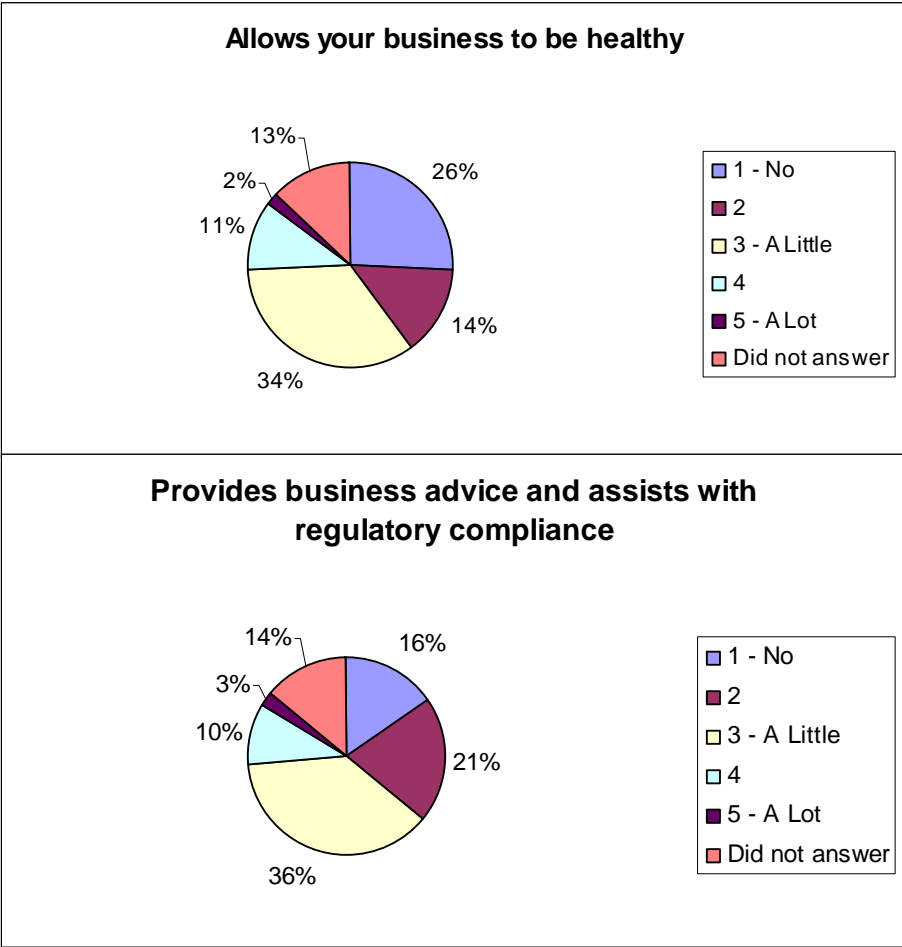
The general picture thus seems to be that the main forms of contact between businesses and local regulators appears to be inspection or seeking/being given advice (this may even be part of the same process). Respondents also show more frequent contact through inspection (9% 'A Lot') than seeking/being given advice (2% and 3% 'A Lot' respectively).





The general view of local regulators seems to vary between negative and neutral. The most recognised function was the provision of advice so as to comply with regulations (70%). One quarter of respondents thought that local regulators did not facilitate fair trading, improve consumer confidence or help businesses be healthy.





Businesses seem to hold a low view of regulatory services. This is a general attitude exemplified by the hostility most persons have towards ‘red tape’, but there were plenty of negative comments regarding local regulation especially in planning.

“North Norfolk District Council is continually placing constraints on our business.”

“We would like to expand at our current site, however, this is highly Unlikely due to planning restrictions imposed by North Norfolk District Council.”

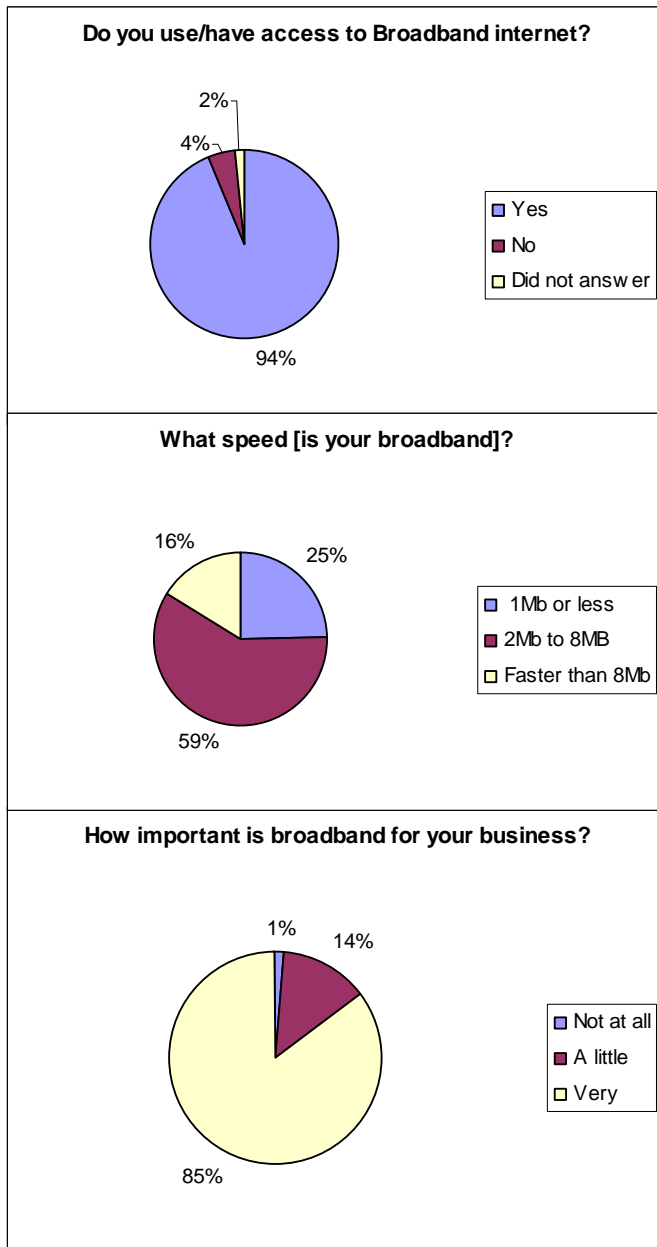
However, other aspects of NNDC’s work is praised in some responses, and many seem to utilise and have a positive experience of Health and Safety assistance.

“We use Business Link sometimes; members of East of England Tourism, NNDC Arts & Tourism departments are helpful too”

Broadband:

The vast majority of businesses do have access to broadband. However, approximately one quarter who do so only have a speed of 1 mbps.

The most striking figure is the importance to businesses of broadband, 85 % stated that it was 'Very Important' to their business.



There is a separate report by the author specifically on broadband issues in North Norfolk. This was a distinct part of research identified and commissioned by NNBF, NNSP and NNDC.

Section 3: Conclusions

North Norfolk seems to have a fairly contained economy in which most businesses are not active in international markets. Moreover, the vast majority of businesses intend to stay in the area in the future but few appear to have used forward planning.

Supporting Local Businesses

Many state that they want support, but few have accessed any – this would seem to reinforce the general view that business support agencies have tended to focus least on rural areas. However, this may change in the future with the development of peer support networks for businesses in North Norfolk, such as the Business Forum⁵ and projects such as the Bizzfizz⁶ inspired RESULT scheme in the Griffin Partnership area.

The three public agencies responsible for supporting business in training, recruitment and advice (Train to Gain, Job Centre Plus and Business Link) do seem to have had an impact on the respondents. Only a handful of respondents mentioned any of these agencies.

Courses to improve the level and quality of internal training, e.g. train the trainer, would also seem to be of use given the high level of internal training. This is reflected on a national level where a recent LSC study of major employers concluded:

“Most [businesses] felt that in-house training was generally better than public sector-funded training, for a mixture of positive and negative reasons. However, some felt public sector-funded training was especially good for specific areas (for example, Apprenticeships, IT training) and, where preferred, this was because it offered nationally recognised qualifications.”⁷

On an individual level, day training such as the very popular BASE courses in Cromer offer a short introduction to important business planning skills and let the participants gauge the value of pursuing further training.

The issue of training in sole-trader or owner operated businesses is also an important factor in North Norfolk where a higher than national average proportion are self-employed (11.1 % to 9.3 % respectively).⁸

In this situation, there is much to be gained from cooperation between sole traders who have the potential to gain mutual benefits from training rather than losses through local rivalries. With the planned future growth of housing in North Norfolk,

5 <http://www.northnorfolk.org/nbnf/>

6 <http://www.bizfizz.org.uk/>

7 'Recruitment and training among large national employers', LSC, January 2008

8 Statistics from NOMIS - <https://www.nomisweb.co.uk/reports/lmp/la/2038431850/report.aspx>

there is also a larger market for trades which are populated by sole traders such as electricians and plumbers.⁹ Cooperation in this way on a local level, perhaps through the North Norfolk Business Forum, can keep money in the local economy rather than losing it to large nationally based companies.

Population Changes

One source of change in the economy is demography, linked to migration.¹⁰ The trend of ageing in rural coastal areas, as well as rural areas in general, is well documented— this is driven by older persons retiring to the coast and younger skilled persons emigrating.¹¹ The latter could perhaps be counteracted through ‘substitution’ policies, i.e. to identify what young people leave for that can be provided here e.g. access to Higher Education and thereafter high skilled jobs. This is a matter of Youth Engagement which goes beyond just educational opportunities and includes recreation, social life and aspirations.¹²

In a report to Parliament in 2006, David Lloyd of East Lindsey District Council stated:

“Out-migration of younger people from coastal areas exacerbates population ageing. Younger people often migrate away from coastal areas in order to study or find better working opportunities. Population ageing is also occurring in rural areas, although not to the same extent as in coastal areas. Research on migration in rural areas found that young people migrating away tended to be richer, better qualified and more likely to be single than their counterparts that moved within rural areas. The pattern of migration to and from coastal areas is a contributing factor to low skill levels in the labour market.”¹³

Norfolk County Council Demographic Service has published a population projection for North Norfolk.¹⁴ This also shows rises in the number and proportion of older persons in the district (ages 45+) whilst numbers of younger persons fall over this period. Overall, the number of working age people falls by over 5%.

	2006	2007	2008	2009	2010	2011	2012
0-15	15,320	15,110	14,940	14,750	14,500	14,240	13,980
16-44	28,080	26,850	26,340	25,820	25,350	24,920	24,610
45-64	29,660	29,930	30,070	30,140	30,260	30,270	29,990
65-79	18,880	19,140	19,650	20,150	20,580	21,080	21,930
80+	7,660	7,840	7,970	8,130	8,350	8,580	8,790
All ages	99,610	98,880	98,950	98,990	99,040	99,090	99,290

Source: Norfolk County Council

9 The North Norfolk 2006 Housing Needs Study estimated that over 900 dwellings were needed per year to satisfy demand for housing.

10 See the NIACE report, ‘Demography and Adult Learning’, November 2007.

11 Research at the University of Newcastle projected that 75% of the population of North Norfolk would be over 50 by 2028.

12 This could be an area of future research in cooperation with other rural districts in Norfolk

13 <http://www.publications.parliament.uk/pa/cm200506/cmselect/cmmodpm/1023/1023we57.htm>

14 http://www.norfolk.gov.uk/consumption/groups/public/documents/general_resources/ncc050134.pdf

There also seems to be a self-reinforcing trend amongst young people in which those who are seen as 'academically successful' leave the area and that those who do not are looked upon negatively by employers.

In addition to this, further skills needs in the care, hospitality and health sectors would be expected to rise given this trend of ageing. On a more positive side, older persons (55 years or older) were seen as one of the easiest groups to employ and as the population continues to age there will be a greater need to equip, update and improve their skills in the workplace.

This is of particular importance to the Voluntary Sector, which has large numbers of older persons as volunteers and which makes a significant impact on the economy of North Norfolk. The report ***Getting to know the Voluntary and Community Sector in North Norfolk*** states that:

*"The value of the voluntary sector's contribution to the North Norfolk economy is estimated to be at least £15 million a year. There are an estimated 9,500 volunteers giving around 900,000 hours a year, and voluntary and community organisations directly benefit at least 45,000 people in the area."*¹⁵

Moreover, research by Newcastle University in 2006 stated:

*"Ageing communities are likely to become increasingly reliant on services staffed by volunteers, such as community transport, local conservation work, neighbourhood support and running village halls. This suggests that we should be looking at how we can increase the number of volunteers and ensure their commitment - perhaps through a more professional and systematic way of recruiting them."*¹⁶

ESOL & Skills Issues around migrants

The counter acting trend is immigration, largely from the A8 East European nations.¹⁷ The skills need which has been highlighted here is ESOL (English for Speakers of Other Languages), but will depend upon rates of settlement amongst these new workers and their families. Additional needs regarding basic rights, laws and customs can also be seen in various bits of anecdotal evidence. On a national level for example:

"Migrants can experience difficulties in accessing mainstream financial services, including setting up bank accounts and getting loans, due to difficulties in explaining requirements to bank staff and lack of appropriate

¹⁵ Getting to know the Voluntary and Community Sector in North Norfolk, NVS and The Guild 2007

¹⁶ <http://www.ncl.ac.uk/press.office/press.release/content.phtml?ref=1144136871>

¹⁷ The A8 countries which joined the EU in 2004 were: The Czech Republic, Estonia, Hungary, Latvia, Lithuania, Poland, Slovakia and Slovenia

documentation. Employers frequently retain workers' passports and there are difficulties in providing proof of residence. There is inadequate information provided to migrant workers on matters such as migrant workers' rights, entitlements and obligations. There are issues surrounding unfair dismissal of migrant workers, poor quality working conditions and standards, refusal to honour holiday and sickness entitlements and statutory wage rates."¹⁸

However, no such comprehensive training package of ESOL and working rights seems to exist, again, probably due to uncertainty over settlement.

Work by the IDeA¹⁹ identified that migrants prioritised obtaining information regarding:

- 1 getting a job
- 2 English language learning
- 3 where to get advice and information
- 4 national insurance and tax
- 5 rights at work
- 6 welfare benefits and social security
- 7 rights to live and work in the UK
- 8 doctors
- 9 adult education and training
- 10 housing in the UK

One sector specific programme, which is running across Norfolk, provides ESOL with a vocational element. The success of such schemes is more likely due to the large number of migrants (often recruited through agencies) in a sector which requires relatively high levels of training and communication at all levels.

*An ESOL Health and Social Care programme should be piloted in care homes, particularly targeting Care Assistants. This recommendation is already being put into action in Norfolk. Norfolk and Suffolk Care Supported have received ESF-LSC funding to deliver an ESOL programme within care homes in Norfolk. The first of these courses are due to start in mid-May [2007]."*²⁰

The figures for ESOL needs in the Norfolk care sector were assessed in the same study.²¹

There are at least 369 EU and 557 non-EU staff employed in CSCI registered organisations in Norfolk.

18 A8 migrant workers in rural areas – CRC Briefing Paper

19 'Integrating new migrants communicating important information', IDeA, January 2008, p.34.

20 ESOL Skills Audit in the Eastern Region Health and Social Care Sector – May 2006

21 Ibid.

- *Of these, approximately 50 % EU and 30 % non-EU staff communicate to Entry Level 3 or below.*
- *The majority of these staff are employed in Care Homes, Domiciliary and Nursing Agencies as Care Assistants.*

Migrants in general tend to possess a good level of skills, which are often under utilized due to language barriers. Research by the OECD highlighted that 25% of migrants possessed a University level of education compared to an OECD average of 20%.²²

“There is a failure within the labour market for skills and qualifications to be effectively recognised. This is a generic problem but it affects the newly arrived more directly as they do not have the access points and local knowledge to overcome this challenge.”²³

There has also been anecdotal evidence of ill-feeling towards recent migrant workers because of the general and mistaken impression that migrant workers ‘lower wages’ and ‘take jobs’.²⁴ There is obviously more work which needs to be done here with regard to community relations and perception.

The Problems of Provision

Now that we have identified some of the skills needed, an important point is to emphasise the problems with provision of these courses. These are both problems of accessibility and of what is termed ‘provision-led’ courses (where providers put on courses which suit their own needs rather than those of their learners).

Besides the fact that there are problems with physical access to facilities for learning, which means that most courses are run in Fakenham and North Walsham, there is the accessibility to specific courses themselves.

For example, there were eleven ESOL courses listed to take place in North Norfolk between January to April 2008. Although these are available in Cromer, Fakenham and North Walsham, the Workers’ Registration Scheme also shows higher concentrations of migrants around Stalham, which has very low provision in general.

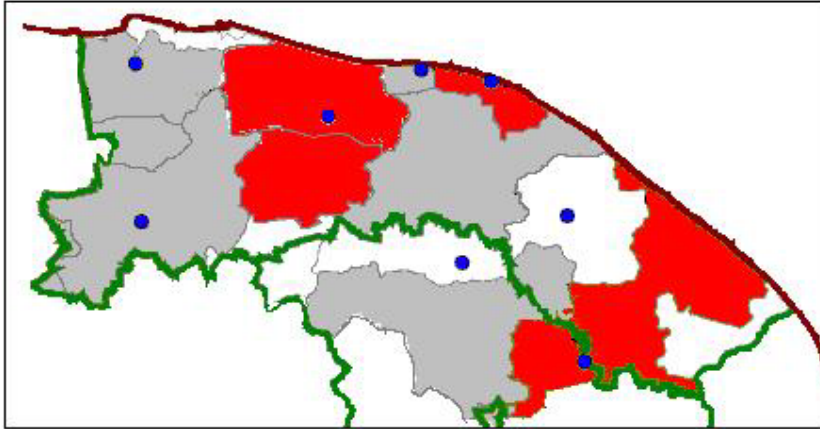
Learning providers do recognise this problem and do seek out information on what is needed at a local level. However, because a certain level of demand is needed to put on a course (assuming that the resources exist to put on the course), it is still the case that many individuals are forced to travel long distances to learn relatively specialised skills, for example plumbing.

²² ‘Migration strains rich and poor’, Steve Schifferes, BBC, 20 February 2008.

²³ Miguel Martínez Lucio, Robert Perrett, Jo McBride and Steve Craig, Migrant Workers in the Labour Market, TUC (2007).

²⁴ The Institute for Public Policy Research’s (IPPR) ‘Paying their way’ study in 2005 found that the per capita revenue to the Government generated by immigrants in 2003/04 was (at £7,203) higher than that for the UK born (£6,861). The study went on to show that government expenditure per capita on immigrants was lower (£7,277) than for the UK born (£7,753).

Map showing areas with high numbers of A8 Immigrant workers 2004-7



Source: NCC Demographic Services (Workers' Registration Scheme)

Using the top two skills highlighted in the responses, IT and customer service, we can also see some of the problems. IT, whilst well-supported in some areas (Fakenham, North Walsham, Cromer, Sheringham and Holt) is not available in others (Stalham, Wells and villages) due to the investment in equipment and premises associated with IT learning. However, schemes to make IT courses available to village areas in parts of North Norfolk are being trialled. I have highlighted below the locations of businesses who identified IT as a key skill and the nearest IT course.

Location of Business	Nearest IT Courses
Cromer (NR27 9)	Cromer
Sheringham (NR26 8)	Sheringham
Holt (NR25 6)	Holt
Potter Heigham (NR29 4)	North Walsham
North Walsham (NR28 8)	North Walsham
North Walsham (NR28 9)	North Walsham
(NR11 7)	Cromer
Stalham (NR12 9)	North Walsham
Fakenham (NR21 8)	Fakenham
Suffield Park (NR29 0)	Cromer
Blakeney (NR25 7)	Holt
Walsingham (NR22 6)	Fakenham

In contrast, Customer Service courses are few and far between. Whilst NVQs are available in North Walsham and several colleges outside the district run work-based learning courses - there was also a very popular one day course run in Cromer as part of the BASE training. The areas which had businesses request customer services courses are listed below.

Postcode	Location
NR27 9	Cromer
NR26 8	Sheringham
NR25 6	Holt
NR28 8	North Walsham
NR27 0	Suffield Park
NR25 7	Blakeney
NR21 9	Fakenham
NR12 0	Mundesley
NR23 1	Wells-Next-the-Sea

Issues of 'provision-led' problems and of accessibility are significant when considering future Vocational Diplomas in the area. A consortium of schools in the Northern Area of North Norfolk is already preparing to offer a diploma in Construction and the Built Environment from September 2008 and more are in development across the County. However, the ability for students to get to classes between these schools as well as being able to attend suitable work placements are likely to be major problems in North Norfolk when compared to well-connected urban areas.

Moreover, as mentioned before, provision of vocational diplomas (see Appendix 10) may reflect the strengths of the schools rather than the needs of their pupils or of employers. There is a risk that the successful diploma holders, like other qualified young persons, will be forced to seek employment outside of the district:

*'But a matter of serious concern is the reported attitude of the older pupils in the High School who do not see Cromer as providing them with homes and employment for the future. The issue of migration of the able young people cannot be ignored. This is not an issue peculiar to Cromer, but the provision of affordable housing and year round wellpaid employment must have importance here and must therefore be part of continued regeneration.'*²⁵

²⁵ Cromer Observatory Final Report August 2005, p 13

Appendix 1:

Q.10 Please describe these barriers [which are affecting the growth of your business]:

1. Difficulty in recruiting reliable staff. Lots of school leavers but 90% have no work ethic or understanding of how to conduct themselves. 2. Cost of improving sales and marketing is challenging to manage, as it is so difficult/lengthy to get out of Norfolk

In the main it's the fact we are in an area of "natural beauty" which makes development difficult. Plus all the improvements made in the past seem to be rewarded only with extra on costs etc (business rates)

We are on a land locked site with no extra space. We do have a secondary site. It may be that we have to relocate, but this is not our desire. If we had to move factory to alleviate space and could not be allowed to expand on our second site, we would probably move away from Norfolk.

Lack of recognition by the local authority as to the true nature of tourism demand within the North Norfolk district. This applies specifically to the planning regime relating to caravan parks and the refusal to accept that owner-occupied (as opposed to hire units) caravans have a major impact on the local economy generally.

As owner/occupiers who live above the shop the main issues that would affect us are personal health and quality of the immediate environment.

Poor free short term parking was available prior to so called re-generation taking 43 spaces away from the centre, resulting in an immediate downturn of trade now standing at over £150k pa decrease

Accreditation, bits of paper suggesting their qualifications are essential, never mind experience, fuel prices, politicians cowering to the EU, when others countries don't bother

From competition who are struggling and undercutting price for volume gain, extreme marketing in UK by companies selling the "China is the answer to cost effective manufacturing" and adverse material prices coupled with a lack of technical staff

The uncertainty of the British tourist trade generally

North Norfolk District Council is continually placing constraints on our business.

Financial constraints - lack of assistance from banks. Health & Safety, Employees etc. Legislation - Too much, i.e. All the red tape means not enough time to focus running your own business

Foot and mouth, Bluetongue and now the huge increase in feed costs, abattoir and fuel costs.

Plant sales, landscaping strangely affected by housing market. Increasing overheads whilst market forces are driving the prices of products down.

Adequate parking. Domination of Anglian Shrine complex and of Walsingham Estate - creates a monopoly in Walsingham - sole independent business struggle to compete and charity - unfair competition with shops.

The lack of understanding by the Broads Authority in respect of the Hire Fleet operators and their future needs. Conservation and management of the Broads can only be sustained by working with boatyards and involving all interested parties.

The Sea. If we can find out who owns the land across the road, we would like to consider it to roll back onto

Appendix 2:

Q .11 If applicable where would you wish to see more employment land or premises provided?

We would like to make better use of the land we have, this would require the support and help from the planners etc

Yes, on our existing site where potential Planning issues MAY cause us to re-locate. We are not in the position of having had to definitively ask the Council for a ruling as yet.

The town needs more car parking land to cater for the people employed in the town and also for the visitors to the town.

Would like to see more as it would benefit all businesses currently located in the area.

Where needed by business rather than where dictated by councils. Greater flexibility (within reason) required

Across the district. Larger sites in and around the larger areas. Small sites developing across the area, perhaps by diversifying farm buildings into start up/small macro business units.

We would like to expand at our current site, however, this is highly Unlikely due to planning restrictions imposed by North Norfolk District Council.

Planning applications involving business in the tourism sector should be considered in a more sympathetic light and dealt with promptly. Thousands of pounds are often wasted by delays.

Land should be considered to move back onto because of rising sea levels

Appendix 3:

Q.16 How do you deal with issues around Health and Safety?

Incredible as it may sound, I now don't take risks. Keep everybody away.

Constant vigilance and immediate attention where problems arise.
Policies developed from training plus use of NNBF website for info

We have a health and safety professional to advise and train staff. We carry out risk assessments. One of our staff members has done an I.O.S.H. Certificate Course and keeps everyone aware. Staff are made aware on induction. As one of the biggest employers in the town we get a lot of attention from NNDC.

We have a specific individual responsible for health and safety matters. They attend frequent courses and us up to date. Included with our insurance is an annual check to see/check that we are compliant with current legislation.

We use MENTOR, Part of RBS Group, to advise on H&S
Health and safety consultants advise us on all areas of H&S, fire risk, legionella risk assessment, asbestos etc.

Constant monitoring and staff training. We have a H&S section within our staff manual.

Info from NNDC to see what's req. then we deal with it.

Utilisation of NNDC officials and Depts. Cromer Guide and Trolley HSAW. HACEP controls in place.

Use a Health and Safety Consultant and monitor in house as required
Internally. Safe procedures manual. Heading towards accreditation.
Nominated individuals and clear policies.

Appendix 4:

Q.17 Please describe what type of support would be useful for your business?

Have accessed funding for training at management level. Would welcome information about grants and loans to help us with expansion of business.

It would be useful, from time to time, if a business advisor was able to look at our business with a 'fresh eye' and perhaps tell us where improvements could be made, which we haven't seen ourselves.

Better internet connectivity for rural areas

All types as long as the cost is not prohibitive

We use Business Link sometimes; members of East of England Tourism, NNDC Arts & Tourism departments are helpful too

General advice when needed and encouragement to continue to invest knowing that help is at hand.

We are supposed to have 8Mb broadband - at times it operates at less than 2Mb! BT are apparently unable to improve this situation.

The BASE training in Cromer was as good example of what is required. As is Business BYTE training run by Adult Education. Unfortunately the IT opportunities for training offered at Merchants Place Cromer seems to be erratic now.

A compilation of N Norfolk businesses who would give priority to local firms when seeking or giving quotations.

An open system of bidding for contracts at NNDC with periodic reviews.

A less obstructive attitude at NNDC when considering planning applications with less reliance on the appeals procedure to obtain consent.

Low interest loans; technical advice/ support from government and the authorities for small business; a reign on the basic wage with no further increase; less red tape; simpler employment law and procedures especially to do with employees who are absent a lot of who do not pull their weight.

A responsible and respectful attitude by all sections of the community towards modern manufacturing in a competitive world market place.

Reliable computer support including website development. Tailored to small business finance: Training for small businesses in establishing their own website and maintaining.

Sometimes it is better to get an external view and assistance as we can't always think of the obvious. We have used Business Link in the past.

Grants. We have managed 19 years of business without a single grant. On application each time we find that we are 'outside' the particular category

Someone to come to my business and show me how to do what I need and want to do on my own computer. Help with organising governmental legislative procedures. Promotion of the town to encourage visitors to shop locally.

Anything, but I have always found I am not able to conform to any.

Not too concerned at this stage. There seems to be plenty of help if required. Website design, need help on this.

Business link support - ongoing. Greater thought given to the actions of NNDC on local commerce.

Help in getting plans for farm building conversions through the planning stages

Appendix 5:

Q.24 Please describe what skills you feel are important for the future of your business:

Good work ethic. Training is provided but laziness and behavioral issues are main problems amongst younger recruits.

Bright young people with a good commitment and work ethic

The next generation need to understand that communication and service skills are important, and work ethics need to be encouraged.

Engineering; Food Technologists; Commercial Management; Factory Management

The most important skills for a shop assistant are to be able to communicate with people and be literate and numerate.

A standard level of education, as we can then develop and train individuals as required.

There is a shortage of properly skilled personnel in the holiday caravan industry generally - North Norfolk is probably not an exception.

Particularly in terms of gas competency, but also electrical competency is becoming a problem.

Just simply, people who know the flooring industry and its surroundings. Its not just sales.

Selling ability/ customer service/ basic computer skills/ basic budgeting/ Basic English and maths. There are very few 'high flyers' available to small businesses.

Just keeping up to date on the technical aspects of our business via individual regimes of CPD

Application of computer machining skills allied to craft skills delivered with passion engendered by a responsible and respectful attitude by all sections of the community towards modern manufacturing in a competitive world market place.

Work on own initiative, also capable of working within a team. Ability to make decisions - ambitions to grow with company

Well qualified staff with up to date knowledge of the requirements of education, willing to work as a team, adaptable.

Retail skills coupled with enthusiasm - so important

Staff who are reliable and hardworking and who do not require all benefits of legislation: Maternity, sickness, flexible hours

Common sense and ability to do the job - hopefully those persons employed have both.

Management of IT in order to enhance what we do. Improve customer service and create and promote sales through the internet. Computer illiteracy is a big disadvantage.

Keeping up with software/computer concerning payroll and accounts. Need to help set up website - our next big thing.

Ability to financially plan for expanding the business, market e-sell and give the highest possible customer service from a dedicated team.

Appendix 6:

Q.25 Please explain any difficulties you have experienced [in employing people]:

Never had any [BME] applicants, so neutral answer given. We have a number of staff with disability or health issues and work with them to support them in their working environment.

Our work is seasonal and involves weekend work also - it is traditionally difficult to attract staff that are prepared to give up every weekend through the summer for example. Are there any black/minority workers in N Norfolk?

In the past when we did employ, we found that the quality of people being submitted by the Job Centre were substandard.

Never been asked by a disabled person for work, although wouldn't be a problem if they were able to do the work required.

Employing 16-24 year olds is very hard because of insurance on younger drivers. Migrant workers because of language barrier and driving licences.

We do not have any problem employing people as we never need to advertise. We currently employ staff from 21 to 59.

Recruiting employees is made a lot more difficult due to rural location

I have never had a disabled or bme person apply for a job. Young people are generally a waste as they are unreliable and don't want to work.

Finding right calibre staff to work in retail - with high cost of local housing many move away from N. Norfolk coast.

Very unlikely to employ anyone due to onerous obligations on an employer. Cost/Risk factors too high. Rather continue as a small husband/wife team. Human Rights/Employment Laws are strangling this country.

As we are very seasonal, it is difficult to offer full-time employment. Therefore we look overseas for seasonal workers.

Not enough suitably trained. Higher wages in the city makes it difficult to recruit.

Mainly on catering staff- generally mature ladies. Level of IS reduces candidates who lose benefit if they work part time.

Difficult to employ ethnic minorities as there are so few living locally. Job centre complex and slow to ask. Have tried agency they are too expensive

Family business. But potential problem with recruiting young people as few are trained in the industry.

We are only a small employer, but we find a lot of people do not want to work - just want the money.

Difficult to find full-time men with retail experience.

Young people, disabled persons and minorities very rarely apply, albeit we do make it clear in our advertising that we are an equal opportunities employer.

Appendix 7:

The North Norfolk Pilot Business Survey 2007

North Norfolk Business Survey 2007

Please complete as soon as possible or by the 30th November 2007 and return to:
Merchants' Place, 16 Church Street, Cromer, Norfolk, NR27 9GW

Or complete online at www.l4esp.org/nnbs2007.htm

If you have any questions or would like help completing this please contact Samir Jeraj
on 01263 519454, samir@cromercentre.co.uk or at the address above.

Contact details

Name: _____ Telephone: _____
Company name: _____ Preferred contact: _____
Address: _____

Postcode: _____ Are you happy for us to hold your details:
Email: _____ Yes No
Website: _____
 VAT Non-VAT Registered

Business characteristics

Q1 Please tick the sector(s) which are most applicable to your company.

- | | |
|---|--|
| <input type="checkbox"/> Agriculture and Fishing | <input type="checkbox"/> Transport and Storage |
| <input type="checkbox"/> Construction | <input type="checkbox"/> Health and Care |
| <input type="checkbox"/> Creative Industries | <input type="checkbox"/> Tourism |
| <input type="checkbox"/> Energy | <input type="checkbox"/> Finance and other Business Activities |
| <input type="checkbox"/> Wholesale and Retail Trade | <input type="checkbox"/> Education |
| <input type="checkbox"/> Renting | <input type="checkbox"/> Manufacturing / Boat Building / Food Processing |
| <input type="checkbox"/> Communication | <input type="checkbox"/> Real Estate |

Q2 Where is/are your key market(s)?

- North Norfolk East of England UK EU International

Q3 How many people do you employ?

Full Time Part Time

Business confidence

Please answer using the scale of 1 to 5.

Decreased Increased

None

1 2 3 4 5

- Q4 In the past year how have your staff levels changed?
- Q5 How do you see your staffing changing in the next 2 years?
- Q6 What are your space needs likely to be in the next 2 years?

Q7 Are you planning to relocate within the next 2 years? Yes No
If yes, tick as appropriate North Norfolk Outside the District

No A Little A Lot
1 2 3 4 5

- Q8 Are you seeking to expand your business?
- Q9 Are you planning future capital investment?
- Q10 Are there additional barriers/threats which are affecting the growth of your business?

Please describe these barriers:



No A Little A Lot
1 2 3 4 5

Q11 Is there a shortage of employment, land or premises in the district?

If applicable where would you wish to see more employment land or premises provided?



Q12	Are any of the following barriers to expansion of your business:	No	A Little			A Lot
		1	2	3	4	5
	Lack of available employment land	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Lack of serviced premises	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Land values	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Rental values	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Q13	Do you feel economic confidence impacts on your business:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Q14	Do you feel that you are adequately informed on employment law in your business:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Q15 Do you have plans in place to minimise the risk of a business disaster? E.g. Premises Fire

Q16 How do you deal with issues around Health & Safety in your business?

Technology/Innovation

- Q17 Do you use a computer for work? Yes No
- Q18 Do you use/have access to broadband internet? Yes No
- If so, at what speed? 1Mb or Less 2Mb to 8Mb Faster than 8Mb
- How important is it for your business? Not Very A Little Very
- Q19 Have you used business support? No A Little A Lot
E.g. advice, grants, loans, ICT

Please describe what type of support would be useful for your business:

Learning and Skills

- | | No | A Little | | | A Lot |
|--|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| | 1 | 2 | 3 | 4 | 5 |
| Q20 Do you use external training or business support services? | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Q21 Do you train staff internally? | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Q22 Do you have problems recruiting people with the relevant skills? | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Q23 Do you have problems with staff retention? | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

Q24 Please describe what skills you feel are important for the future of your business.

Q25 On a scale of 1 to 5 please state how easy you find it to employ the following groups.

	Very Easy			Very Hard	
	1	2	3	4	5
Men	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Women	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Young people (16-24 years old)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Older people (55+ years old)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Disabled persons	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Black and minority ethnicities – (including migrant workers)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please explain the difficulties you have experienced (if any):



Better Regulation:

Q26 What interaction have you had with local regulatory services?

Your business has approached them for advice on how to be compliant

You have been given advice from them to help you to be compliant (written or in person)

You have been inspected

You have been asked to provide information for regulatory purposes (e.g. questionnaires)

You have attended seminars

	No	A Little		A Lot	
	1	2	3	4	5
Your business has approached them for advice on how to be compliant	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
You have been given advice from them to help you to be compliant (written or in person)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
You have been inspected	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
You have been asked to provide information for regulatory purposes (e.g. questionnaires)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
You have attended seminars	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Other, please specify and score:

	No	A Little		A Lot	
	1	2	3	4	5
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

North Norfolk Business Survey 2007

Q27 How do you think the local regulatory services support your business?

Helps to create a fair trading environment

Improves consumer confidence

Allows your business to be healthy

Provides business advice and assists with regulatory compliance

No	A Little			A Lot
1	2	3	4	5
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Other, please specify and score:

No	A Little			A Lot
1	2	3	4	5
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Q28 Would you like to receive support, training or information in the following areas: (please Tick)

Advertising jobs

Design of application form

Design job description and person specification

Interviewing

Training, Learning and Skills

VAT

Adaptations or reasonable adjustments for disabled persons

Your responsibilities and how to deal with Equalities legislation

Using broadband

Other:

Do you want to receive a copy of the final report?

Yes

No

Thank you very much for completing this survey, your input is very important, your views will inform future economic strategy for North Norfolk

Appendix 8:

Note on methodology

Introduction

It is the intention of NNDC and its partners to continue to survey local businesses on an annual basis. Therefore, to inform decisions and processes for this, I have produced a description and commentary on the methodology used for the 2007 North Norfolk Business Survey. This will highlight where aspects could be improved in future surveys to make for a better report.

Background

The 2007 North Norfolk Business Survey was undertaken largely to provide the main bulk of information for the completion of two strands of research identified by the NNSP and NNBF:

- *to research the true picture of the business stock in North Norfolk*
- *to assess skills needs across the district*

It also had a bearing on a third strand which was:

- *the availability and quality of broadband internet in North Norfolk*

Writing the questions

In preparation for writing the questions, a number of similar surveys were examined, their questions collected and presented to a meeting with representatives of NNDC, NNSP and NNBF.

Questions from this list and from suggestions at the meeting were phrased and sent round for comments. At this stage, and later on into the process, a number of representations were made by partner organisations in the district and county with additional suggestions for questions. These came from:

- NNDC - Planning Policy
- NNBF (via the Chair)
- NNDC – Environmental Health
- NNREC
- NCODP

Designing the Survey

It was decided at the beginning to collect largely, but not exclusively, quantitative data in that questions would be answered by providing a score. This, it was felt, would be conceptually easier to engage with, would take less time and would have the potential to create an 'Economic Health' formula. Questions inviting written responses were also included to gather qualitative data.

With the design of the survey itself, background research was done to examine how other surveys had been designed. Moreover, advice was sought from within NNDC departments and the NNBF. During this process, a number of opportunities were made available for comments at meetings and by email, and these were incorporated into the final design.

Distributing the Survey

The survey itself was distributed by a number of means which were examined and calculated beforehand and were used to create a Matrix of contact.

Email

The email aspect of the survey was carried out from October to the end of November. A message was written and agreed with a copy of the survey attached and a link to an online version of the survey. These were sent and frequently resent to:

- NNBF members (300)
- Businesses which NNDC has an email address for (600)
- FSB North Norfolk branch members (this was done via NNBF)

Direct Contact

In October, Local Area Partnerships were made aware of and given copies of the survey to distribute and to have available on their premises. Both Cromer and Stalham are known to have actively distributed and collected the surveys in the towns. Moreover, copies were given out at events where possible.

Mailing

A mailout of approximately 700 businesses was carried out in December with addresses from the database of businesses kept by NNDC. This was designed to boost responses from under-represented sectors and areas in the initial returns.

Results

The response rate was below what would have been hoped or expected. There were a number of reasons for this which should be addressed in doing a future survey – recommendations arising from these are in the next sections.

Firstly, the survey was too long. The researcher had aimed to make the survey no more than four A4 pages but had to expand the length to incorporate additional questions, mostly as a result of partner consultation. The survey ended up being six pages, having been reduced from eight (twice the intended length).

Secondly, some of the questions which were included by request were off-topic and, in the researcher's opinion, put off respondents. Despite substantial editing and revision of the questions, the 'Better Regulation' section of survey was a hindrance. This is reflected by the relatively low number of responses to these questions.

Thirdly, the mailout occurred far too late. This was due to problems of coordination of the production, addressing and posting of surveys to businesses. There were unexpected problems, such as that the machinery used to fold and place the surveys into envelopes was unable to operate with the surveys provided as they were stapled. This meant that the researcher had to physically fold and place the surveys and letters into envelopes – an unplanned task which took three days.

Fourthly, in terms of distribution of the surveys, a decision was taken early on to attempt the survey at very low cost. This meant that only a sample of businesses were directly mailed and that follow-up mailings and free postage envelopes were not included in the process.

Lastly, the quality of information regarding both email and physical addresses was more unreliable than expected. This meant that many emails and letters never arrived.

Recommendations

- 1) The survey should be launched with a mailout, preferably to members of the Business Forum, FSB and Chambers of Trade.
- 2) An online survey should also be ready at this time and referred to on the paper survey (as happened this year).
- 3) A defined budget should be allocated for the survey. This would mean that it could be better designed and planned.
- 4) As part of point 3, consideration should be given to using:
 - Follow-up mailings
 - Postage free methods of returning surveys (prepaid or freepost)
 - Prize draws or other incentives used in consultations and surveys
- 5) The survey itself should be short and focused.
- 6) To provide the basis of an annual health-check, many of the questions should remain the same year on year.
- 7) Any additional questions should relate directly to KPIs, PIs or specific and justified informational needs within a focused survey.

Appendix 9:

North Norfolk Pilot Business Survey 2007: List of Consultees

NNDC

Robin Smith – Economic Development Unit
Jose Socao – Economic Development Unit
Geoff Thompson – Economic Development Unit
Denise Treissman – Learning for Everyone
John Morgan – Learning for Everyone
Stuart Hutchinson – Learning for Everyone
Kate Sullivan – Active Communities
Rod Cartmell – Communications
Jill Fisher – Planning Policy

Outside Organisations

Gillian Bolam – North Norfolk Business Forum
Gillian Powell - North Norfolk Business Forum
Peter de Oude – Norfolk Coalition of Disabled People
Anne Matin – Norwich and Norfolk Racial Equality Council
Don Venvell – North Norfolk Skills Partnership
Ian Doughty – North Norfolk Business Forum

Appendix 10

Diplomas - where are we now and what is proposed for the future?

Delivery of the Diplomas involves a whole range of partners – some of whom are not mentioned here. Contact has been made and meetings held with a range of people including employer representative groups including the Voluntary Sector. Meetings are underway to develop Gateway 3 applications – timescales for submission likely to be October / November 2008.

The chart below gives an idea of the areas of excellence that are emerging in the North. At the moment lines are being developed by those with specialisms/particular links to the subject. As the lines of learning are taken forward we need to consider additional resource/funding requirements and how funding should/could be allocated. It is likely that areas will develop as a resource base for several of the subject areas. Although very different the subjects do compliment one another well

Colour code = bright green – ready to be delivered 2008, other green – planning for a 2009 start, dark yellow/amber – going ahead 2010 subject to LA/DCSF approval, light yellow – planning happening now – hoping for a 2010 start, pink – to be taken forward by partners probably next year, light blue – further discussion needed

COWA - College of West Anglia ; CCN – City College Norwich ; ERNF – Extended Rural Norfolk Federation ; NENC – North East Norfolk Consortium ; IF – Increased Flexibility – a learning programme for 14-16 year olds ; DCSF – Department for Children, Schools and Families ; LA – Local Authority (Children’s Services) ; BCTS – Broadland Council Training Services ; HS – High School ; TBC – to be confirmed

Subject Area	Lead body	Where it is based	Who will access	How funded
Construction (Gateway 1- secured -September 2008 start)	ERNF	Fakenham level 1/2 COWA and CCN level 3	<ul style="list-style-type: none"> ▪ ERNF area initially but open to others in the North ▪ Business community ▪ Adult learners 	<ul style="list-style-type: none"> ▪ DCFS / EEDA (IIC) ▪ ERNF Schools ▪ Private contributions
Land based and Environment (Gateway 2 secured September 2009 start)	Easton College	Various sites being developed – tbc Holt, Reepham, Wells, Coltishall Douglas Bader Centre (?)	<ul style="list-style-type: none"> ▪ Whole of the North – initially schools in the IF partnership 	<ul style="list-style-type: none"> ▪ DCSF / LA
Creative and Media (Gateway 2 – work in	ERNF	Reepham High School Fakenham High/College	<ul style="list-style-type: none"> ▪ ERNF area 	<ul style="list-style-type: none"> ▪ DCSF / LA

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progress – September 2010 start)		Outreach City College Norwich COWA BCTS Future development – Dereham working with Litcham		
Creative and Media (Gateway 2 – work in progress – September 2010 start)	NENC	North Walsham – HS and Paston College Sheringham Outreach City College BCTS	<ul style="list-style-type: none"> ▪ NENC area 	<ul style="list-style-type: none"> ▪ DCSF / LA
Business Administration and Finance (Gateway 2 – work in progress – September 2010 start)	ERNF	Aylsham – HS, Alderman Peel HS and college Wells North Walsham – Paston College / CCN /COWA (level 3) Outreach City College Norwich COWA BCTS Future – Sheringham and North Walsham	<ul style="list-style-type: none"> ▪ ERNF initially but whole of Northern area part of the planning (NENC partners already involved) 	<ul style="list-style-type: none"> ▪ DCSF / LA
Hospitality (Gateway 3 – complete re-submission)	CCN in partnership with ERNF / NENC	TBC in discussion with partners	<ul style="list-style-type: none"> ▪ Whole of the North 	<ul style="list-style-type: none"> ▪ DCSF / LA / other to be identified
Information Technology (Gateway 3 – new submission)	NENC	Wroxham – Broadland HS, North Walsham Outreach	<ul style="list-style-type: none"> ▪ NENC initially ▪ Potentially whole of the North 	<ul style="list-style-type: none"> ▪ DCSF / LA / other to be identified

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		City College Norwich COWA BCTS Future To be decided - Sheringham, Aylsham, Reepham, Dereham or Fakenham		
Travel and Tourism (Gateway 3 – new submission)	NENC in partnership with CCN	Cromer (HS with CCN facilitating process) Others to be decided Future Wells, Holt	<ul style="list-style-type: none"> ▪ NENC initially ▪ Potentially whole of the North 	<ul style="list-style-type: none"> ▪ DCSF / LA / other to be identified
Sport and Active Leisure (Gateway 3 – new submission)	ERNF	Wells - Alderman Peel HS North Walsham (tbc)	<ul style="list-style-type: none"> ▪ ERNF area initially in time whole of the North 	<ul style="list-style-type: none"> ▪ DCSF/LA/ other
Hair and Beauty (Gateway 3 – new submission)	CCN	To be confirmed in discussion with partners	<ul style="list-style-type: none"> ▪ Whole of the North 	<ul style="list-style-type: none"> ▪ DCSF / LA / other to be identified
Public Services To be taken forward – GW3/4	College lead (tbc)		<ul style="list-style-type: none"> ▪ Whole of the North 	<ul style="list-style-type: none"> ▪
Retail To be taken forward – GW3/4	College lead (COWA/CCN tbc)		<ul style="list-style-type: none"> ▪ Whole of the North 	<ul style="list-style-type: none"> ▪
Society, Health and Development Possibly next year Gateway 4	NENC – Sheringham High, Sheringham Woodfields and Paston College,		<ul style="list-style-type: none"> ▪ Whole of the North 	<ul style="list-style-type: none"> ▪

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	CCN expressed an interest ERNF – submitted in Gateway 1			
Engineering Possibly next year Gateway 4	NENC - North Walsham High School, EAGIT, CCN		▪ Whole of the North	▪
Manufacturing/Product Design	College lead (tbc)	Fakenham North Walsham	▪ Whole of the North	▪
Science, Humanities and Languages	?!!		▪	▪

The Local Authority is beginning to gather together the County-wide plan. The 14-19 Strategy Group are looking at the development in each area carefully and are beginning making recommendations as to how an area should move forward and the resource they are likely to be able to put into the area to make plans happen. We need to make sure our planning reflects

- Needs/aspirations of the learners and their progression routes for the future
- The skills needs of our area - 2020 vision
- Builds on existing strengths and expertise
- Offers opportunities for others within the community and those outside of the North
- Maximises the use of existing resources and expertise
- Makes the most of opportunities for joint work with other partners e.g. District Councils

Diplomas - Who's working with who?

- **North East consortium** - creative and media (starting September 2010 if amendments are made)

Aylsham High; Broadland High, Hoveton; Cromer High; North Walsham High: Sheringham High: Stalham High: Sheringham Woodfields Special School; Sidestrand Hall Special School; Paston College, North Walsham; North Pupil Referral Unit; City College; Broadland Council Training Services

- **Open Opportunities consortium** - construction and built environment, creative and media (both September 2008); IT, hair and beauty, manufacturing and product design, hospitality and catering (all September 2009)

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City of Norwich School; Notre Dame School, Norwich; Earlham High, Norwich; The Hewett School, Norwich; Framingham Earl High; Norwich City College; Hethel Engineering; John Oliver Academy;

- **Wensum Consortium** - society, health and development (September 2009)

Costessey High; Taverham High; Hellesdon High; Norwich City College, EAGIT, Easton College

- **East Consortium** - creative and media, IT (September 2009); society, health and development (September 2010 if conditions are met)

Acle High; Flegg High, Martham; Caister High; Yarmouth High; Oriel High, Gorleston; Cliff Park High, Gorleston; Lynn Grove High, Gorleston; Hobart High, Loddon; East Norfolk Sixth Form; Yarmouth College

- **All Routes Consortium** - creative and media, IT (September 2009)

Attleborough High; Wymondham High; Hethersett High; Old Buckenham High; Wymondham College; Chapel Road Special School, Attleborough; Norwich City College; Easton College

- **Extended Rural Norfolk Federation** - construction and built environment (September 2008); creative and media, environmental and land-based, business, administration and finance (September 2010 if conditions are met)

Fakenham High; Reepham High; Alderman Peel High, Wells; Aylsham High; Litcham High; Neatherd High, Dereham; Northgate High, Dereham; Fred Nicholson Special School, Dereham; College of West Anglia; Norwich City College; Easton College; Broadland Council Training Services; Norfolk Training Services

- **Easton College Consortium** - environmental and land-based (September 2009)

Attleborough High; Acle High; Alderman Peel High, Wells; Aylsham High; City of Norwich School; Costessey High; Diss High; Fakenham High; Hellesdon High, Norwich; Hethersett High; The Hewett School, Norwich; Neatherd High, Dereham; Northgate High, Dereham; Notre Dame School, Norwich; Reepham High; Sheringham High; Sprowston High; Taverham High; Wayland High, Watton; Wymondham High; Fred Nicholson Special School, Dereham; North Pupil Referral Unit.

- **Norwich North Consortium** - business, administration and finance, engineering (September 2009)

The Blyth-Jex School, Norwich; Thorpe St Andrew High; Heartsease High, Norwich; Sprowston High; Norwich City College; EAGIT engineering training

- **Opportunity West Consortium** - business, administration and finance, construction and built environment (September 2009)

Smithdon High, Hunstanton; Terrington St Clement High; Marshland High, West Walton; King Edward VII, King's Lynn; The Park High, King's Lynn;

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Springwood High, King's Lynn; Methwold High; Downham Market High; Wayland High, Watton; Hamond's High, Swaffham; College of West Anglia, King's Lynn; Norwich City College; Ethel Tipple Special School, King's Lynn; Alderman Jackson Special School, King's Lynn

Jan Munn – 14-19 Co-ordinator Northern Area