

Economic Development Committee

Thursday, 12 December 2013 at 14:00

County Hall, County Hall, West Bridgford, Nottingham NG2 7QP

AGENDA

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|---|--|---------|
| 1 | Minutes of the Last Meeting Held on 19 November 2013 | 3 - 4 |
| 2 | Apologies for Absence | |
| 3 | Declarations of Interests by Members and Officers:- (see note below)
(a) Disclosable Pecuniary Interests
(b) Private Interests (pecuniary and non-pecuniary) | |
| 4 | Nottinghamshire Work Clubs Progress Update | 5 - 8 |
| 5 | Economic Development Capital Fund | 9 - 20 |
| 6 | Performance at Worksop Turbine Innovation Centre | 21 - 24 |
| 7 | Better Broadband for Nottinghamshire - Resource Requirements for Delivery Phase | 25 - 42 |
| 8 | Work Programme | 43 - 46 |

Notes

- (1) Councillors are advised to contact their Research Officer for details of any Group Meetings which are planned for this meeting.

- (2) Members of the public wishing to inspect "Background Papers" referred to in the reports on the agenda or Schedule 12A of the Local Government Act should contact:-

Customer Services Centre 0300 500 80 80

- (3) Persons making a declaration of interest should have regard to the Code of Conduct and the Council's Procedure Rules. Those declaring must indicate the nature of their interest and the reasons for the declaration.

Councillors or Officers requiring clarification on whether to make a declaration of interest are invited to contact Christine Marson (Tel. 0115 977 3887) or a colleague in Democratic Services prior to the meeting.

- (4) Councillors are reminded that Committee and Sub-Committee papers, with the exception of those which contain Exempt or Confidential Information, may be recycled.

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12th December 2013

Agenda Item:4

REPORT OF THE GROUP MANAGER, CORPORATE STRATEGY**NOTTINGHAMSHIRE WORK CLUBS: PROGRESS UPDATE****Purpose of the Report**

1. To update Committee on progress with the development of a network of work clubs in Nottinghamshire libraries and the achievements of the work clubs to date.

Information and Advice

2. Nottinghamshire County Council has funded work club activity in the County since 2010. There are now eight library based work clubs in the county

- Worksop (Thurs, 10-12)
- Retford (Fri, 10-12)
- Newark (Thurs, 10-12)
- Mansfield (Weds, 10-12)
- Kirkby (Fri, 10-12)
- Hucknall (Thurs, 3.30-5.30)
- Arnold (Tues, 1.30-3.30)
- West Bridgford (Mon, 2-4)

3. Discussions are underway to establish two further work clubs, in Beeston and Stapleford

4. The purpose of the work clubs is to offer a neutral space for unemployed people to come together to support each other in their journey back to work. The model has been developed around peer support and work club members motivating each other to search for work. The Nottinghamshire model has no eligibility criteria and is open to all. In addition to the two hour drop in session all the work clubs offer more structured sessions including

- CV writing
- Interview skills
- Jobsearch strategies
- Career planning
- Self promotion
- Dressing to impress
- Sessions led by local employers
- Steps 4 Success (a 6 hour motivational, confidence building course addressing barriers to employment. This is largely funded through the Adult and Community Learning Service.)

5. Using libraries as venues builds on the open access and supportive ethos of the Nottinghamshire work club network. The culture of job seeking is increasingly target driven both for those delivering support services and job seekers themselves. Our work clubs are not measured in the same way and are delivered as a county council service offering a supportive atmosphere which proves helpful to jobseekers. In addition, open access allows

people who are not claiming benefits but are looking for work and people looking to change jobs to access advice and support through the work clubs. The friendly and supportive nature of our work clubs creates a more conducive atmosphere for people to access the support on offer and motivates people to take the extra steps necessary in their job search.

6. The work clubs are supported by the Work Club Co-ordinator. This post is responsible for the development and delivery of the work clubs, supporting volunteers, organising work club activities and linking work clubs to local employment and skills provision. Additionally, this post is the key link between internal and external sources of support and accesses additional support identified as beneficial for work club members. It became clear early in the development of work clubs that the most important resource was the consistent presence of somebody who could direct sessions and be a contact point for work club activities.
7. Extending the work club network put pressure on the Work Club Co-ordinator in terms of supporting each work club each week. To resolve this, we have trained some library staff to support the work clubs. This ensures that a member of staff is available to lead the work clubs and free up the work club co-ordinator to develop new work clubs and build the programme of support across the work clubs as a whole. The library staff time is funded through the work club budget. Additional benefits of using library staff is that the work clubs and their members are more closely tied to other activities such as learning that are part of the core library offer.
8. Attendances at the work clubs are now averaging 250 per month. It tends to be older people accessing the work clubs and some common issues can be identified:
 - poor literacy and numeracy skills
 - poor IT skills and limited access to IT
 - health issues, both mental and physical
 - a growing number of people leaving the Work Programme after two years without securing a job
 - a growing number of people migrating from Incapacity Benefits to Jobseekers Allowance and being required to look for work. This group of people tend to have limited work experience
 - people ineligible to claim benefits and thus excluded from jobcentre support eg unable to access sector based work academies
 - poor/ineffective job search skills
9. The work clubs have been developed using limited resources in order to make them more sustainable. This has proved effective. Since the Council started to deliver work clubs, a number of funded work clubs offered by other organisations have come and gone. Funding the post of Work Club Co-ordinator through the County Council's own funds has provided a focus, a consistency and professionalism to the work clubs.

Future Developments

10. Additional sessions that would be beneficial to work club users are always in development. Future sessions may include
 - IT for job seekers (this has been trialled successfully in one work club but access to computers for the session is a limitation)
 - changing careers

- transferable skills
- health and work
- getting the best from the Jobcentre Plus offer

11. As indicated earlier in the report discussions are underway to extend work clubs to Beeston and Stapleford but this will stretch resources to their limit and it is unlikely further job clubs could be rolled out without additional investment. Equally additional activities or services that the work club could offer eg access to phones and printing would have resource implications.

12. The Work Club Co-ordinator already works closely with other teams within the authority, principally the Adult and Community Learning Service and i-works (which supports people with learning difficulties). It would be helpful to extend this joint working to build up the expertise available to work club clients, particularly in areas such as the newly-introduced universal credit.

Other Options Considered

13. None. The report is for noting.

Reason for Recommendation/s

14. To ensure that Committee Members are aware of the ongoing development of Work Clubs being delivered through the Council's Economic Development team.

Statutory and Policy Implications

15. This report has been compiled after consideration of implications in respect of finance, equal opportunities, human resources, crime and disorder, human rights, the safeguarding of children, sustainability and the environment and those using the service and where such implications are material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required.

16. Nottinghamshire Work Clubs are open to all Nottinghamshire residents, they are voluntary to attend and based in libraries which have open access

Financial Implications

17. Work Clubs have benefited from a £50,000 budget allocation in 2012-13 and 2013-14. This has enabled the continuation of the Co-ordinator post; purchasing additional hours of support from the library service and the purchase of laptops for use in the workclubs.

RECOMMENDATION/S

That Members note the content of this report.

Report of the Group Manager, Corporate Strategy

For any enquiries about this report please contact: Trish Adams ext 72042

Constitutional Comments (NAB 29.11.13)

The report is for noting only. Economic Development Committee is empowered to receive and consider the report.

Financial Comments

Background Papers

NA

Electoral Division(s) and Member(s) Affected

All



12 December 2013

Agenda Item: 5

REPORT OF THE GROUP MANAGER, CORPORATE STRATEGY

ECONOMIC DEVELOPMENT CAPITAL FUND

Purpose of the Report

1. To seek Committee approval for proposed criteria and management arrangements for the Council's Economic Development Capital Fund .

Background

2. On 16 October 2013 the Policy Committee of Nottinghamshire County Council approved reprioritisation of the capital investment that was previously assigned to the Local Improvement Scheme. It was agreed that the resources would be separated into two elements, with part of the funding being assigned to a capital fund focused on economic development and growth.
3. A £1m capital allocation for each of the next three years was assigned to the "Economic Development Capital Fund" (EDCF) with Policy Committee agreeing that the Economic Development Committee would approve the criteria and management arrangements. The fund is expected to be live from April 2014; progress on these issues is detailed in this report.
4. Background research has been undertaken to inform the development of criteria for the EDCF, particularly in relation to any direct support for businesses. Existing Government programmes for capital investment in companies such as the Regional Growth Fund (RGF) operate at a national level where competition is very strong. In the case of RGF, the minimum award threshold is £1 million. More locally, the Growing Places Fund (GPF) managed by the D2N2 Local Enterprise Partnership (LEP) operates as a loan model and has a minimum award threshold of £250,000. The D2N2 LEP's 'Unlocking Investment for Growth' (UI4G) programme offers capital grants to firms for investment in new machinery or premises. This has a minimum award threshold of £50,000, and a maximum grant ratio of 25% of total project costs.
5. Finally, the D2N2 LEP has commissioned research from Mazars consultants into access to finance in the D2N2 area and across the wider East Midlands. The findings of this research are included as appendix 3. They confirm that access to finance at the lower level (i.e. sub £50,000) for new machinery, growth and expansion is still an issue for a large percentage of small firms in the area.

Proposed Core Eligibility Criteria

6. The Fund's objective is to support economic development and growth in Nottinghamshire. It will do this by providing discretionary capital grants to organisations to support projects that will ultimately result in job growth. This will be achieved either by direct investment in Nottinghamshire businesses or in strategic economic infrastructure developed via partnership activity.
7. Previous bidding rounds for RGF and the D2N2 Growing Places Fund have been significantly over-subscribed. Evidence from the UI4G programme suggests that many companies are seeking grant support below the £50,000 level or that their grant request equates to more than 25% of the project cost. It is this latter gap in available finance that the EDCF criteria will aim to address where it proposes direct support for companies.
8. The approach recognises the fact that businesses create jobs and hence generate wealth, while the creation of a favourable infrastructure creates a climate to bring forward new opportunities for growth. In order to maximise the impact of the resources available, the following core eligibility criteria are proposed :
 - the main objective of the scheme is to promote jobs growth in the private sector;
 - the activity must be located within the County of Nottinghamshire and demonstrably benefit Nottinghamshire businesses and residents;
 - the activity supported must be able to demonstrate resultant job growth;
 - projects seeking support must demonstrate how they will make a contribution to economic development priorities within the Council's Strategic Plan and the Nottinghamshire Growth Plan and those elements of the Local Enterprise Partnerships' priorities as they impact upon Nottinghamshire;
 - the requested support must be readily identified as being the minimum net contribution required to secure the delivery of the project and its outcomes, with other funding sources having been suitably explored;
 - the Council's investment will see considerable leverage with each supported project, resulting in the release of resources from elsewhere over the duration of the 3 year programme;
 - the projects must be deemed viable with EDCF support, offering value for money, realistic and clear deliverability and a maximum impact with a measured view on risk;
 - the support offered must operate within State Aid guidelines.
9. It is proposed that the fund will be flexible in order to respond to need. Because of this, a definitive list of the types of activity that may be supported has not been drawn up. However, the following examples offer insight into the types of project meriting support :
 1. **Investments in land or property to facilitate economic development activity.** Because of the scale of funds available, this will be to support creative solutions which aim to bridge the remaining "funding gap" to

enable viable schemes bringing forward employment sites or the development of premises. The size of potential projects will be impacted by operational constraints such as State Aid regulations, but maximum flexibility is proposed within those constraints.

2. **Investments in companies to enable the purchase of productive plant or machinery with a view to company growth.** Such investments will typically anticipate expansion into new markets, the fulfilment of new orders, or diversification, and hence be associated with company growth. This funding will be offered under the de minimis State Aid rules as referenced above.
3. **Investments to enable improvements to, the expansion of existing or the development of new business premises, again with a focus on job growth.** Both public and private sector property owners would be able to apply for funding for this type of project.

Projects will also be expected to consider how they may contribute to the Council's wider objectives in terms of job and training opportunities and how these could link across to additional investment by the Council in apprenticeships and youth employment activities.

10. It is proposed that the Fund does not support :

- projects submitted by individuals or sole traders which are unlikely to offer significant job growth;
- public sector projects which do not support private sector growth;
- investments below £20,000;
- start-up businesses nor direct retail businesses (except where investment in physical infrastructure is linked to wider public realm improvements);
- investments in sectors that are not eligible under the de minimis State Aid regulations;
- replacement capital kit and equipment. Investment in new equipment may apply depending on the company's job growth as a result
- generally speculative development schemes;
- housing development schemes.

Considerations

11. The need to operate within State Aid law brings some restrictions to operations. It is proposed that the maximum grant to be made for projects involving support to individual companies in respect of plant, machinery or property extensions will not exceed the maximum de minimis level of £170,000 (at current exchange rates). Sectoral restrictions also apply for grants given under de minimis. For larger land and property type investments, which may be above this level, the scheme within the General Block Exemption Regulation (GBER) known as the English Property Development State Aid Scheme may be able to be used. This permits up to 10%, 20% or 35% grant to be given for land and property schemes, depending on the size of the enterprise assisted and its geographical location, and would potentially allow larger investments to be made.
12. It is further proposed to put in place a maximum ceiling on grant to public sector bodies of 50% of eligible project costs. This will ensure that other public sector

bodies will provide at least an equal level of resources to the County Council. No defined ceiling will be set for private sector bodies. However, the fund will have an overall target of securing external leverage of approximately 3:1 over the 3 year lifetime of the programme and so preference will be given to proposals that will contribute to this target.

13. The emergence of new funding from Local Enterprise Partnerships and associated European Funding may bring new opportunities and the Fund will be reviewed in this light, both to explore an enhancement to the funding available and to consider the positioning of the Fund so as to avoid potential duplication or exploit gaps in the market.

Proposals – Selection Criteria

14. The main selection criteria are proposed to be:
 - Contribution to economic development and growth targets for which further details of proposed outputs are contained in Appendix 1
 - Value for money
 - Deliverability
 - Leverage
15. The Committee should be aware that as with any new source of support, the EDCF will likely best be judged over the course of the 3 year duration. While a robust monitoring and evaluation process will be in place, the leverage target in particular will be difficult to achieve in the first year of operation, due to known timescales of potential sources of external funding. For this reason, a three year target is proposed to be set for the leverage figure.

Proposals – Management Process

16. Appendix 2 offers an outline of the proposed two-stage process for facilitating access to the Fund. The Committee is invited to offer views but it will be noted that it is proposed that the Fund is open to applicants on a first come, first served basis and that no split is offered in amounts available to those seeking direct business investment or those seeking support for development proposals.

Next Steps

17. Should the above parameters for the Fund be approved by this Committee, the following additional work will be required:
 - Legal Services' support will be required in drawing-up outline grant agreements, to be made available at the time of the Fund's launch. The

agreements will define the terms and conditions of the grant and ensure the Council can recover its investments if the conditions are not met;

- Arrangements for credit checking, risk-assessment, overall viability, etc. Consideration of a role for specialist advisors including legal, property and financial is required;
 - Further advice will be required on State Aid aspects to ensure the Fund is compliant;
 - Arrangements for monitoring, including the development of forms, frequency and monitoring visits.
18. Further detail in respect of the following areas will be brought to the next meeting of the Committee for approval:
- Detailed guidance and application forms;
 - Detailed timeframes and processes, including suitable promotion and launch of the Fund
19. A review of the scheme will be undertaken after six months, which will consider whether the Fund is significantly responsive to demand and its criteria are fit for purpose. The results will be brought back to Economic Development Committee with proposals for any adjustments as may be proposed.

Other Options Considered

20. The Committee may choose not to progress with the Fund. This has been rejected as it would be contrary to the Policy Committee resolution to bring forward the Fund and would not support the Council's ambitions to support economic growth.
21. The Committee may choose to vary grant levels, the percentage contributions and payment terms. The report's proposals have been set to be State Aid compliant and any suggested changes will need to be reviewed in this light.
22. The Committee may also choose to offer funding as a mix of grant and loan. Loan funding has an attraction given it will remain competitive within the wider market and helps address certain State Aid limitations. It may also be argued that some proposals may be able to service a loan. However, it is suggested that such an approach will act as a disincentive to bringing forward growth projects at a time when lending remains constrained. In addition, the availability of grant will allow the applicant to be able to maximise its leverage through additional loan, grant or equity funding to deliver its plans.

Reason/s for Recommendation/s

23. The Economic Development Committee was assigned the future management of the Economic Growth Capital Fund by Policy Committee.

Statutory and Policy Implications

24. This report has been compiled after consideration of implications in respect of finance, equal opportunities, human resources, crime and disorder, human rights, the safeguarding of children, sustainability and the environment and those using the service and where such implications are material they are described in the report.

RECOMMENDATIONS

25. It is recommended that the Committee agrees:
- (a) the proposed criteria and management arrangements as set out in the report; and
 - (b) that further details as set out in paragraph 17 be brought to the next Committee meeting for consideration.

Report of the Group Manager, Corporate Strategy – Celia Morris

For any enquiries about this report please contact: Kay Massingham, ext 72212

Constitutional Comments (NAB 29.11.13)

Economic and development Committee has authority to consider and approve the recommendations set out in this report by virtue of its terms of reference.

Financial Comments (SEM 02/12/2013)

The financial implications are set out in the report.

Background Papers

Report to Policy Committee, 16 October 2013, Establishment of an Economic Development Capital Fund and Supporting Local Communities Fund.

Electoral Division(s) and Member(s) Affected

All

Appendix 1

Outputs and targets

1. Proposed output targets are as follows:

Output	Target (over 3 years of scheme operation)
Jobs created	200
Jobs safeguarded	150
Leverage – public and private sector	£6m
Business sites improved	20 hectares
Businesses assisted to improve performance	40

2. Additionally, individual projects may be set additional targets relevant to the project type. Examples could include commercial property floorspace improved/created (Sq metres); apprenticeship places associated with developments, value of locally awarded contracts (within procurement rules)
3. A set of wider expectations will be incorporated into the process. Dependent on the size of any grant award, recipients of Council support will :
- be required to recruit locally and develop an action plan for training and apprenticeship opportunities;
 - consider local supply chain opportunities in the development and operation of their projects;
 - undertake the project in line with accepted environmental standards and practice.
4. These wider outcomes reflect the Council's priorities of contributing towards the creation of sustainable, quality jobs and of treating people fairly. Although targets may not necessarily be set for them, monitoring will review how the applicant has attempted to address them in the project's execution and whether this has been effective.

Appendix 2

Proposals - Management Arrangements

Application and Approvals Process

1. A two stage application process is proposed in order to minimise the level of work at risk for applicants.
2. At Stage 1 the following information will be requested, to ensure that information is provided in line with the identified selection criteria at para 13 of the report:
 - Outline of proposal; explanation of how it will result in economic growth.
 - Estimate of jobs safeguarded and created.
 - Total cost of project
 - Amount of funding sought.
 - Explanation of where other funding will come from
 - Short explanation of how the project will be delivered and identification of any barriers to delivery and how these might be overcome (Planning consent, land assembly etc)
3. In assessing Stage 1 proposals, the focus will be on whether the scheme is economic, the anticipated results of the project, value for money in terms of cost per job and whether it is affordable from within available resources.
4. Stage 1 proposals will be brought to [Committee, Board (with details of composition?)] for endorsement. Prior to bringing the list of schemes to Committee, local Ward Councillors will also be consulted.
5. Committee will be asked to endorse proposals for funding.
6. Proposals endorsed at stage 1 will be invited to submit a Stage 2, detailed application. This will need to cover the following:
 - Detailed explanation of the proposal and its resulting economic growth.
 - Analysis of the job impacts including the quality of jobs involved (hourly rates, full or part time, level of qualification required).
 - Details of other output targets to be met with supporting evidence of how they will be calculated and monitored
 - Detailed business case demonstrating viability of the project
 - Demonstrated evidence of need of the project and why this particular funding is required.
 - Confirmation that the applicant has relevant equalities and environmental policies in place
 - Confirmation if the applicant is able to receive a grant under the de minimis State Aid rules
 - An explanation of how the applicant will use the capital grant to support opportunities for training, apprenticeships or work experience. This may be made a condition of grant
 - An explanation of how the applicant will use the capital grant to support development of local supply chain opportunities. This may be made a condition of grant.

- Confirmation that the applicant will comply with PR / publicity requirements which will certainly be a condition of grant
 - Permission to conduct a credit check on private sector applicants to ensure the business is viable.
 - Analysis undertaken by Economic Development staff of the fit within the context of the Nottinghamshire Growth Plan to ensure there is no disconnect with overall strategy. Note: the applicant will also be expected to provide this information as part of the application. This step provides for independent review.
7. Following a technical assessment of the Stage 2 applications, it is proposed that the results will be signed off by the Corporate Director of PPCS in consultation with the Chair of the Economic Development Committee. The Council will then proceed to contract with approved projects.
 8. For any Stage 2 project which is not authorised for final approval, explanation will be provided to Committee as part of an annual monitoring report.

Advertising and promotion of the scheme

9. Promotion of the Fund is proposed to be done partly through web channels and traditional PR, but also through referral, working closely with partners and other economic actors to ensure a joined up approach. Examples: innovation centre operator (managing three innovation centres, and providing business support to centre customers, through a contract with the County Council; EMB; NBV (business start-up support contract with the County Council); NCC Econ Dev service Key Account Management approach; district Councils.

Acceptance of applications

10. It is proposed to operate the Fund on a first come, first served basis, in order to maximise the speed at which funding can be committed during the first year. The success of this approach will be analysed at the six month review point and further recommendations made to Economic Development Committee if evidence indicates a change is needed.

Contracting

11. Legal will be involved in drawing up outline grant agreements in order that these documents can be made available at the time of application. Agreements will define the terms and conditions of the grant and ensure the Council can recover its investments if the conditions are not met. They will particularly ensure that the Council's contribution is publicly acknowledged and define specific targets to be met.
12. No payments will be made until legal agreements are in place with applicants.

Arrangements for payment of grant

Grant will be paid in instalments.

Monitoring

Each project will be required to complete quarterly monitoring forms in order to claim grant.

Appendix 3 – extract from Mazars' study for D2N2

Detailed Market Assessment – Demand for Finance

The survey data suggests that approximately 20% of businesses in the East Midlands have requested loan financing for business activities in the last five years primarily from commercial banks and small percentage applied for funding from public sector funds. Amongst the businesses that did not apply for finance responses indicated that a combination of reasons was driving their business decision not to seek funding, including: poor market conditions, low market confidence, high financing cost, general perception of the lack of finance available, or that the businesses had no need for external finance.

Based on the survey, the majority of businesses (60%) requested small-scale funding of less than £50,000, followed by 15% of businesses requesting amounts of £50,000 to £100,000. Extrapolating the data, it is estimated that approximately 23,560 businesses could be seeking financing of approximately £50,000. Reasons for funding include: purchasing equipment or vehicle for business operation (30%); cash flow or working capital needs (25%); and business expansion and acquisition (23%). Investments of this nature into business activities are indicative of future business growth potential, and hence economic growth.

Analysing the survey data, amongst the businesses that applied for funding, over 35% were successful in securing the full amount, however, 45% did not secure any of the funding, while a further 15% secured partial funding. Based on this, it can be estimated that approximately 17,600 businesses across the East Midlands were not successful in securing funding, majority of which were microbusinesses.

In the data analysis, whilst a significant number of businesses were not successful in securing the level of financing required, this does not necessarily equate to unmet demand as some business propositions are not viable or the business plans were not robust enough for commercial loans through banks. This also does not mean that simply providing an alternative form of investment will unlock latent growth potential, rather a range of business support activities will be required alongside accessibility to financing.

The analysis and stakeholder consultations support that access to finance is an issue for East Midland based businesses. There is strong need for funding for micro businesses for sums less than £50,000 as well as provisions for riskier and/or new businesses entering the market. There was consensus amongst the stakeholders interviewed that the most appropriate product to meet this demand would be loan finance. Some stakeholders expressed a view that in some cases businesses sought loans when some form of seed capital might be more appropriate.

12 December 2013**Agenda Item: 6**

REPORT OF THE GROUP MANAGER, CORPORATE STRATEGY

PERFORMANCE AT WORKSOP TURBINE INNOVATION CENTRE

Purpose of the Report

1. To provide an update on performance at Worksop Turbine innovation centre since April 2013.

Information and Advice

Background

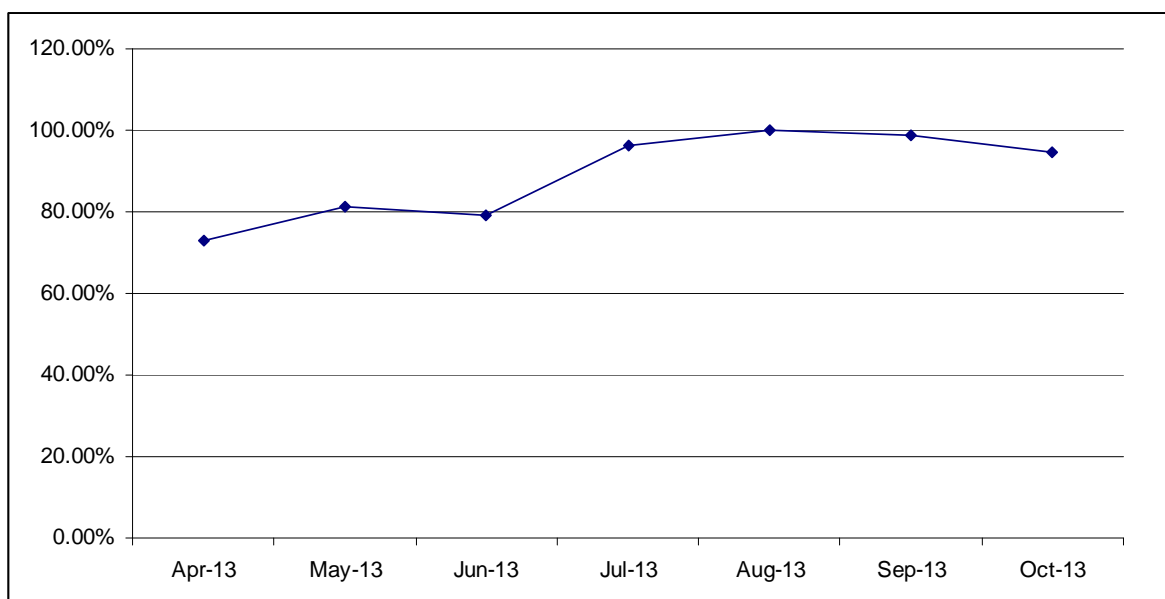
2. The three innovation centres in North Nottinghamshire comprise the Mansfield i-centre, the Newark Beacon and the Worksop Turbine. The centres were built to provide flexible and high-quality business accommodation and to drive economic growth in the local community. A key principle behind their establishment was to nurture innovative knowledge-based enterprises in order to bring higher-skilled and better-paid employment into areas which traditionally had low skills levels and associated low wages.
3. Tenant businesses at the centres benefit from excellent facilities including high specification buildings, modern telephony and ICT facilities, access to meeting and conferencing facilities, on-site cafés, and in the case of the Mansfield i-Centre, an on-site nursery.
4. The premises have different building owners but the County Council is an equity stakeholder in all three, having contributed to the construction costs of all.
5. In April 2011, a major change to operations was instituted with a move to a single, outsourced management contract covering all three centres. Previously, Mansfield i-Centre and Newark Beacon had been managed under separate outsourced contracts and different providers, and the Turbine had been managed in-house by the County Council.
6. The integrated management contract had the joint aim of seeking to improve the way the three centres are managed, and to drive the maximum economic benefit from the Nottinghamshire centres - by enabling additional collaboration opportunities for businesses in the centres, e.g in terms of

networking and supply chain development, and by integrating business support, both of which will promote growth in the tenant businesses.

7. Oxford Innovation Ltd (OI) was appointed on a five-year contract to March 2016, with the possibility of two one-year extensions.
8. An annual report on innovation centre performance is brought to Economic Development Committee each year. The report submitted to Committee in June 2013 identified that Worksop Turbine was showing weaker financial performance than the other two innovation centres. Committee requested a further update on performance after six months.

Performance since April 2013

9. The contract is showing positive results in terms of job growth, businesses benefiting from the integrated business support and financial performance. Three companies have “graduated” from the centres in the first six months (against an annual target of 5); these companies have stayed within Nottinghamshire so the jobs associated have been retained locally. For example, engineering company Jaivel moved from Mansfield iCentre into its own premises on nearby Hermitage Lane; Tempo Training moved from Newark Beacon to larger premises in Colwick, Gedling, and Spectrum Energy moved out of Worksop Turbine to a larger leased premise within Shireoaks. Graduating companies frequently retain a relationship with the innovation centres and continue to use them for conferencing space etc. Even with these departures, occupancy has either remained stable or continued to grow. At the end of Q2, occupancy was 87.6% across the centres, compared with 80.6% at the start of the financial year.
10. The most significant occupancy growth over the period was at Worksop Turbine. Occupancy grew there from 72.8% on 1 April to 96% on 1 July, owing to the arrival of Wincanton Logistics, which company moved its back office functions into Worksop Turbine. Since then, a couple of company downsizes and the graduation of Spectrum Energy referred to above have reduced occupancy to 95%, which is still exceptionally high when compared both to past occupancy levels and to current occupancy in the other innovation centres in Nottinghamshire. At the end of Q2, occupancy stood at 87% in Mansfield iCentre and 81% at Newark Beacon.
11. Occupancy growth at Worksop Turbine since April 2013 is represented graphically in the chart below.



12. Expansion of customers within the centre continues to underpin occupancy growth. There were 50 new jobs created within the three centres in the period 1 April – 30 September 2013. 27 companies benefited from business support during this period – on track to achieve the target of 46 companies receiving business support during the financial year. Two of the assisted companies were identified as high growth prospects and have been referred to the regional Growth Accelerator Programme for further support / coaching.

13. Growth in occupancy has a positive effect on income. Although Wincanton is not a small start-up company, recruiting a larger company to the centre will help to secure its sustainability. Ability to increase prices, and hence increase income, is driven by demand, having an “anchor tenant” will enable some price flex to support new / growing firms.

14. Based on financial monitoring to date and forecasts for the remainder of the year, the Worksop Turbine may this year contain the annual operating deficit at c. £10K. This will represent a substantial improvement on previous years, in which the deficit has been up to £90K. Deficits are currently shared 50:50 with Bassetlaw District Council in a partnership agreement.

Reason/s for Recommendation/s

15. The Economic Development Committee asked to receive a six month update on performance at Worksop Turbine.

Statutory and Policy Implications

16. This report has been compiled after consideration of implications in respect of finance, equal opportunities, human resources, crime and disorder, human rights, the safeguarding of children, sustainability and the environment and those using the service and where such implications are material they are described in the report.

Financial Implications

17. The income generated is used to offset the costs of operation.

RECOMMENDATIONS

18. That Committee notes improved occupancy performance at Worksop Turbine from April to October 2013.

Report of the Group Manager, Corporate Strategy

For any enquiries about this report please contact: Matt Lockley ext 72446

Constitutional Comments (NAB 28.11.13)

The Economic Development Committee has authority to consider the matters set out in this report by virtue of its terms of reference.

Financial Comments (SEM 28/11/13)

The financial implications are set out in the report.

Background Papers

Report to Economic Development Committee, 11 June 2013, *Integrated Innovation Centres: Performance report 2012-13*

Electoral Division(s) and Member(s) Affected

Worksop North, Cllr Sybil Fielding

12 December 2013**Agenda Item: 7****REPORT OF THE CORPORATE DIRECTOR, POLICY, PLANNING AND
CORPORATE SERVICES****BETTER BROADBAND FOR NOTTINGHAMSHIRE – RESOURCE
REQUIREMENTS FOR DELIVERY PHASE****Purpose of the Report**

1. To secure approval for the establishment of a Programme Management Office (PMO) for the Council's *Better Broadband for Nottinghamshire* programme in line with the commencement of the delivery phase.

Information and Advice

2. At its meeting in December 2011, the County Council meeting approved plans for revenue funding to support the development and subsequent delivery of the Nottinghamshire Broadband Programme. A revenue budget of £450,000 to 2014-15 was established, as were two new posts of Broadband Project Manager and Broadband Project Support Officer. These posts were recruited to in the spring of 2012, and are hosted within the Economic Development team. The posts were advertised as fixed-term to March 2015, with a review scheduled for December 2013. This report forms the basis of the outcome of the scheduled review.
3. Alongside the dedicated resource, ad hoc support from the following areas of the County Council has been required to progress the programme through the procurement phase:
 - Economic development
 - Legal services
 - Communications
 - Procurement
 - Finance
 - Research and information
 - Improvement Programme
 - Internal audit

Some of this ad hoc support was particularly intensive (i.e. procurement, legal and Improvement Programme) during the pre-tender and contract negotiation phases.

4. The County Council has now concluded the procurement phase proper, with the contract with BT signed in early August 2013. The mobilisation phase commenced in September 2013, with Phase One survey work beginning in October 2013.

5. Given the requirements of programme implementation, particularly those that fall to the Council as the contract holder and recipient of grants from both the UK Government and ERDF, the Project Sponsor and Project Director have reviewed the appropriateness and effectiveness of core programme resource requirements going forward. Proposals in this report outline changes to the core roles of the programme team during the delivery phase related to the complex legal and financial aspects of programme delivery.

Scale and scope of programme

6. The contract has a value in the region of £15 million, two-thirds of which will come from the public sector. Programme delivery will take place over the period September 2013 – March 2016. A total of just over 52,000 premises will be targeted across Nottinghamshire and Nottingham City. According to BT's tender submission, over 94% of premises in the County will have access to superfast broadband (>24 Mbps), with the remaining 6% having access to 'basic' broadband which guarantees speeds of >2 Mbps.
7. The programme is high-profile both within the public sector community and with the wider community of businesses and residents. It regularly attracts press coverage, including from local TV news providers. It is a politically driven initiative, and has robust governance arrangements in place to ensure political and financial accountability.
8. The highest level of governance is the Strategic Management Board, which is made up of the Leaders and Chief Executives of all Nottinghamshire Councils, Nottingham City Council and the Rural Community Action Network. Beneath this there will be a Programme Delivery Board, chaired by the Council's Corporate Director for Policy, Planning and Corporate Services. This Board will include senior experts from across the Council, BDUK and BT.

Resource requirements

9. During the supplier engagement dialogue, the supplier made it clear that their preference would be to establish a joint Programme Management Office with the County Council to ensure a clear and consistent approach to implementation and a shared understanding of objectives, milestones and process. The diagram below outlines what the supplier will bring to a co-located PMO, and also the roles that the Council needs to establish to ensure programme delivery and maximisation of the benefits of the programme in Nottinghamshire. Key tasks outlined for the County Council during the implementation phase are (as a minimum):

- Contract monitoring and management
- Financial management
- Demand stimulation
- Communications and PR (including the creation and maintenance of a dedicated website)
- Governance support
- Stakeholder relations
- Reporting to BDUK / ERDF / Council

Supplier PMO team

Network deployment manager
Delivery project manager(s)
Programme manager

Ad hoc (centralised) support

Finance
Solution design
Demand stimulation

Proposed Council PMO team

Programme manager
Programme officer – implementation
and monitoring
Programme officer – demand
stimulation / comms
Admin support

Ad hoc (centralised) support

Finance
Legal
Procurement
Planning and highways

10. An outline of some of the core requirements (related to the BDUK funding agreement, governance and ERDF claims) that will be expected of the Council is attached at appendices 1 and 2.
11. The review identified a lack of appropriate capacity as a risk for the programme going forward, particularly given the high levels of external funding involved. When the roles were originally established, it was not clear how much funding the Council would receive from central Government, whether any European funds would be secured and what the impact of these would be in terms of programme management. The review assessed existing role descriptions against the demands of the delivery phase of the programme and concluded that the existing Grade 4 Broadband Project Support Officer post does not deliver sufficiently senior or skilled support for the complex requirements of the programme. The existing Support Officer post is focussed on business support processes and supporting the operational / administrative requirements of the programme, rather than managing funding processes and leading on discrete workstreams, as is now required.
12. In order to ensure that the appropriate level of staff resource is allocated to the broadband programme, it is recommended that 1 FTE new programme officer (implementation and monitoring) post be established, at Band B. This is an indicative grade from the job evaluation process. The existing Broadband Project Support Officer post will be disestablished. Business admin support will be set at Grade 2, 0.5 FTE, to ensure that the programme has robust and compliant document management and retention practices in place. Job descriptions for the proposed new posts of Programme Officer (Implementation and Monitoring) and business administration support officer are attached to this report as appendices 3 and 4. Subject to Committee approval to establish the two new posts, these will be offered on a temporary fixed-term basis until March 2016, with a review scheduled for March 2015.
13. The Programme Manager role remains central to the delivery of the Nottinghamshire programme, and has been considered as part of the structure review. This confirmed the continued requirement for a discrete managerial role. In light of the nature of the role in terms of managing a number of work-streams, a discrete budget, external relations and ongoing liaison with senior politicians, the role has been evaluated at Band E. As with the proposal at paragraph 12, this arrangement will be reviewed in March 2015.

14. A further 0.5 FTE for the demand stimulation / communications work will be delivered through an existing Economic Development Officer and absorbed within the economic development staffing budget. These new posts have the following impact on the overall revenue costs of the programme:

Post	Grade	Cost/annum	2013-14	2014-15	2015-16
Programme Manager	E	£10,000 (uplift from substantive post only is charged to the project)	£10,000	£10,000	£10,000
Prog Officer 1	B	£41,750	Feb-Mar £6,960	£41,750	£41,750
Prog Officer 2 (0.5 FTE)	C	£23,439 (absorbed by economic development)	Nil	Nil	Nil
Business Support Officer (0.5 FTE)	2	£9,000	Feb-Mar £1,500	£9,000	£9,000
Total			£18,460	£60,750	£60,750
Cumulative				£79,210	£139,960

15. Additional revenue costs associated with the co-location of a team such as this need to be taken into account, alongside supplementary costs such as travel. An estimate for these costs is provided below:

Item	2013-14	2014-15	2015-16
Office overheads	£1,500	£3,000	£3,000
IT	£3,000	£2,000	£2,000
Travel	£2,000	£2,000	£2,000
Total	£6,500	£7,000	£7,000

Additional total revenue costs, therefore, of £20,500, taking the total PMO budget to March 2016 to £160,460. This can be met from the broadband revenue budget.

16. The new PMO structure has implications for the existing post-holder of Broadband Project Support Officer. This is a grade 4 post that was recruited to in the spring of 2012, with a review scheduled for December 2013. Given that the requirements of the programme have changed substantially and that the new job role has an indicative evaluation of Band B, the existing post will be disestablished and the post-holder will be served notice of termination of their employment with the Council. This will result in redundancy unless alternative employment can be identified through the redeployment process.

Other Options Considered

17. The programme management structure has been reviewed in line with PRINCE2 guidelines. The proposed structure is considered to be the most effective model for the County Council in terms of its ability to deliver the Better Broadband for Nottinghamshire programme. Maintaining the status quo was considered and discounted due to the changed requirements as the programme enters the delivery phase, and the requirement for more senior programme management support to address these requirements.

Reason/s for Recommendation/s

18. To enable a revised programme management structure (including revised job roles) to be implemented with immediate effect.

Statutory and Policy Implications

19. This report has been compiled after consideration of implications in respect of crime and disorder, finance, human resources, human rights, the public sector equality duty, safeguarding of children and vulnerable adults, service users, sustainability and the environment and ways of working and where such implications are material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required.

Financial Implications

The financial implications of these proposals are detailed at paragraphs 11 and 12. These will be contained within the existing budget allocation of £450,000 over the programme period to support revenue costs.

Human Resources Implications

The proposed changes to the programme management structure have implications for the post of Broadband Project Support Officer. Under the proposed structure this post will be disestablished and 2 new posts of Programme Officer (Band B) and Business Support Administrator (Gr 2) will be established. Any affected employees will be supported through the Local Authority's redeployment process.

Ways of Working Implications

A Programme Management Office (PMO) has been established in the CLASP building which provides sufficient accommodation for the Council's programme management team and BT counterparts.

RECOMMENDATION/S

1) That Committee approve the resource requirements and establishment of the Programme Management Office (PMO) for the broadband programme as outlined above.

Report author(s) Jayne Francis Ward

Title of report author(s) Corporate Director Policy Planning and Corporate Services

For any enquiries about this report please contact: Matthew Lockley, 72446

Constitutional Comments (NAB 29.11.13)

Economic Development Committee has authority to approve the recommendation set out in this report by virtue of its terms of reference.

Financial Comments (SEM 02/12/2013)

The financial implications are set out in the report.

Background Papers and Published Documents

Nottinghamshire Local Broadband Plan (www.nottinghamshire.gov.uk/broadband)

Nottinghamshire Local Broadband Plan – report to Full Council, 15-12-2011

Update on Nottinghamshire Local Broadband Plan – report to Policy Committee, 20-06-2012

Nottinghamshire Local Broadband Plan – report to Full Council, 28-02-2013

ERDF Funding Agreement, 14-05-2013

Superfast Broadband for Nottinghamshire – report to Policy Committee, 17-07-2013

Electoral Division(s) and Member(s) Affected

All

Appendix 1 – BDUK contractual requirements

SCHEDULE 1

OTHER REPORTS

The Recipient shall provide the following reports to the Authority. The reporting shall commence when such information is first made available from the Supplier and thereafter provided to the Authority at the frequency referred to in the table below.

	Description	Detail	Submit to Authority
1	Build & Roll-Out Report	Report providing detail for the relevant coverage area on: <ul style="list-style-type: none"> - Coverage achieved against plan - Details of survey work undertaken - Local authority planning requests - Implementation progress report (including details of superfast and standard broadband geographic coverage achieved against plan) - 'Snagging' report – highlight any significant issues with network deployment - Milestone testing and achievement - Summary of design or implementation changes during period 	Quarterly
2	Customer Report	Report that identifies: <ul style="list-style-type: none"> - "Retail-Ready" wholesale access products and services availability (by town/village, post code, Street and house ID) - Names of retail service providers offering retail services - Wholesale access products and services - Total new active wholesale connections - Total cancelling wholesale connections - Total numbers of active wholesale connections <ul style="list-style-type: none"> • Split into business/residential (or appropriate proxy) • Split by geographic take-up • Split by wholesale product type • Split by RSP (subject to any applicable regulatory constraint) - Average end user product pricing (this data provided only once per annum in this report) 	Quarterly
3a	State Aid Report – Implementation phase	Report that identifies: <ul style="list-style-type: none"> - State Aid leverage (i.e. % of project funding coming from state aided sources as a proportion of total eligible expenditure and detailing the reasons for any changes to this during the Project) - Asset re-use information (i.e. where existing assets are being leveraged) - Confirmation that the Recipient has (to the extent possible) assessed and challenged how the Supplier has cost-effectively targeted white areas with reduced spill-over effects into grey and black areas 	One-off report covering entirety of implementation (provided following achievement of the final M2 type Milestone)
3b	State Aid Report – Operational phase	Report to summarise: <ul style="list-style-type: none"> - any agreed change to the wholesale access requirements set out in the Contract and/or the Supplier's solution in respect of such requirements - whether the benchmarking mechanism set out in the Contract has been applied, and if so the outcome of this application - whether the reinvestment and/or claw back 	Annually

	Description	Detail	Submit to Authority
		mechanism set out in the Contract has been applied, and if so the outcome of this application	
4	SME Inclusion Report	Report to monitor SME supply chain inclusion: <ul style="list-style-type: none"> - % of <i>total Contract value</i> flowing down to SMEs in the supply chain - % of <i>allocated public funds</i> flowing down to SMEs in the supply chain - number of new sub-contractor opportunities arising in previous Quarter, and where these were advertised (e.g. "Contracts Finder" website) 	Quarterly
5	Marketing Report	Report that identifies (where applicable): <ul style="list-style-type: none"> - Marketing activities undertaken within the reporting period, and planned marketing activities for next three (3) months - PR generated (e.g. press clippings, broadcast/internet media coverage) - Effectiveness of marketing activities (e.g. AVE - advertising value equivalent; effectiveness of marketing - judge in terms of reach, opportunities to view and CPR - cost per reply / sale; customer survey, brand recognition) 	Quarterly
6	SLA Report	Report that identifies: <ul style="list-style-type: none"> - Aggregated across the relevant coverage area, actual: <ul style="list-style-type: none"> • Access line speed in both directions measured at the wholesale level • Busy hour committed rate available to RSPs - Performance against any network ordering, installation, availability and support service level requirements set out in the Contract 	Quarterly
7	Change Report	Report on any agreed change to the Contract in respect of the scope and/or scale of the Project (including any change to the target areas of the Project)	Quarterly

Appendix 2 – ERDF requirements

ERDF requirements that will fall to the Programme Officer


Claims	<ul style="list-style-type: none"> • Submission of monthly or quarterly claims in line with the schedule set out in the Funding Agreement • Reporting achievement against financial and output profiles • Submit all claims via the national management information system known as Management and Control Information System (MCIS) • Make claims in arrears and for defrayed expenditure only which must be listed on a standard transaction listing on each claim • Provide (upon request) copy invoices of some expenditure items as part of the desk checks undertaken by DCLG
Project Engagement Visits (PEV)	<ul style="list-style-type: none"> • Ensure that all the required systems are in place to meet the monitoring and audit requirements as confirmed in the PEV report.
Progress Report and Verification Visit (PAV)	<ul style="list-style-type: none"> • Attend the main compliance check visit based on claims and performance to date. • Ensure that the Authority successfully passes the assessment in terms of delivery and spend and compliance with national and European requirements including publicity •
Article 16 visit	<ul style="list-style-type: none"> • Assist the inspector with verifying expenditure, outputs and compliance with European Regulations. • <i>NOTE: The project may also be subject to visits from the European Court of Auditors, DG Region and the National Audit Office although this is not an exhaustive list</i>
Project Monitoring and Record Keeping	<ul style="list-style-type: none"> • To provide records to evidence claims and prove compliance with EC requirements – this includes working papers showing how claims were calculated, including methodologies • Keep orderly and comprehensive records in order to facilitate easy access and reporting on the project status and progress i.e. monitoring the project such as (but not limited to): <ul style="list-style-type: none"> ○ Evidence of all project expenditure. This must include invoices and bank statements or equivalent to show the payments were made ○ Compliance with publicity requirements. Copies of all publicity materials, including press releases and marketing must be retained to demonstrate the correct use of the EU logo and required text ○ Compliance with equal opportunities and environmental sustainability requirements ○ Documentary evidence substantiating the outputs and results declared in ERDF claims and on completions of the project(s) • Development and delivery of robust record retention (estimated to be at least until 31 December 2025) • Clear audit trail and robust systems in place to verify and quality assure the information used as part of the claims submission • <i>NOTE: Projects can be subject to an audit at any time up to three years after Programme closure and it is therefore a requirements of grant that original documents are retained and available for inspection over the entire period</i>

Project Management Systems

- Preparation of written procedures describing:
 - Project management and governance processes including:
 - Monitoring of project activity
 - Approval and monitoring of spend
 - Recording and monitoring of deliverables, including collecting evidence requirement for outputs and results
 - Records and document management
 - Financial management processes, including:
 - The compilation and approval of claims
 - Recording of match funding
 - Recording of revenue/income
 - Apportionment methodologies

Appendices 3 and 4

Job descriptions – Broadband Programme Officer (implementation and monitoring)
Broadband Business Support Officer

Job Description			
Title Business Support Administrator - Indicative Grade 2	Department Please select:	Post Ref Add Ref	
Job Purpose To provide clerical, administrative and financial support to operational services			
Key Responsibilities <ol style="list-style-type: none"> 1. Work to defined business standards and processes to perform routine clerical tasks including taking and making telephone calls, checking and verifying information, typing and photocopying; with due regard to confidentiality and safeguarding. 2. To provide advice and guidance to customers, business partners and others on business processes and operational service issues 3. To create, manage and manipulate information whether relating to finance, staffing information, customers or any other service requirement or eligibility criteria 4. To undertake basic financial management processes including processing orders and resolving issues including unpaid bills and handling cash. 5. Assist in the preparation and organisation of meetings and events including booking venues, issuing invitations and papers and taking minutes. 6. Undertake reception duties, meet and greet visitors, provide direction and give advice and guidance to basic enquiries. 		Key Accountabilities <ol style="list-style-type: none"> 1. For the accuracy of work undertaken 2. To ensure that correct processes are being followed and to alert the appropriate manager to ensure compliance 3. To ensure that financial regulations are followed 4. Work efficiently and effectively to support operational services 	
The post holder will perform any duty or task that is appropriate for the role described			

Person Specification	
Education and Knowledge 1. Good literacy and numeracy skills	Personal skills and general competencies 2. Puts into practice the Council's commitment to excellent customer care. 3. Works efficiently and effectively and actively looks for ways of improving services and outcomes for customers. 4. Works well with colleagues but also able to work on their own initiative. 5. Shares the Council's commitment to providing a safe environment for customers and staff and also treating all with respect and consideration
Experience 6. Experience of data input and data management ensuring accuracy and where appropriate confidentiality 7. Experience with IT and common business support packages including word processing and spreadsheets 8. Experience of note and minute taking 9. Experience of providing information to the public or customers using good communication skills 10. Experience of using defined business processes and following guidance	
Role Dimensions 1. Work within Business Support Services to policy and practice as directed	

Please attach a structure chart

Final April 2011

Title Broadband Programme Officer (implementation and monitoring)	Department Policy, Planning and Corporate Services	Post Ref. New
Job Purpose To support the Programme Manager in ensuring the Better Broadband for Nottinghamshire (BBfN) programme is delivered to the required standard of quality and within the specified constraints of time and cost.		
Key Responsibilities <ol style="list-style-type: none"> 1. Lead on and deliver specified workstreams within key areas of the BBfN programme. 2. Monitor progress of all workstreams within the BBfN programme and identify any slippage or potential slippage and inform the Programme Manager of any slippage in a timely manner. 3. Analyse and interpret information from the BBfN prime contractor and sub-contracted organisations to inform the overall development and delivery of the BBfN Programme. 4. Manage the reporting and claims process for funding partners (including BDUK and ERDF) according to the timelines and standards set out in funding contracts and agreements and the supply of services contract with the prime contractor. 5. Provide support and training to PMO colleagues in scoping, planning and tracking projects. 6. Make adjustments to the programme in accordance with approved decisions relating to mitigation of risks, slippage and change control. 7. Liaise with workstream leads to ensure a consistent programme approach is applied across all activity. 8. Provide supporting information and guidance to workstream leads including planning, tracking, reporting, risk assessment, financial accounting and quality control. 9. Support effective and successful relationship and stakeholder engagement, through the provision of timely information and reports as required. 	Key Accountabilities <ol style="list-style-type: none"> 1. To the Programme Sponsor and organisation for the effective and timely submission of robust claim data to ensure that the Council complies with agreed requirements and draws down its full allocation of external funds. 2. To the Programme Manager for regular and detailed updates of progress against agreed milestones across the different workstreams that make up the BBfN programme. 3. To ensure that financial regulations are complied with and that claims processes are adhered to across the programme. 4. TBC 	

10. Support the effective facilitation of all internal and external governance structures associated with the programme. This will include the taking and issuing of minutes and papers to agreed time and quality standards
11. Provide daily project support to the ERDF, BDUK and local authority funded programme – including processing applications, issuing correspondence and paying invoices, develop compliant project management systems and processes and maintain electronic and manual project files.
12. Keep abreast of relevant legislation, regulations and procedures and apply their working knowledge of project management processes and of ERDF and other governance grant management, and compliance requirements.
13. Provide flexible support to the Programme Delivery Board in the development and delivery of core projects and preparation of further funding bids to support the successful delivery of the Better Broadband for Nottinghamshire Programme.

The post holder will perform any duty or task that is appropriate for the role described

Person Specification

Education and Knowledge

1. A record of achievement in professional development with understanding of PRINCE2 project management practice
2. Knowledge and understanding of local government services and how they operate with, preferably, more than two years experience of working in local government
3. Knowledge of the national and local policy context for economic development initiatives, particularly where these relate to business growth and support
4. Knowledge and understanding of the telecoms sector and of broadband initiatives
5. Knowledge and understanding of gap funding models

Experience

10. Significant experience of working on large-scale and complex projects and partnership delivery models
11. Experience of working with a range of senior managers and Elected Members across a large organisation
12. Experience of working with senior managers and directors from external (and often private sector) partners
13. Experience of carrying out detailed and complex tasks with minimal supervision
14. Experience of preparing financial and performance related claims for funding and partner organisations
15. Experience of managing projects through robust financial and performance audits

Personal skills and general competencies

6. A high level of personal drive and commitment to excellent customer care and the ability to set an example for other staff
7. Strong interpersonal skills to gain the agreement and acceptance of others including colleagues, senior managers and customers.
8. Ability to make decisions and solve problems to meet operational targets, involving devising solutions and prioritising the resources available
9. Ability to meet agreed objectives and delivery targets by the effective use of resources.

16. A proven track record of delivery and achievement	
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Role Dimensions

- 17. Reporting to the BBfN Programme Manager. Indirectly supporting the work of key elected Members and the Programme Sponsor.
- 18. Responsibility for monitoring financial information relating to the programme and translating this into claims for external funds.
- 19. No direct reports but deputising for the Programme Manager in their absence will require occasional line management of the business support officer post.

Please attach a structure chart

Date 01 December 2013

12 December 2013

Agenda Item: 8

REPORT OF CORPORATE DIRECTOR, POLICY, PLANNING AND CORPORATE SERVICES

WORK PROGRAMME

Purpose of the Report

1. To consider the Committee's work programme for 2013/14.

Information and Advice

2. The County Council requires each committee to maintain a work programme. The work programme will assist the management of the committee's agenda, the scheduling of the committee's business and forward planning. The work programme will be updated and reviewed at each pre-agenda meeting and committee meeting. Any member of the committee is able to suggest items for possible inclusion.
3. The attached work programme has been drafted in consultation with the Chairman and Vice-Chairman, and includes items which can be anticipated at the present time. Other items will be added to the programme as they are identified.
4. As part of the transparency introduced by the new committee arrangements, committees are expected to review day to day operational decisions made by officers using their delegated powers. It is anticipated that the committee will wish to commission periodic reports on such decisions. The committee is therefore requested to identify activities on which it would like to receive reports for inclusion in the work programme. It may be that the presentations about activities in the committee's remit will help to inform this.
5. The work programme already includes a number of reports on items suggested by the committee.

Other Options Considered

6. None.

Reason/s for Recommendation/s

7. To assist the committee in preparing its work programme.

Statutory and Policy Implications

8. This report has been compiled after consideration of implications in respect of finance, equal opportunities, human resources, crime and disorder, human rights, the safeguarding of children, sustainability and the environment and those using the service and where such implications are material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required.

RECOMMENDATION/S

- 1) That the committee's work programme be noted, and consideration be given to any changes which the Committee wishes to make.

Jayne Francis-Ward
Corporate Director, Policy, Planning and Corporate Services

For any enquiries about this report please contact: Martin Gately x 72826

Constitutional Comments (HD)

1. The Committee has authority to consider the matters set out in this report by virtue of its terms of reference.

Financial Comments (PS)

2. There are no direct financial implications arising from the contents of this report. Any future reports to Committee on operational activities and officer working groups, will contain relevant financial information and comments.

Background Papers

None.

Electoral Division(s) and Member(s) Affected

All

ECONOMIC DEVELOPMENT COMMITTEE - WORK PROGRAMME

<u>Report Title</u>	<u>Brief summary of agenda item</u>	<u>For Decision or Information ?</u>	<u>Lead Officer</u>	<u>Report Author</u>
14 January 2014				
Economic Development Strategy – delivery plan	To agree a delivery and resourcing plan for the Council's Economic Development Strategy	Decision	Celia Morris	Celia Morris
2014-15 budget	To consider and agree financial allocations for projects and activities in the 2014-15 financial year.	Decision	Matt Lockley	Matt Lockley
Youth employment strategy – commissioning prospectus	To approve the tender specification and commissioning process for the remaining funds allocated to youth employment	Decision	Matt Lockley	Trish Adams
Better Broadband for Nottinghamshire programme	Update on progress with the roll-out of fibre broadband infrastructure across the County.	Information	Nicola M ^c Coy Brown	Nicola M ^c Coy Brown
Economic Development Capital Fund	To approve the final detailed criteria and launch proposals for the Council's Economic Development Capital Fund	Decision	Celia Morris	Geoff George
11 February 2014				
Place Marketing review	To consider the Council's approach to future place marketing in Nottinghamshire, including reviewing existing arrangements for inward investment, investor development and the visitor economy.	Decision	Celia Morris	Various
11 March 2014				
1 April 2014				
Experience Nottinghamshire performance update				
6 May 2014				
3 June 2014				
Innovation Centres – annual performance review	To receive the annual performance review of the Nottinghamshire Innovation Centres contract	Information	Matt Lockley	Mandy Ramm
1 July 2014				

<u>Report Title</u>	<u>Brief summary of agenda item</u>	<u>For Decision or Information ?</u>	<u>Lead Officer</u>	<u>Report Author</u>

Last updated 28 November 2013