

Economy and Enterprise Overview and Scrutiny Committee

19 November 2012



Business Support and the Role of Business Durham

Report of Ian Thompson, Corporate Director, Regeneration and Economic Development

Purpose of the Report

1. To provide members of the Economy and Enterprise Overview and Scrutiny Committee with an overview of business support in County Durham and the role of Business Durham.

Background and Overview

2. The County Council has placed improving the economy as its top priority. Whilst there are major opportunities for economic growth, economic performance has been poor for many years. On almost every indicator, County Durham falls below the rest of the North East Region and has been underperforming nationally since the 1970s.
3. In order to address these issues over the last decade, the public sector and its partners developed and delivered a wide range of business support activities, primarily funded through the public sector, in particular by One NorthEast, Business Link and government funded programmes such as LEGI (Local Enterprise Growth Initiative) and Neighbourhood Renewal Fund/Area Based Grants. These activities were aimed broadly at attracting and overcoming constraints to business growth and development, and to stimulate new business formation and improve survival rates.
4. Shortly after Local Government Review in 2009, the County Council embarked upon a Review of Business Support Services. The purpose of the review was to understand the range of business support services, how they were targeted, the impact of the investment and activities on County Durham's economy, and whether there was any scope for rationalisation. The review established that there was an extensive and complex network of business support services delivered by the public and private sectors across the County operating with provision at the local, sub-regional, regional and national levels. The Review proposed a number of actions to reduce duplication and improve the measurement of impact; in particular it came up with key principles / protocols for partners to adopt in future delivery.
5. However, since the Review of Business Support Services was undertaken the picture has changed considerably. Recent cuts in public sector funding as a result of the recession and changes in government policy, have led to a number of business support programmes being closed, and the number of partners active in the delivery of business support has decreased. In particular the Business Link service has been discontinued with only a national telephone helpline and a web-site remaining.

6. In the current economic climate, the challenge is to achieve more with less resource. The Business and Enterprise Working Group of the County Durham Economic Partnership (CDEP) plays a key role in helping partners to avoid duplication and maximise co-operation, with Business Durham at the centre as a key delivery organisation. This ensures joint resources are used to maximum effect.
7. Key partners currently involved in business support in County Durham include:

| | |
|--|---|
| County Durham Enterprise agencies: <i>(Derwentside Enterprise Agency CDC Enterprise Agency East Durham Business Service South Durham Enterprise Agency)</i> | Enterprise promotion, business start-up advice, advice for existing businesses, provision of managed workspace/office accommodation |
| North East Chamber of Commerce | Representing businesses, lobbying, training, advice on international trade and exporting |
| FE Colleges | Education, training, enterprise promotion |
| Durham University | Education, training, innovation support |
| Federation of Small Businesses | Representing businesses, lobbying |
| Business & Enterprise Group | Business improvement, supply chain development, funding for business development |
| Princes Trust | Support for young people to start up in business |
| Acumen Development Trust | Social enterprise support |

Role of Business Durham

8. The County Council established Business Durham in March 2012, bringing together County Durham Development Company and the Council's in-house Business Services team. Business Durham has been created to provide dynamic, proactive support to the business community in the County, to encourage a culture of enterprise and attract capital investment to the County. Business Durham's role is to play a major part in the growth and development of the County's private sector, leading to a more resilient, diverse and robust economy that creates jobs and prosperity for the communities of County Durham.
9. Business Durham is the first point of contact for businesses operating in County Durham, offering advice and guidance to support their growth and development, and providing businesses with an easy route in to County Council services that they may need to access. Business Durham, with its partners, aims to deliver an integrated business support service that stimulates enterprise and supports the growth and development of a vibrant SME sector. It also takes a strategic lead in continuing the diversification of the economic structure of the County through the creation and development of innovative and creative industries, as well as supporting the larger companies, continuing their sustainability through skills and training and developing their supply chain capacity.

10. A key role has been identified for Business Durham to encourage other County Council services to become more business friendly and to use its power and influence to make a significant contribution to the economic development of the County. Business Durham will also contribute to a long term positive economic impact in areas such as raising aspirations and ambitions, the creation and retention of high value jobs, in the development of embedded high tech business communities with increased R&D activity and attracting inward investment. In doing so, Business Durham will emphasise County Durham as “a Top Location for Business” and make a positive contribution towards the vision for an “Altogether Wealthier” County. Appendix 2 details how Business Durham contributes towards the delivery of the actions within the RED Service Plan.

Business Durham Advisory Board

11. The County Council is keen to ensure that it engages effectively with the private sector, and takes every opportunity to improve business engagement. The activities of Business Durham are overseen by an Advisory Board comprising prominent business leaders in the County together with leading members of the County Council.
12. Terms of reference of the Advisory Board include, as its purpose, to:
 - offer private sector perspective to County Council proposals on matters relating to the development of the economy;
 - offer insight through experience into the business world and global economy;
 - act as the interface between private sector and the County Council;
 - act as champions and Ambassadors for County Durham;
 - sponsor and promote initiatives and events for County Durham;
 - provide a focus for, and influence on, County Council economic policy and strategy through acting as a critical friend;
 - provide a focus for the engagement of the private sector; and
 - meet quarterly to receive reports and discuss matters of business as appropriate.

Business Durham Priorities

13. The economy of the County has been restructuring for many years but is now demonstrating signs of stability. Many major manufacturers are as efficient and competitive as their Eastern European and Chinese competitors. Even in the present conditions some companies have full order books stretching far into the future. However, an assessment of the County’s economy offers mixed messages with success in some areas whilst unemployment is relatively high and skill shortages are being reported.
14. Given the strategic context above and the current economic climate, Business Durham has three overarching priorities:

Priority 1 - to retain as many existing companies as possible.

Companies are subject to market forces, sometimes global, and will encounter difficulties but the role of Business Durham is to understand and support these companies wherever possible;

Priority 2 - to grow these companies at every opportunity.

By offering new markets from local procurement to international trade development, by supporting skills and training, through a business friendly local authority and by maximising opportunities offered by emerging technologies such as renewable energy and low carbon;

Priority 3 - to attract additional businesses.

From local services start-up to major internationally mobile businesses; manufacturing and service sector and through supply chain development.

Business Durham Objectives

15. To achieve the above overarching priorities, the objectives of Business Durham are:-

Objective 1 - encourage a more entrepreneurial culture;

Objective 2 - encourage the growth and development of small and medium businesses;

Objective 3 - support larger companies;

Objective 4 - attract capital and inward investment to the County;

Objective 5 - encourage and support the development of innovative, technology based SME's;

Objective 6 - maximise the benefit of the County Council's stock of Business Property.

Business Durham Business Plan 2012-13

16. Business Durham has established a Business Plan for 2012-13 setting out the key actions it will undertake against each of its six objectives and the Key Performance Indicators it will be judged against. The Business Durham Advisory Board monitors the performance of the service against these KPIs at its quarterly Board meetings.

Objective 1 - encourage a more entrepreneurial culture.

Key Actions for 2012-13

- i) Work with partners to promote enterprise and support business start-ups in the County
- ii) Undertake a number of enterprise promotion initiatives and projects including work with FE Colleges and the development of a 'role models' project
- iii) Commission and manage the delivery of the 'Developing Creative Industries' project
- iv) Organise and deliver the County Durham Future Business Magnates enterprise competition

- v) Promote science and technology through outreach and engagement.
- vi) Launch Kinetick as “NETPark Net Junior” and recruit business projects for students to solve.
- vii) Deliver at least 1 “Brainwave@” event at NETPark (subject to funding)

| Objective 1 Annual KPIs | Target for 2012-13 | Achieved to Date |
|--|-------------------------------|-----------------------------|
| No. enterprise promotion activities undertaken (events/projects/campaigns) | 5 | 3 |
| No. young people involved in enterprise activities | 200 | 191 |
| Number of young people involved in innovation outreach activities | 500 | 823 |
| Implement Brainwave@ event | July 2012 | Achieved |

Objective 2 - encourage the growth and development of small & medium businesses

Key Actions for 2012-13

- i) Provide an area-based approach to offer support to SMEs in all sectors across the County
- ii) Establish a clear system for handling business enquiries, in conjunction with Business Growth and Business Space Teams
- iii) Manage and respond to business enquiries in a timely and effective manner
- iv) Build up knowledge base about the make-up of SMEs in each area – sectors, size, locations, key issues etc
- v) Establish relationships with key partners in each area in order to identify opportunities and address business needs
- vi) Undertake a number of business engagement initiatives and projects, including work with businesses on Aycliffe Business Park, developing a ‘Made in Durham’ campaign, and continuing work with Corporate Procurement on the ‘Buy Local, Buy Durham’ scheme
- vii) Map County capabilities to the HVM Catapult and establish a programme of engagement and interaction with SMEs via NETPark Net, Business Innovation Gateway (BIG) and SAMP, where appropriate

| Objective 2 Annual KPIs | Target for 2012-13 | Achieved to Date |
|--|-------------------------------|-----------------------------|
| No. Business Enquiries handled | 500 | 414 |
| No. Businesses assisted (inter-actions involving visits, follow-up work, outcome/impact) | 150 | 179 |
| No. business engagement activities undertaken (events/projects/campaigns) | 4 | 2 |
| No. Businesses engaged with (participating in events/projects/campaigns) | 100 | 32 |

Objective 3 - support larger companies

Key Actions for 2012-13

- i) Support the Top 100 largest private sector employers in the County with individual projects, as appropriate, including:
 - a. Regional Growth Fund bids
 - b. Capital Investment bids
 - c. Supply chain development including relocations
 - d. Skills and training
 - e. Redundancies.
- ii) Map County capabilities to the Hitachi Rail project and establish a programme of engagement and interaction via NETPark Net, BIG and SAMP where appropriate

| Objective 3 Annual KPIs | Target for 2012-13 | Achieved to Date |
|---|-------------------------------|-----------------------------|
| Visit 100 larger companies through Strategic Account Management Programme | 100 | 53 |

Objective 4 - attract capital and inward investment to the County

Key Actions for 2012-13

- i) To work with NELEP to service inward investment enquiries received via UKT&I
- ii) To host visits by potential investors generated by NELEP / UKT&I
- iii) To co-operate with major companies such as Hitachi Rail in attracting their supply chain to the County
- iv) To co-operate with CPI-NETPark to attract investment to NETPark
- v) To co-operate with the developers of Amazon Park and DurhamGate to attract investment to these, and other, sites

- vi) To service enquiries received via the North East Enterprise Company
- vii) Investigate NETPark as an Area of Scientific Innovation to de-risk investment by the private sector.

| Objective 4 Annual KPIs | Target for 2012-13 | Achieved to Date |
|---|-------------------------------|-----------------------------|
| Number of Inward Investment enquiries | 50 | 21 |
| Number of major businesses visited and engaged with | 100 | 24 |
| Number of businesses assisted with projects | 50 | 20 |

Objective 5 -encourage and support the development of innovative, technology based SME's

Key Actions for 2012-13

- i) Strengthen the Business Innovation Gateway and its ability to “pull” IP from the University into the marketplace with IP databases, research papers, links to innovation scouting networks and opportunities around specific sectors such as space, process and energy
- ii) Consider an equity model at NETPark to assist growing companies
- iii) Review and update the overview of sources of finance available to companies to support innovation
- iv) Launch NETPark Net “version 3.0” and encourage take up of services by members
- v) Continue the programme of events under the NETPark Net brand including monthly breakfast briefings, quarterly technology debates, an annual conference and monthly clinics
- vi) Continue to manage the NETPark Ambassador programme
- vii) Continue to represent the United Kingdom Science Park Association at a senior level and work with other core partners such as the Institute of Physics and Knowledge Transfer Networks. Work with NESTA on their proposed projects for County Durham.
- viii) Increase occupancy of NETPark Incubator.

| Objective 5 Annual KPIs | Target for 2012-13 | Achieved to Date |
|--|-------------------------------|-----------------------------|
| NETPark Incubator occupancy | 60% | 42% |
| Complete consideration of equity model | September 2012 | Deferred |
| Launched NETPark Net version 3.0 | July 2012 | Achieved |

Objective 6 - maximise the benefit of the County Council's stock of Business Property

Key Actions for 2012-13

Business Durham manages its stock of industrial and commercial property for maximum benefit of the SME's that lease the property but also to maximise income generation for the benefit of the service. Since Business Durham is to be part financed by revenue from property, portfolio management will be essential.

- i) A 'Service Improvement Group' including colleagues in Asset Management and Finance has been established to implement a number of improvements to ensure these targets are delivered. A range of issues are being discussed, including how to maximise rental, how to improve the letting process to become more "easy-in easy-out" where appropriate, how to improve rental collection and how to improve debt recovery.
- ii) An annual customer satisfaction survey will be undertaken of all businesses occupying the portfolio to obtain views on estate management performance in addition to future business performance, e.g. business growth and potential for job creation.
- iii) Construction of Consett Business Park final phase due for completion December 2012.
- iv) Prepare and implement a 2 year capital plan for the refurbishment and improvement of DCC industrial and commercial properties.

| Objective 6 Annual KPIs | Target for 2012-13 | Achieved to Date |
|---|--|--------------------------------|
| Increase occupancy | 80% occupancy across the portfolio | 72% |
| Increase rental income | 5% uplift in rental income c. £125k | Progressing |
| Establish protocols for effective property portfolio management | June 2012 | Achieved |
| Complete Consett Business Park final phase | March 2013 | Progressing |
| Refurbishment and improvement of DCC industrial and commercial properties | Refurbish 10,000m2 | Progressing |
| Completion of Dales Centre refurbishment | December 2012 | Completed September 2012 |

Business Durham Staffing Structure

17. In order to deliver the above objectives and actions, Business Durham has been structured with three teams focusing on Business Property, Business Development, and Business Growth and Innovation. A copy of the full staffing structure for the service is shown in Appendix 3.

Business Durham Budget 2012 – 2013

18. The following table shows the income and expenditure budgets for Business Durham.

| | Income | Expenditure | Net |
|--------------------------------|------------------|-------------------|-----------------|
| Business Services General | - | -174,764 | -174,764 |
| Corporate Costs | - | -422,000 | -422,000 |
| Sub Total | | -596,764 | -596,764 |
| Enterprise Development | - | -10,000 | -10,000 |
| Enterprise Educational Support | - | -25,000 | -25,000 |
| Business Development | - | -286,040 | -286,040 |
| Business Engagement | - | -40,000 | -40,000 |
| Sub Total | | -361,040 | -361,040 |
| Business Feasibility | - | -40,000 | -40,000 |
| Business Space | 2,756,314 | -2,071,237 | 685,077 |
| Sub Total | 2,756,314 | -2,111,237 | 645,077 |
| Community Engagement | 43,700 | -98,400 | -54,700 |
| NETPark Net | 46,571 | -73,740 | -27,169 |
| Inward Investment | - | -110,205 | -110,205 |
| Business Growth & Investment | - | -306,924 | -306,924 |
| Sub Total | 90,271 | -589,269 | -498,998 |
| TOTAL | 2,846,585 | -3,658,310 | -811,725 |
| DCC Contribution | 811,725 | - | 811,725 |
| GRAND TOTAL | 3,658,310 | -3,658,310 | 0 |

Business Durham Website and Social Media

19. The new, rationalised, environment for business support provides a golden opportunity to establish a model of partnership working that offers a comprehensive service to encourage and support all aspects of business as outlined above. A new Business Durham website has been developed as a point of collective contact, including the logos of the County Council and local partners as 'hot-links' to their individual organisation website, together with narrative directing the enquirer to the most appropriate point. Promotion of the services available takes place through social media including Twitter, LinkedIn, Facebook etc in addition to more traditional forms of communications e.g. press and media and small advertising campaigns. Partners are increasingly using the Business Durham website to promote their events and services to businesses, and subscribing to the daily business news service.

Summary of Business Durham Progress to Date

20. Business Durham has been operating for just over 7 months, and is making good progress towards achieving the Objectives as shown by the performance to date against the Key Performance Indicators:
 - i. In terms of encouraging a more entrepreneurial culture programmes and events are reaching a wide number of young people;
 - ii. In encouraging the growth and development of SMEs Business Durham is in contact with a large number of businesses and the Aycliffe and Peterlee business groups are beginning to emerge as powerful forces in their respective areas;
 - iii. In supporting larger companies Business Durham is engaging with some of the most influential businesses in the County;
 - iv. The attraction of capital investment is best shown by the good news that the Hitachi rail project is now confirmed for Newton Aycliffe and that the supply chain can now begin to be defined;
 - v. Development of the economy through innovative and technology based businesses continues to be an important strand of activity now including over 300 businesses in the network and the Discovery Centres at NETPark are proving to be a success;
 - vi. A great deal of work has been done to improve the management of the business portfolio.
 - vii. The brand of Business Durham is developing and gaining acceptance by the business community. During the first half of this year Business Durham has organised a number of events to promote the name and brand and will continue to do so over the next few months.

21. The key issues that Business Durham will be focusing on in the coming months will include:

- Continuing to deliver against the six objectives above
- Improving engagement with businesses
- Encouraging a business friendly council
- Increasing procurement opportunities for local businesses
- Addressing start-up and enterprise support post 2013

Recommendation

22. That the Economy and Enterprise Overview and Scrutiny Committee note the contents of the above report and presentation.

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Appendix 1: Implications

Finance – None

Staffing – None

Risk – None

Equality and Diversity –. None

Accommodation -. None

Crime and Disorder – None

Human Rights – None

Consultation – None

Procurement – None

Disability Discrimination Act –None

Legal Implications – None

Appendix 2: Business Durham Contribution to RED Service Plan

| RED Action No. | RED Service Plan Action | Timescale | Milestones for Head of Service Plan | Timescale | Detailed Actions | Timescale Start | Timescale End | Responsible Person |
|--|---|-----------|--|------------|--|-----------------|----------------|--------------------|
| Objective: Competitive and Successful People (Altogether Wealthier) Key Outcome: Improve employability and skills | | | | | | | | |
| CSP2.5 | Deliver enterprise initiatives to stimulate enterprise awareness and enterprising behaviours, encouraging County Durham residents to consider starting a business or self-employment. | 2016 | Undertake a number of enterprise promotion initiatives and projects including work with FE Colleges and the development of a 'role models' project | March 2013 | Develop programme of initiatives & projects | June 2012 | September 2013 | Sarah Slaven |
| | | | | | Hold enterprise promotion initiatives (5 per annum) | July 2012 | March 2013 | Sarah Slaven |
| | | | | | Develop plan for taking forward role models campaign | August 2012 | October 2012 | Sarah Slaven |
| CSP2.7 | Continue to deliver the successful Future Business Magnates competition in order to develop a culture of enterprise | July 2013 | Run the successful Future Business Magnates competition annually | March 2013 | Prepare for Awards Dinner to be held on 6th July | May 2012 | July 2012 | Sarah Slaven |
| | | | | | Work with Digital Communications Executive to develop new web-site | July 2012 | August 2012 | Sarah Slaven |
| | | | | | Planning for 2012-13 competition | August 2012 | September 2012 | Sarah Slaven |
| | | | | | Carry out briefing sessions for schools and business partners for 2012-13 competition | September 2012 | October 2012 | Sarah Slaven |
| | | | | | Organise Launch Event for 2012-13 competition & make arrangements for remaining Challenges | September 2012 | November 2012 | Sarah Slaven |

| RED Action No. | RED Service Plan Action | Timescale | Milestones for Head of Service Plan | Timescale | Detailed Actions | Timescale Start | Timescale End | Responsible Person |
|---|---|------------|---|------------|---|-----------------|---------------|--------------------|
| Objective: Top location for business (Altogether Wealthier) | | | | | | | | |
| Key Outcome: Increased business growth in key growth sectors | | | | | | | | |
| TLB1.1 | Deliver the Strategic Account Management Programme (SAMP) with the top 150 businesses within the County. | 2016 | Monitor the Strategic Account Management Programme through a programme of engagement and support to the top 150 businesses. | March 2013 | SAMP officers to undertake a programme of intensive visits and engagement | April 2012 | March 2013 | Catherine Johns |
| TLB1.2 | Maintain and develop business and support services specific to innovative, high growth and strategic companies between 2012 and 2016. | March 2016 | An action plan and strategy (the County Durham proposition), integrated with core partners, to attract (foreign) direct investment adding to and maintaining the critical mass of companies in County Durham. | March 2013 | County Durham proposition developed | April 2012 | March 2013 | Catherine Johns |
| | | | Maintaining NETPark Net as the innovation support network for the County. | March 2016 | Launch of NETPark Net version 3 | April 2012 | March 2013 | Catherine Johns |
| | | | Maintaining the integrated innovation support provided by Durham Business Service, Centre for Process Innovation and Durham University via the Business Innovation Gateway. | March 2016 | Launch of Business Innovation Gateway (BIG) | April 2012 | March 2013 | Catherine Johns |

| RED Action No. | RED Service Plan Action | Timescale | Milestones for Head of Service Plan | Timescale | Detailed Actions | Timescale Start | Timescale End | Responsible Person |
|---|---|------------|--|------------|---|-----------------|----------------|--------------------|
| Objective: Top location for business (Altogether Wealthier) | | | | | | | | |
| Key Outcome: Increased business growth in key growth sectors | | | | | | | | |
| TLB1.2 | Maintain and develop business and support services specific to innovative, high growth and strategic companies between 2012 and 2016. | March 2016 | Develop supply chain capabilities to major catalysing projects such as Hitachi and the UK High Value Manufacturing Technology Innovation Centre (part of which is based at NETPark). | March 2016 | Hitachi Open Day | April 2012 | June 2012 | Catherine Johns |
| | | | Continued roll-out of community outreach programme up to June 2012 and maintaining of appropriate activities up to 2016. | March 2013 | Organise and facilitate a science event in the County | August 2012 | March 2013 | Catherine Johns |
| TLB1.3 | Facilitate and expand broadband connections for our residents and businesses | March 2016 | Successful delivery of Digital Durham project | March 2016 | Produce and submit an invitation to tender | November 2012 | March 2013 | Peter McDowell |
| | | | | | Award Contract | April 2013 | March 2016 | Peter McDowell |
| | | | | | Establish a Strategic Board | June 2012 | March 2016 | Peter McDowell |
| TLB1.4 | Implementation of Business Space Strategy and Investment Plan. | 2012-2016 | Consett Business Park development – final phase (2,000 sq m) | July 2013 | Contractor appointed and on site launch | September 2012 | September 2012 | Peter McDowell |
| | | | | | Building completed | n/a | May 2013 | Peter McDowell |

| RED Action No. | RED Service Plan Action | Timescale | Milestones for Head of Service Plan | Timescale | Detailed Actions | Timescale Start | Timescale End | Responsible Person |
|---|--|-----------|--|---------------|---|-----------------|---------------|--------------------|
| Objective: Top location for business (Altogether Wealthier) | | | | | | | | |
| Key Outcome: Increased business growth in key growth sectors | | | | | | | | |
| TLB1.4 | Implementation of Business Space Strategy and Investment Plan (cont/d) | 2012-2016 | Implementation of the £2m refurbishment programme for industrial sites owned by the Council | March 2014 | Carry out emergency works across industrial portfolio. | September 2012 | April 2013 | Peter McDowell |
| | | | | | Carry out estate improvement programme at Coulson St. & Sacriston. | September 2012 | April 2013 | Peter McDowell |
| | | | Business Park at Hawthorn in Murton for B1, B2 and B8 uses (Marketing of site by Sept 2012). | April 2013 | Commence Marketing Campaign | September 2012 | April 2013 | Peter McDowell |
| | | | Amazon Park, Newton Aycliffe | December 2014 | Provide support to developers to secure site development and maximise job creation by December 2014 including the development of the Hitachi site. To be monitored through an agreed programme with Merchant Place Developers on behalf of Hitachi. | June 2014 | December 2014 | Peter McDowell |

| RED Action No. | RED Service Plan Action | Timescale | Milestones for Head of Service Plan | Timescale | Detailed Actions | Timescale Start | Timescale End | Responsible Person |
|---|---|------------|--|---------------|---|-----------------|---------------|--------------------|
| Objective: Top location for business (Altogether Wealthier) | | | | | | | | |
| Key Outcome: Increased business growth in key growth sectors | | | | | | | | |
| TLB1.5 | Market NETPark to new businesses and spin-offs from the University and look for opportunities to invest further in the space and premises at NETPark to make it more attractive for private sector investment. | March 2016 | NETPark investment strategy and action plan. | April 2013 | Work with CPI to map supply chain | April 2012 | April 2013 | Catherine Johns |
| | | | Finance Campaign | January 2013 | Identify banks and other investors | April 2012 | January 2013 | Catherine Johns |
| | | | NETPark operating and financial model reviewed. | December 2012 | Summary of NETPark as an investment opportunity | April 2012 | December 2012 | Catherine Johns |
| TLB1.6 | Build and maintain partnerships with academia, centres of excellence, and other appropriate organisations: local, regional, national and international to encourage capital and intellectual investment in County businesses. | March 2016 | Map Durham University institutes capabilities to local businesses | April 2013 | Review and consolidate relationships with partners; identify any gaps | April 2012 | April 2013 | Catherine Johns |
| TLB1.16 | Support the leader of the Council to ensure that Co. Durham maximises benefit from the 'Enterprise Zone' sites in the region and that support to businesses is offered where req. | March 2016 | Ensure that sites in County Durham benefit from Enterprise Zone status, through liaison with the North East LEP. | March 2013 | Attend meetings of established groups, including the Enterprise Zone Infrastructure Group and the Inward Investment Group | April 2012 | March 2013 | Stewart Watkins |

| RED Action No. | RED Service Plan Action | Timescale | Milestones for Head of Service Plan | Timescale | Detailed Actions | Timescale Start | Timescale End | Responsible Person |
|--|---|----------------|--|---------------|---|---|-----------------|--------------------|
| Objective: Top location for business (Altogether Wealthier) | | | | | | | | |
| Key Outcome: Increased business start ups | | | | | | | | |
| TLB2.1 | Proactively manage incubation space and facilities for start-ups in County Durham. | October 2012 | Business property implementation plan | July 2012 | Establish property review group | April 2012 | June 2012 | Peter McDowell |
| | | | | | Develop plan | April 2012 | June 2012 | Peter McDowell |
| | | | Implementation of the plan | October 2012 | Improvement plan developed | June 2012 | March 2014 | Peter McDowell |
| | | | | | Implement the plan | March 2014 | October 2014 | Peter McDowell |
| TLB2.2 | Support the creation of creative and cultural business start-ups through a funded programme of support. | September 2014 | Secure ERDF funding to enable delivery of a programme of support | December 2014 | Issue tender documents | April 2012 | April 2012 | Sarah Slaven |
| | | | | | Steering Group to evaluate tender responses | 23 rd /24 th May 2012 | End of May 2012 | Sarah Slaven |
| | | | | | Award Contract and hold inception meeting with successful delivery organisation | June 2012 | June 2012 | Sarah Slaven |
| | | | | | Quarterly meetings of Project Steering Group to monitor project delivery | August 2012 | December 2014 | Sarah Slaven |
| | | | | | Detailed Actions | Timescale Start | Timescale End | Responsible Person |

| RED Action No. | RED Service Plan Action | Timescale | Milestones for Head of Service Plan | Timescale | Detailed Actions | Timescale Start | Timescale End | Responsible Person |
|--|--|----------------|--|----------------|---|-----------------|--|--------------------|
| Objective: Top location for business (Altogether Wealthier) | | | | | | | | |
| Key Outcome: Increased business start ups | | | | | | | | |
| TLB2.3 | Work with the Enterprise Agencies to identify gaps in business support which remain following the closure of the Be Enterprising Programme and the schemes in place from Partners across the County. | March 2016 | Liaise with businesses/ The North East LEP to assess demand. | March 2016 | Develop enterprise commission for NEFRAN Rural Growth Network Bid. | July 2012 | September 2012 | Sarah Slaven |
| | | | | | Develop overview of enterprise / start-up support available in County & keep up to date (review quarterly) | August 2012 | March 2016 | Sarah Slaven |
| | | | | | Apply for funding to fill the gaps | March 2016 | Consider potential funding opportunities | April 2012 |
| TLB2.4 | Implement new business support offer from Durham County Council for all businesses, in line with approach agreed through the Business and Enterprise Working Group. | September 2012 | Work programme and service standards to be agreed and Business Support Offer to be advertised and widely disseminated. | September 2012 | Develop Business Durham Business Plan. | April 2012 | April 2012 | Stewart Watkins |
| | | | | | Develop Business Durham Brand | April 2012 | July 2012 | Catherine Johns |
| | | | | | Launch Business Durham | April 2012 | March 2013 | Stewart Watkins |
| | | | | | Ensure contact is made with key partners & networks (AAPs, Enterprise Agencies, Engineering Fora, Business Clubs, Internal DCC Depts, NECC, banks etc) to explain approach and relevant contacts. | June 2012 | September 2012 | Sarah Slaven |
| | | | | | Detailed Actions | Timescale Start | Timescale End | Responsible Person |

| RED Action No. | RED Service Plan Action | Timescale | Milestones for Head of Service Plan | Timescale | Detailed Actions | Timescale Start | Timescale End | Responsible Person |
|---|---|------------|--|------------|--|-----------------|----------------|--------------------|
| Objective: Vibrant and Successful Towns (Altogether Wealthier) | | | | | | | | |
| Key Outcome: Increase vitality of main settlements through a whole town approach | | | | | | | | |
| VST1.12 | South Durham - Newton Aycliffe Regeneration Project | March 2014 | Development and Consultation on a Business Improvement District in Newton Aycliffe | March 2014 | Engage with businesses to discuss key issues on estate. | April 2012 | March 2014 | Sarah Slaven |
| | | | | | Establish a Steering Group | June 2012 | March 2014 | Sarah Slaven |
| | | | | | Develop action plan | June 2012 | September 2012 | Sarah Slaven |
| VST1.15 | West Durham - Stanhope Regeneration Project | July 2012 | Implement improvements to the Durham Dales Centre including a new business lounge | June 2012 | Carry out improvements to restaurant and retail area, including provision of business co-working area. | July 2012 | July 2012 | Peter McDowell |

Appendix 3: Business Durham Staffing Structure

