

**SOUTH NORFOLK  
ECONOMIC STRATEGY  
2011-2014**



## INTRODUCTION

South Norfolk is a relatively affluent and a very dynamic district adjoining the county boundary between Norfolk and Suffolk. It contains a wide range of successful business enterprises across the whole spectrum of the economy. This diversity will be the core strength of a vibrant South Norfolk economy.

The district is largely rural but includes the southern and eastern parts of the urban area of Norwich. The city exerts a powerful influence over the district's economy as a regional centre, economic driver and employment centre. South Norfolk is also readily accessible to Ipswich, being traversed by the A140 and the Norwich / London mainline corridors between Norwich and Ipswich. There are also good links to Cambridge, via the A11 and A14, and by rail. The major east coast ports of Felixstowe, Great Yarmouth, Harwich and Lowestoft are within easy reach.

There are 119 villages in the Council area served by the market towns of Wymondham, Diss, Hingham, Harleston and Loddon and larger settlements including Long Stratton. These attractive and historic market towns and larger settlements serve important functions as service and employment centres within the rural area and, together with the villages, they provide homes for people working in Norwich, Ipswich and London.

The population of the district is just over 119,000 (2008) with a relatively high proportion of older people – 20% of the population being over 65 years of age. The total population is expected to rise to 135,100 by 2021, based on assumptions made about housing and employment growth.

Businesses in South Norfolk are generally quite small, with nearly 80% having less than 5 employees, which means that there is a need to focus on initiatives that help small and medium sized enterprises as part of this Strategy.

In contrast, there are a number of large businesses and employers, such as the Norwich & Norfolk University Hospital Trust and Group Lotus, who employ significant numbers of people, and are thus vital to the economic vitality of the district. There are also significant clusters of business, not least at Norwich Research Park, which has huge potential for business growth based on world leading science and technology research expertise. Supporting the development and growth of these important businesses, employers and clusters is a key part of the Strategy.

However, these success stories can mask some of the real issues facing our communities as we move towards economic recovery. Although South Norfolk has a low proportion of out of work benefit claimants and of incapacity claimants, it does have lower than average levels of skills and wages. The unemployment rate is currently 2.0%, and is showing a small, but steady drop in number of people claiming JSA month on month.

A primary aim is for the area to be attractive for enterprise and business investment – we need to ensure that the climate for growth is right. We also want development that is sustainable – in other words local economies and communities that enhance their locality over the long term, offering the opportunity to share in future economic success. This will require us to maximise the economic opportunities arising from the district's strategic location. In addition, the high quality of the district's natural and built environment, together with its cultural and leisure facilities, are assets, which through their protection

and enhancement, can be used as catalysts to encourage investment and economic growth.

Although development will be encouraged in rural area, it will always be with the conservation and enhancement of the natural and built environment and the market towns in mind. The Joint Core Strategy (JCS) and the revised South Norfolk Local Plan, will provide the basis for helping to ensure that employment and housing growth go hand in hand to ensure the future viability of the Norwich Fringe, market towns and rural villages.

The district is at the heart of the recently created New Anglia Local Enterprise Partnership (NALEP) covering Norfolk and Suffolk which has been established as a private sector led partnership with the public sector to facilitate the Government's drive for economic and employment growth. It is also part of the Greater Norwich Development Partnership (GNDP) which is guiding the planning and development of the sub region centred on the city. Playing a full and active part in the GNDP, working closely with NALEP, and joint working with Norfolk County Council, adjoining District Councils in Norfolk and Suffolk and the business community are fundamental components of the partnership ethos which underpins this Strategy

Particularly important is the need to "do more with less", through increasing business and individual efficiency and reducing resource use, whilst improving growth.

The Economic Strategy will guide the work of South Norfolk Council in contributing to the delivery of a sustainable economic future, engaging with businesses, communities and partners.

## THE ECONOMIC STRATEGY

The Economic Strategy has been grouped into four themes and related objectives. The themes are:-

1. Business support and infrastructure
2. Growth sectors and strategic locations
3. Skills and aspirations
4. Market towns, rural economy and tourism

### **1. BUSINESS SUPPORT AND INFRASTRUCTURE**

*We will create an economic climate that supports and enables business to develop and grow*

To do that, we will be a business friendly organisation and will:

- Review our planning policies to ensure decisions give due weight to economic development and employment potential;
- Encourage more sustainable jobs by increasing new business start-ups and supporting small and medium sized enterprises;
- Support and advise existing and new businesses to help them develop and grow in ways that are achievable and acceptable to the business;
- Maintain and improve the supply of suitably located employment land and premises;
- Help ensure that the essential infrastructure to support business growth and development is in place;
- Review policies and procedures to reduce red tape and bureaucracy;
- Assist with the initiative to improve Broadband speed in rural areas;
- Work in partnership through the NALEP and GNDP to achieve more with partners than we could do on our own.

It is important to ensure that the environment to do business is right. To do that, one of the key areas as a district council, is that of planning. A programme of reviewing all the planning policies has been agreed including a code of practice which will give due weight to economic development and possible employment potential.

The district, and indeed the county, has several infrastructure deficits, including transport, water supply and waste water disposal, energy, and ICT (poor broadband coverage/speeds and poor mobile phone coverage). There is a need to address these infrastructure deficits to ensure delivery of housing and jobs growth.

Improving electronic communications infrastructure and public transport are particularly relevant in the villages and rural areas, as well as to the growth areas, such as Hethel and Norwich Research Park. We are committed to overcoming the issues facing rural areas relating to broadband speed and capacity, and public and community transport.

Through the GNDP partnership we will be working to overcome other infrastructure constraints in the provision of public utilities which are impeding the development of the area.

Business survivability in Norfolk generally is better than the national average, however business start up numbers are below national levels. An important aspect of developing

new or expanding existing business is the availability of advice and information. We need to make sure that businesses and potential businesses have the ability to access advice and information, particularly given the impending change to the services currently provided through Business Link.

We have set up a business coaching pilot scheme in Costessey and Wymondham, through which aspiring entrepreneurs can access a range of services aimed at encouraging enterprise. The aim is personal development and coaching that will give the individual the confidence, knowledge and contacts to develop a local business of their own.

Small businesses, i.e. those with 10 or less employees, dominate the economy in South Norfolk making up nearly 90% of all businesses in the district. There will therefore be a focus on trying to reduce “red tape” in our dealings with the business community, as this is particular burden on smaller companies who employ fewer specialists.

We also understand the importance of reducing bureaucracy in promoting economic success. Too many firms and individuals may be put off expanding or starting an enterprise due to the burden of bureaucracy, for example with the planning application process, whether justified or otherwise. We want to be a business-friendly organisation, and will aim to reduce ‘red tape’ as much as we can to enable businesses to flourish.

We have set up a programme of business engagement events, and we will work with businesses and business organisations to understand their needs. These events will focus on the real issues facing businesses as well as providing an opportunity for networking. We will also maintain the existing business directory of all businesses in the district to help promote local businesses.

The New Anglia Local Enterprise Partnership (NALEP) has been set up to provide an opportunity for businesses and organisations to re-shape our economic landscape at a challenging time for the UK economy. This has a simple structure with a board of 6 business leaders, 5 local authority representatives and a representative from Higher Education/Further Education. New Anglia will focus on creating the best possible environment for businesses to develop and innovate, creating prosperity and bringing global recognition to our key business sectors.

The Council manages a number of industrial units, including the Diss and Loddon Business Centres, in a range of locations and sizes. We are also intending to invest in and acquire appropriate commercial property to strengthen our portfolio and to help provide economic opportunities in more communities. We have strong links with the private sector to make investors aware of vacant properties across the area in different ownerships.

There is a need to ensure that land is available in key locations for development for business and employment uses. We will work with the private sector to attempt to remove constraints to provide a supply of land in key locations at Wymondham, Diss and Longwater on the outskirts of Norwich.

Diss Business Centre and the Innovation Centre at Norwich Research Park are examples of managed workspace and innovation space at opposite ends of the spectrum, offering different types of business accommodation. To facilitate business growth right across the

district, we will take a flexible approach to development and the encouragement of diversification projects in the rural areas.

It is especially important that through the recession, we make investments in appropriate infrastructure to ensure the area is ready to take up the opportunities that arise when the economy starts to pick up.

Roads and rail improvements are a key priority for businesses, and improvements planned for major routes such as the dualling of the remainder of the A11, Long Stratton by-pass, and improvements to the London-Norwich rail service are critical elements.

The investment offer from South Norfolk will include work to improve the vitality of the market towns and appropriate commercial and community development in villages including farm diversification. Our rural locations provide the right type of environment for many businesses that do not want to be based in urban locations.

## **2. GROWTH SECTORS AND STRATEGIC LOCATIONS**

*We will encourage development in key business sectors at strategic locations*

To do that, we will work with partners to:

- Help to develop and commercialise the world class science and research at Norwich Research Park (NRP) into business opportunities;
- Develop and deliver a first class research and business park at NRP;
- Work to help to develop Hethel as a key location for advanced engineering and manufacturing companies, particularly in the automotive sector;
- Develop the local supply chains within those sectors to provide local companies with better business opportunities;
- Raise the awareness of South Norfolk as a location for business investment through effective marketing.

We want to encourage the development of key business sectors with potential for growth and to diversify from declining sectors. It is anticipated that the benefits from such growth will be felt across the whole district, so local people, along with new employees coming to the area, will be able to participate and benefit from new opportunities.

We will work to increase inward investment into the district, through targeted support in growth sectors and reacting positively to opportunities arising from other sectors. The district has much to offer potential investors, and we will try to make the most of our assets. We will work to increase the awareness of South Norfolk as an investment location, focusing on the strategic location of the district which is readily accessible to Norwich, Ipswich, Cambridge and the east coast ports, and the high quality of life associated with an attractive rural area and market towns with proximity to the vibrant city of Norwich.

We anticipate significant opportunities arising over the next few years, with companies emerging from the recession. We have recently had successful inward investment from companies from New Zealand in the food sector, for example, and there are signs of that continuing. We will ensure we continue to seek out and encourage that kind of investment.

Sectors such as financial services and retail in Norwich have great value to the area, given the commuting population. However, we will focus particularly on those sectors in which we are already seeing signs of growth within the district and which we expect to be key to the future economy of South Norfolk.

The particular areas we will concentrate on are the Norwich Research Park and Hethel, which is linked to the headquarters of Group Lotus. Each has the potential to provide significant, high quality job and business opportunities, in growth sectors. South Norfolk has a long history of innovation and entrepreneurial enterprise which we hope to build on, especially in new areas and new markets.

### ***Norwich Research Park (NRP)***

The Health and Life Sciences sector offers significant exciting opportunities for further development of new “added value” business, especially around Norwich Research Park and the University of East Anglia. There is already world-class bioscience activity on NRP, with the John Innes Centre and Institute for Food Research both recognised as world leaders for their particular areas of expertise.

Over 10,000 people, including 2,700 research scientists, are employed on the NRP site, working closely with industry to address the global challenges of food security, low carbon innovation, (bio) energy, healthy ageing, and living with environmental change.

The Council is working with NRP partners and a vision for the development of the whole of NRP has been agreed. The aim is to harness and commercialise that world-class scientific expertise to develop and stimulate business activity and opportunities for new enterprises.

On the site currently there is high-quality laboratory and office accommodation available for business development. The recent development of the Innovation Centre and the Genome Analysis Centre (TGAC), both of which secured significant funding from the East of England Development Agency, shows an increased impetus behind that future development.

This has been further reinforced by the Government's decision in 2011 to allocate £26m for the development of the next phases of the NRP. Partners are working on agreeing the master plan for this development, securing the necessary planning consents and committing expenditure.

### ***Hethel***

The advanced engineering and manufacturing sector, especially around automotive business, is regarded as a key area of growth over the next few years, and Hethel already plays a fundamental role in that growth.

There is considerable interest in expansion and additional development at the Hethel Engineering Centre and Group Lotus is keen to establish a new improved manufacturing facility at their current location and is seeking Government support from the Regional Growth Fund.

The Lotus plans include the development of several new models, to take the company into a different market than the one they occupy currently. Those new models require new production facilities and improved greener methods of manufacture. In addition the company plans to expand onto adjacent land to develop an advanced manufacturing based technology business park. We are working with the company and other partners to produce a feasibility study and development proposals for a Hethel Technology Park.

Hethel Engineering Centre (HEC) has been extended significantly in the last year, and the new premises are already fully occupied. That success has led to a proposal to build an additional centre, along the lines of the Engineering Centre. The new building will provide space for advanced manufacturing companies, to complement the activities in HEC and give businesses the opportunity to cluster with like-minded businesses.

### **3. SKILLS AND ASPIRATIONS**

*We will raise the skill levels and aspirations of local people, particularly young people*

To do that, we will:

- Work with the business community and educational and training organisations to enhance the skills of local people in order to meet the needs of employers and to encourage the availability of good quality employment opportunities;
- Support and encourage apprenticeships for young people.

Education and skills levels in the county, although improving, are generally lower than regional and national levels. Relatively low wage levels within the economy contribute to social and economic inequalities and so addressing the skills shortage is essential. Having a skilled competitive workforce is essential for the growth of our economy. It is important that the skills and training needs of businesses are understood and that relevant training opportunities are available and accessible. In addition, there needs to be good links between schools and business to make young people aware of entrepreneurship and future employment opportunities and to raise their aspirations.

Skill shortages are a key issue for many local organisations and firms, with gaps in the managerial skills of existing staff and some craft related vacancies remaining hard to fill. We need to consider how to help firms overcome these shortages, including through a variety of means such as out of hours training and the promotion of apprenticeship schemes. A wider than usual variety of courses and delivery points at flexible times and in flexible ways will enhance the accessibility of learning in the area.

Small businesses are the lifeblood of the South Norfolk economy, with over 80% of our businesses employing less than 5 people. The nature of those small and micro businesses quite often means it is difficult for them to provide or even allow access to training for the employees in that business, not least from the point of view of keeping the business running.

Addressing these issues requires a co-ordinated approach extending beyond the district's boundaries, which has to involve businesses, further education colleges, the Local Education Authority (Norfolk County Council), and other training and related organisations. The Norfolk Learning and Skills Board, which was established in 2010, provides a strategic forum to consider these issues. The Council will play a full part in trying to ensure that the particular needs of South Norfolk are fully recognised.

Working through our Localities and Communities team, and reflecting the Big Society messages from Government, we will try to make sure that local people have the opportunity to access jobs and services. That may mean working with local groups, for example to offer better local child care arrangements, so that carers are able to get to work or training. We will look at the availability of local transport, since public transport in some of our more rural locations is non-existent.

Many people cannot access job or training opportunities through lack of affordable local transport. There may be services that could be provided locally, such as community transport schemes, which local companies could support, enabling existing and potential employees to get to employment locations.

High level of graduate retention leads to under-employed graduates silting up intermediate level jobs, stifling the aspirations/opportunities for the indigenous population.

#### **4. MARKET TOWNS, RURAL ECONOMY AND TOURISM**

*We will revitalise market towns and the rural economy*

To do that, we will:

- Work with parish and town councils and the community to ensure appropriate and balanced housing development and job opportunities;
- Help to develop market towns to act as service hubs for their areas;
- Encourage appropriate retail, cultural and heritage developments and improvements in the market towns;
- Work with the business organisations, local councils and local people to improve town centre environments;
- Work with the private sector to ensure the availability of land and premises for employment and business uses in the market towns and rural area;
- Consider strategic alliance with key organisations such as Easton College, to provide advice and support for agriculture and related activities;
- Continue to utilise the Waveney Valley Rural Development Programme to fund projects to support business and communities in the Waveney Valley;
- Support the development and marketing of tourism as a key economic sector by working with partners and local businesses to improve the tourism offer and the awareness of South Norfolk as a place to visit.

##### ***Rural economy***

The district has a high quality environment in which to live and work, a workforce with skills gained through practical experience in a number of sectors, a wide range of property, and the assets which include parts of the Norfolk Broads and the Waveney Valley, and historic market towns and villages. Despite recent difficulties, the market towns and larger settlements of Wymondham, Diss, Harleston, Hingham, Loddon and Long Stratton continue to contain active town centres, providing retail, leisure and cultural facilities and other services, and have thriving business estates.

Our focus is on sustainable communities, services and supply chains. This includes supporting strong market towns that act as community, service and employment hubs, and key villages which act as service centres for their immediate areas. Continuing to improve the services, facilities and environments of the centres of the market towns is crucial to making them attractive and viable in a very competitive market. This requires close working with Town Councils, local businesses, potential investors and the community.

Similarly, the market towns and other key rural settlements need to have land and premises available for employment and business uses to support to provide facilities to support business activity and growth in rural areas.

Agriculture plays a fundamental part in the rural economy, although the number of people directly employed has reduced dramatically over the years as a result of mechanisation. There is potential for some broadening and diversification of agricultural activity into other uses which would provide business opportunities in the rural area. This could include Farmers Markets, sustainable tourism, alternative crops or horticulture.

Half of the parishes in South Norfolk have no shop. Across the district there are 23,725 people living in parishes with no shop. This could be partly alleviated by trying to improve delivery services and the range of produce from existing shops and outlets.

Food is a key link for many rural communities, with producers, retailers and consumers all in close proximity. However the local supply chain often could be better and developing local connections with a focus on the benefits to a local area could be considered. This might be as diverse as looking at new services in local shops and pubs or providing community delivery schemes.

Initiatives such as food co-operatives can improve community involvement through developing food networks. We will work with local businesses and organisations to promote healthy eating, cut costs, and allow communities to exercise choice. We want to support local growers and producers and provide alternatives to out of town supermarket shopping which is seen as a threat to market towns and village services.

We will consider encouraging alternative business models, including social enterprises, not just in the rural areas but also throughout the district

We will look to work closer with more dispersed communities in the rural areas, possibly through outreach and engagement activity, such as the Waveney Valley project. This project area covers the river valley along the length of the Waveney, from Lopham Fen to Lowestoft. All the local authorities in Norfolk and Suffolk included in that area are involved in the project, which successfully secured £3.4m Rural Development Programme for England funding from the EU and which runs to the end of 2013.

We have a number of local schemes within the overall project that will improve and enhance the river valley both in terms of the natural environment, and increased tourism and leisure opportunities. We will continue to work with partners to maximise those opportunities extending beyond the 2013 end date of the funded project.

### ***Market Towns***

Our market towns are suffering the effects of the downturn, and are facing increasing threats and competition from sources such as online shopping, out-of-town retail developments and new investment in larger town and city centres. Some of the other problems facing traditional town centres are a lack of distinctiveness and a relatively limited range of shops.

Action needs to be taken to mitigate the problems they face. Our market towns remain central to investment opportunities for business start-ups and expansion, and we are developing a market towns strategy to reverse retail economic decline in the market towns of Wymondham, Diss, Harleston, Hingham and Loddon.

The Council recognises that action needs to be taken quickly to address some of the problems faced by our market towns, and we intend to commit swiftly to certain projects. However, these early actions are intended to fit within a larger coherent framework which will be defined for each of the towns based on their individual needs and the Government's Localism proposals including neighbourhood planning which will involve town councils and the local community.

The Council will be looking to consult with and encourage businesses to assist with this process and to work up specific projects for each of the towns wherever they can.

Consequently, the market towns strategy and the action plans to implement it will be an evolving process that will be subject to change and further development.

The vision for the strategy is to *'introduce measures which will improve the economic vitality and viability of South Norfolk's market towns and which will encourage more visits to be made to the towns by both local residents and visitors from a wider area.'*

The market towns and villages will be offered the chance to carry out a "health check", where relevant. The aim will be to help establish a vision of how they would like their community to be, how to ensure sustainability and create a sense of place.

### **Tourism**

Tourism is an important part of the local economy. In 2009 tourism in South Norfolk had an estimated value of over £174m, up from £169m in 2007. It is estimated that tourism employs over 3000 people in the district, and there are signs are that the local tourist industry may benefit from the recession and the weak pound.

The current climate suggests a significant increase in the number of UK residents spending their holidays in Britain. As the country continues to emerge from recession, the value of tourism to the economic well being of South Norfolk cannot be under-estimated. We have high quality tourist assets in South Norfolk and will need to make sure the industry locally is ready to pick up that additional business.

We want to ensure that the value of tourism to South Norfolk continues to grow and we see year on year increases in the volume and value of tourism to South Norfolk. As a tourist destination, South Norfolk has a great deal to offer – unspoilt countryside, historic buildings, outstanding market town towns and attractive villages, and contains parts of, or is within easy reach of, better recognised tourist destinations such as the Broads, the Waveney Valley, the Norfolk and Suffolk coasts, and the city of Norwich.

Domestic tourists continue to make up the bulk of visitors to South Norfolk, but the United Kingdom will soon host numerous sporting and cultural events of world significance, starting with the Olympic and Paralympic Games of 2012. These events will make the UK the focus of the world and represent an unrivalled opportunity to attract overseas tourists to the district.

We will work with partners in promoting tourism in the district and engage with those working within the industry, either directly or indirectly, to find out their views about what would help them and enable them to improve what they do to enhance the tourist offer of South Norfolk and attract more people to the area from the UK and from overseas.

## **How we will achieve these objectives**

To achieve these objectives, we will:

- Co ordinate resource into the implementation of the Action Plan supporting this strategy and create a steering group with representatives from various areas;
- Ensure our evidence base and data collection is up to date and regularly reviewed to ensure action is targeted appropriately;
- Identify sources of external funding to help support the various initiatives in the Action Plan;
- Review the Action Plan on a yearly basis to ensure it remains relevant and focussed on the key areas.

We will work with partners to develop clusters of key business sectors to achieve growth – in particular environmental and life sciences and advanced engineering. In part, this will be driven by research and development collaboration and commercialisation of initiatives from higher and further education and existing advanced engineering businesses.

We will be a business friendly and approachable organisation. We will listen to local businesses to understand fully their needs and will work with partners to ensure that an effective business support infrastructure is in place to provide advice and support to existing businesses and potential start ups.

We will work with employers and training providers to ensure local people have the skills and opportunities to fully benefit from increasing prosperity, through increased average earnings and increased employment opportunities.

We will seek to ensure the potential of the district is maximised, particularly working to ensure that sufficient land and premises are available to meet the needs of employers and to get better infrastructure in place. We need improved broadband capacity throughout the area, and better connections with the rest of the region and the country through improvements in roads and rail services.

We will work to improve the economic prospects and the built and natural environments of the market towns and rural areas, recognising the potential of tourism as a key business sector.

We will market the key assets of the area to attract potential investors, businesses and visitors. We will focus on promoting the strategic location of South Norfolk which is readily accessible to Norwich, Ipswich, Cambridge, London and the east coast ports, and the high quality of life associated with attractive rural areas and market towns and proximity to the vibrant city of Norwich.

## **How we will measure success**

Economic success is not easily measured, but it is important to get a good picture of progress in the local economy. Therefore a mixture of measures will be used, reflecting the impact of our activity and factors relating to the economic environment.

The main measures will link with measures used to monitor progress in implementing the GNES. They will include:

- the number of jobs generated;
- increases in new business registrations;
- improved survival rates of new businesses;
- take up of employment land;
- improved skills levels of young people and older people;
- increased average earnings; and
- increased visitor numbers and tourist related expenditure

**Action Plan**

A detailed Action Plan has been prepared which outlines specific proposals which the Council will undertake to deliver the objectives of the Strategy. This will be the subject of annual review.

**KEY FACTS**

The age structure of the population shows a marked proportion of older people, in comparison with other areas, as shown in the table below.

	<b>South Norfolk</b>	<b>Greater Norwich East of England</b>	
<b>Age</b>	<b>(%)</b>	<b>(%)</b>	<b>(%)</b>
0-15	16.6	15.5	17.7
16-24	10.7	13.7	12.5
25-44	23.3	26.7	27.2
45-64	29.8	25.6	25.7
65+	20.6	18.5	16.9

That older population not only means increasing pressure on services provided for older people, but also that the economically active population will decrease. Currently the economic activity rate is over 82%, around the average for the East of England.

Current figures on employment in South Norfolk show that there are 42,736 people in employment, an increase of 42% in the last seven years, showing the growth we have already achieved. The unemployment rate is at 2.0%, against a national figure of 7.7% with the actual number of those unemployed having gone down by 14% in the last year, so there are some signs of recovery.

As shown in the table below, businesses in South Norfolk are generally quite small, with nearly 80% having less than 5 employees. We will focus on initiatives that help small and medium sized enterprises as part of this Strategy.

**Company size by employees**

<b>Size</b>	<b>(%)</b>	<b>No (approx)</b>
1-10	89.2	4460
11-49	8.7	435
50-199	1.6	50
200+	0.4	10

While nearly 90% of our businesses have fewer than ten employees, there are many large businesses active in the district, such as May Gurney, SNC, Norwich & Norfolk University Hospital Trust, Police, Group Lotus, John Innes Centre, Uniglaze, Syfer Technology. We also have significant clusters of business, not least at Norwich Research Park, which has huge potential for business growth from the world leading science and technology research expertise.

We have a good business survival rate, with 54% of business still trading, compared with a national average of 46% survival rate over five years.

**Educational attainment**

Pupils achieving at least five GCSEs, including English and Maths (A+ to C) in SNC is currently 67.5%, with a national average of 53%.