



Breckland Training Services Proposal

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Version 1.4
21/03/2012

Document History

Document Location This document is only valid on the day it was printed.
The electronic source of the document will be found under the title **Breckland Training Business Plan** in the Project File **Training**.

Revision History Version 1 – 05/02/2012
Version 1.1 – 15/02/2012
Version 1.2 – 12/03/2012
Version 1.3 – 15/03/2012
Version 1.4 – 21/03/2012

Distribution This document has been distributed to:

| Name | Title | Date of Issue | Version |
|------|-------|---------------|---------|
| CMT | | 21/03/12 | 1.4 |

Purpose

To document the justification for the undertaking of the project, based on the estimated cost of development and implementation against the risks and anticipated business benefits and savings to be gained.

Contents

This Business Case contains the following topics:

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1. Overview

Breckland Council has an excellent training service. Tailored to meet the needs of officers and Members, the training service provides high quality, bespoke training to all parts of the organisation.

The service brings together internal training provision, externally sourced courses and off-site formal accredited training in to a single, cohesive and evidence-based training offer.

We've been formally recognised for the quality of our training service with Member Charter Plus status and Investors in People accreditation.

Other agencies have started to 'catch on' and we have started to provide high quality and good value training outside of our own organisation.

We now want to strengthen the offer to external organisations and look to 'trade' our training service. What follows is a Business Plan for Breckland Training Services.

2. Context

With a significant reduction in the Local Government Grant settlement, Breckland Council needs to make large budgetary savings over forthcoming years. In broad terms, this can be achieved through cuts in spending or increased income (charging and trading). Substantial progress has been made to meet these budgetary challenges with the introduction of a joint management team across Breckland and South Holland and a number of 'in-house' service reviews.

The HR Team has recently been restructured with a reduction of 0.6 FTE and revenue savings of £10,710 in 2012/13, increasing to £11,230 in 2013/14.

In addition the Training Team has made savings, increasing year on year through smarter procurement, increasing in house delivery and generating income. The variance between budgeted and actual spend for Member and Staff Training was £13,995 in 2009/10, £29,421 in 2010/11, and projected to be £35,555 for 2011/12.

The Local Government Act 2003 gives local authorities the power to charge or trade for discretionary services. Training is a discretionary service, which Breckland Council has the power - but not a duty - to provide.

This Business Plan proposes that Breckland Council charges for its training service – under the designation Breckland Training Services – to recover overheads and generate additional income that helps the authority meet current and future budgetary challenges.

Business Plan

Breckland Council's excellent reputation for training and existing commissions suggests there is a viable market for this service.

Furthermore, the training service can be broadened to include other HR functions, e.g. payroll and recruitment, which could be offered to existing Breckland Council tenants and other local organisations.

3. Mission Statement

The Breckland Training Service mission statement is;

"We will deliver innovative solutions to our customers, consistently outperform our competitors and produce outstanding results; providing a dynamic and challenging learning environment"

This statement will be underpinned by the key objectives of Breckland Training Services to: -

- Help our clients meet their organisational development objectives;
 - Deliver quality training services with high levels of professionalism;
 - Financially support delivery of the Council's Business Plan.
-

4. Governance

The Local Government Act 2003 received Royal Assent in September 2003. Sections 93/94 of the Act provide a power for local authorities to charge or trade for discretionary services.

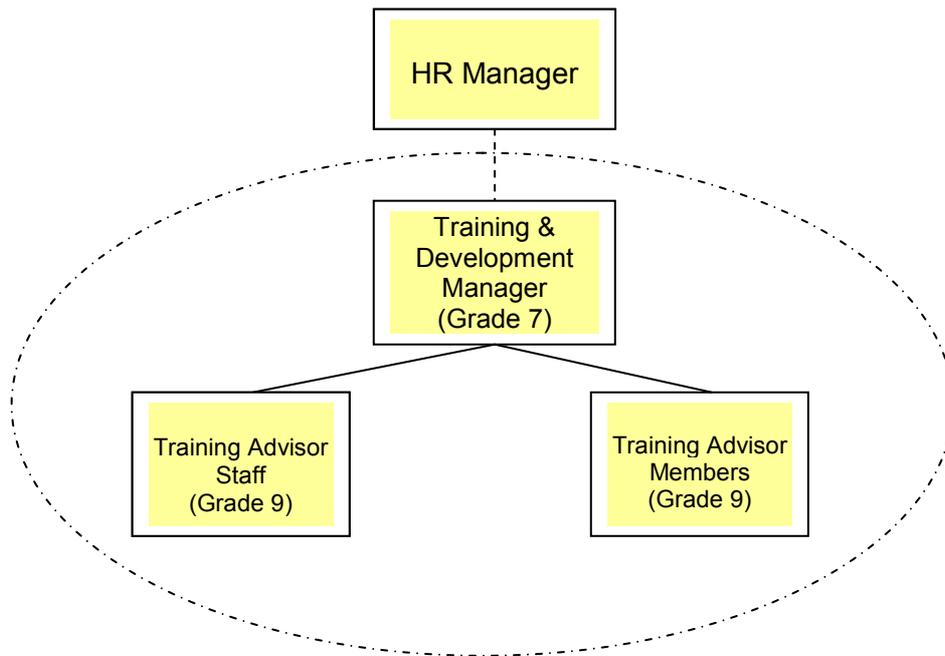
Discretionary services are those services that an authority has the power but not a duty to provide.

Charging is limited to cost recovery and discretionary services; trading permits the making of a profit from all services. The power to trade is only exercisable through a company [as defined under Part 5 of the Local Government and Housing Act 1989].

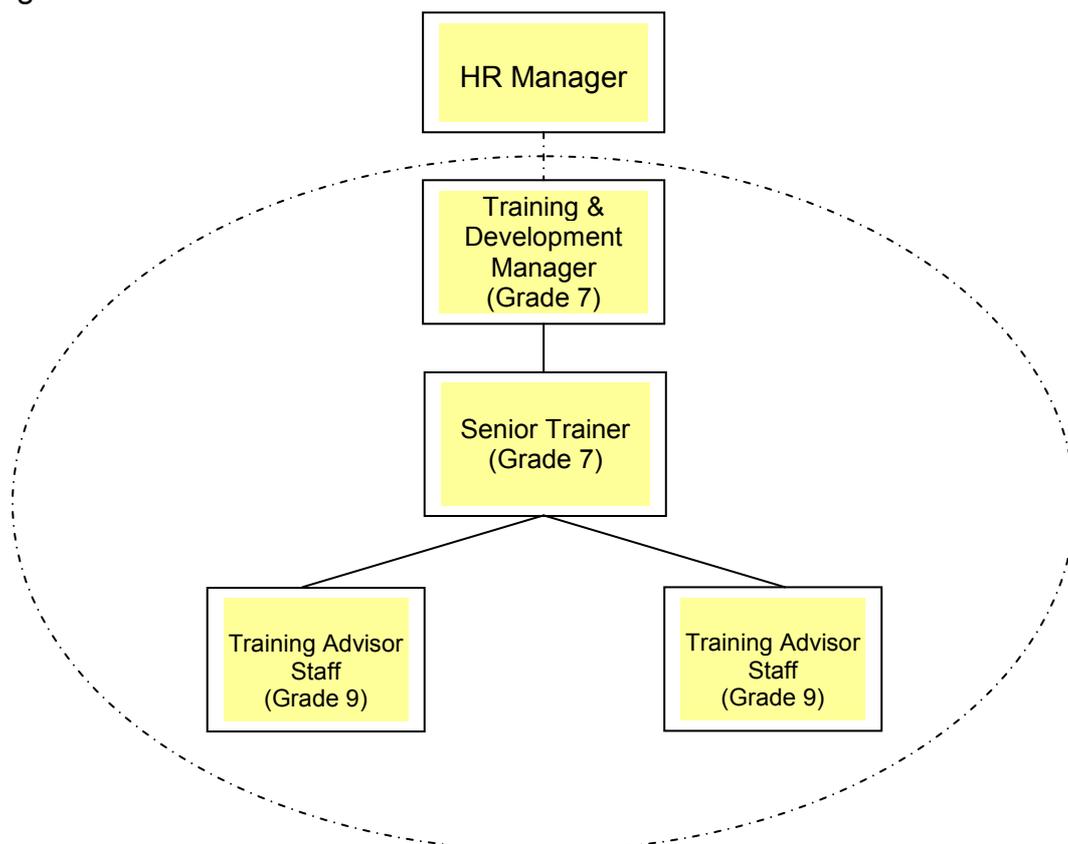
It is proposed that Breckland Council charges for its training services and does not at this stage trade through a company. The option to trade should be taken-up at a later date when the service is established and a full client base has been established. Until such time, the training function will be managed under the existing Breckland management structure.

5. Staffing

There are currently 3 FTE posts in the Human Resources Team dedicated to training (as shown in the structure chart below). These posts provide all Member and officer training to Breckland Council, aside from the specific or qualification led training that is outsourced to a relevant provider. Some training is currently provided to external organisations at cost.



It is proposed that the establishment of the Breckland Council's Human Resources Team is increased by 1 FTE to enable the creation of Breckland Training Services (as shown in the amended structure chart below) and to provide the necessary capacity to expand the training provided to external organisations.



Business Plan

There is existing budget for 3 full time posts in the Training Team, although it is anticipated that 2 of the posts will be filled on a part time basis, therefore incurring an under-spend, which could be used to partially fund the additional fourth post.

All staff will remain employees of Breckland District Council.

6. Training Offer

Breckland Training Services will offer a wide range of training courses and workshops that will cover organisational development, personal development, customer care, business management, information technology and media training.

A full list of proposed courses can be found in the draft Training & Development Prospectus (Appendix ii).

Breckland Training Services will also offer expert guidance and training through seminars and conferences focussed on areas of established expertise, e.g. shared services, HR, Managing Change and Contract Management.

A market also exists for corporate away days, facilitation services and mediation exercises.

The Training Team has commenced an external training needs analysis via a survey to a number of potential customers. The results of the survey will be used to further develop the training offer, marketing plan and prospectus.

The current Breckland Council HR training team has developed a strong reputation with both public and private sector businesses, which has resulted in regular demand for services.

Recent training requests have been received from Mencap, Norfolk County Council, district councils across Norfolk and Suffolk, Town and Parish Councils and South Holland District Council.

This reputation is further strengthened by Breckland Council being the only district in Norfolk to receive the Member Development Charter Plus standard, with the assessors stating in their report that *"the standard of development opportunities offered to elected members is exemplary"*. The report goes on to credit Breckland Council as *"one of the best authorities ever inspected"*.

In 2010 Breckland Council also achieved the Investors in People standard. This status amongst employers in the region identifies Breckland Council as an organisation that is clearly focused on performance improvement for staff and service users. This makes Breckland Training Services well placed to

Business Plan

deliver training to officers and Members across local authorities in the Eastern Region.

By working with Breckland Council's Asset Management team, Breckland Training Services also has the unique opportunity to approach business tenants that are situated in Breckland Council owned property. Breckland Training Services could eventually offer these businesses an incorporated HR service including payroll, policy development and casework management.

7. Goals

By April 2013

- To deliver a minimum of 4 external training sessions per month
- To generate a minimum of 8 new business leads
- To acquire at least £20,000 worth of business from local authorities in the Eastern Region
- To acquire at least £10,000 worth of business from private and voluntary sector SME businesses in Norfolk
- To organise and host at least 1 business conference event, with at least 100 attendees
- To continue to provide an outstanding training service to officers and Members of Breckland Council
- To maintain the Investors in People accreditation and Member Charter Plus status

By April 2014

- To deliver a minimum of 6 external training sessions per month
- To generate a minimum of 16 new business leads
- To acquire at least £30,000 worth of business from local authorities in the Eastern Region
- To acquire at least £25,000 worth of business from private and voluntary sector SME businesses in East Anglia
- To organise and host at least 2 business conference events, with at least 100 attendees at each.
- To deliver at least 2 corporate away days.
- To continue to provide an outstanding training service to officers and Members of Breckland Council
- To maintain the Investors in People accreditation

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and Member Charter Plus status

By April 2015

- To acquire at least 1% of the market for all training provision across East Anglia (incl. Private, Public and Voluntary sectors)
- To continue to provide an outstanding training service to officers and Members of Breckland District Council
- To maintain the Investors in People accreditation and Member Charter Plus status
- To set up a trading company

The above goals have been developed in line with the financial forecasting shown in Section 12 - Financial Forecasting (page 13) of this report.

8. Sales Plan

Coupled with the strong reputation described in this report and the considerable experience that the training team holds; together with the Investors in People and Member Development Charter Plus accreditations held by Breckland Council provide an excellent platform to charge for training.

Breckland Council's reputation has given the team high status at South East Employers network events where the team are in direct contact with key training decision makers from the public and private sector.

With all sectors facing the challenge to deliver quality services whilst at the same time demonstrating the most efficient and effective use of resources, there is a real market opportunity to offer organisations an affordable, quality training service during a time when the investment in the development of employees is paramount.

A number of encouraging Unique Selling Points (USPs) have been identified to further strengthen the case for the formation of Breckland Training Services: -

- Existing strong relationships amongst public and private sector
 - High performing Local Government authority with a track record of innovation
 - Not seen as profit driven and therefore good VFM
 - Local networking opportunities with SMEs
 - Capable of providing a scaleable service
 - Identified as the only local authority in Norfolk to hold Member Development Charter Plus Status and as only one of two local authorities in the South east of England to hold the mark.
 - Holders of Investors in People accreditation
 - Seen as leaders regarding shared services
 - Team members qualified to operate Psychometric Testing
-

9. Charging

The Local Government Act 2003 allows local authorities to set a charge for the discretionary service they wish to offer, but highlights that a robust methodology must be used to assess these costs. The aim of charging is not to provide a new source of income for a local authority, but to allow them to fully recover costs. Using existing principles set out in the CIPFA Service Reporting Code of Practice, Breckland Training Services pricing policy would be based on the Total Cost definition found in this code along with non-distributed costs if applicable.

Using this guidance, the following charges are proposed: -

In house training at customers venue

| | |
|-----------------|------|
| Full Day Charge | £569 |
| ½ Day Charge | £320 |

Training delivered at Elizabeth House/Breckland House

| | |
|-----------------|------|
| Full Day Charge | £110 |
| ½ Day Charge | £50 |

As Breckland Training Services will be charging to recover costs, these charges reflect full cost recovery.

The charges will be attractive due to their competitiveness against the fees of other training providers in East Anglia as detailed in subsequent sections.

10. Markets and Marketing

It is identified that there are 6 neighbouring districts with the same or more pressures as Breckland Council to make year on year savings, improve services and provide better value for money.

There are also an estimated 380 local parishes and town councils in Norfolk as well as almost 36,000 SMEs which have increasing training requirements in a normally costly training environment.

Finally there is Norfolk County Council, numerous charities, voluntary organisations, strategic partnerships and GP Consortiums with similar training needs.

This suggests that there is a very strong market for Breckland Training Services to enter.

Breckland's training team already deliver regular training to: -

- South Holland District Council
- Town and Parish Councils throughout Breckland

Business Plan

- Anglia Revenues Partnership

The team have also delivered training in the past to: -

- One Railway
- Norfolk County Council
- Luton Borough Council
- Nottingham City Council
- Boston Borough Council
- Other district councils in Norfolk

Recent enquiries and requests have been made from: -

- MENCAP
- University of East Anglia
- The South Holland Centre, Spalding
- East Lindsey District Council
- Forest Heath District Council
- St Edmundsbury Borough Council

By enabling the creation of Breckland Training Services and therefore increasing the capacity of the team to engage with more customers, additional markets and customers will become available: -

1. Partnership with REV Active

Breckland Training Services has the opportunity to work in partnership with REV Active to identify the potential training requirements of SMEs in the region. This partnership will also allow strategic targeting of relevant sectors where Breckland's training service could be utilised.

2. Partnership with Asset Management

By working with Breckland Council's Asset Management team, Breckland Training Services has the unique opportunity to approach the 160+ business tenants that Breckland Council is currently landlord too (see appendix i for full list). Breckland Training Services could eventually offer these businesses an incorporated HR service including payroll, policy development and casework management.

3. Wider Public Sector

With an experienced team of trainers with established backgrounds in both the public and private sectors and a growing reputation which includes outstanding positive feedback from respected organisations, Breckland Training Services can offer a suite of personal development, customer care, business management, information technology and media training to many other organisations and sectors including: -

- GP Consortiums and Hospitals
- MOD (white collar/civilian staff)
- Charities
- Voluntary Organisations

11. Competition

Following analysis of all Training providers in the region, there are **41** 'true' competitors in Norfolk (i.e. businesses who currently offer services similar to that which Breckland Training Services would provide), **10** of which are based in Breckland.

It is likely that Breckland Training Services will be competing for business against larger national training companies, so a key element to the marketing strategy will be to highlight the benefits of local provision.

There is significant potential for Breckland Training Services to deliver services to customers in the regional market.

Market testing has been conducted into competitor training rates and examples of these are shown in the table below: -

| Training Provider | Cost for in house full day (average) | Cost for delivery at trainers venue (average) |
|-------------------------------------|--------------------------------------|---|
| Jarrod Training | £900 | £235 |
| Poultec | £750 | £180 |
| Broadland Council Training Services | N/A | £180 |
| EELGA | £625 | £150 |

Based on all of the above information, the Training and Development Manager is working with the HR Manager and the Communications Team to develop a 3 year marketing strategy incorporating the following activities:

1. Full colour prospectus of training offer

We intend to produce at least three versions of the prospectus, with distinct and specific training offerings for Public, Private, and Voluntary sector businesses. Appendix II provides a sample prospectus.

2. Extranet website pages

An extranet is a computer network that allows controlled access from the outside for specific business purposes. It is an extension to the organisation's intranet, which can be opened up to users outside of the organisation, without granting access to the entire network. Users will be individuals and/or organisations who have paid for training services from Breckland. The site can be used for a wide range of web based training, learning forums, as well as being used as a communication tool.

3. Social media marketing

Social media marketing refers to the process of gaining website traffic or attention via sites such as facebook, twitter, and linkedin. These sites will be used as a relatively inexpensive platform for Breckland Training Services to market its products and services. Essentially this form of marketing will be via word of mouth, resulting in earned rather than paid media.

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4. Targeted direct marketing

This method of marketing will involve a member of the training team making contact with potential customers via mail, telephone or through face to face meetings. The approach that will be taken will involve initially targeting those businesses that are known to Breckland, for example those with which we have an existing relationship and/or a partnership.

The direct marketing will be widened to target all Councils in Norfolk, followed by targeted public sector organisations in Norfolk, followed by targeted private and voluntary sector businesses. A staggered approach will need to be taken in line with the capacity of the training team, ensuring that a balance of time and effort is being dedicated to both existing and new customers.

5. Word of mouth

The Training Team has generated a significant amount of interest to date via word of mouth alone. We expect that business opportunities will continue to be generated via this marketing method, in response to the continued delivery of high quality, value for money training services.

12. Financial Forecasting

This business plan has already highlighted that the current HR training and development team has developed a good albeit very small customer base, which over the last two years has generated some income to cover costs at Breckland Council.

| Financial Year | Income |
|----------------|--------|
| 2010/11 | £1084 |
| 2011/12 | £2975* |

* Figure correct as of 15/02/12

This information shows that the current team has had some success in the market place without any formal marketing and without additional capacity. It is unlikely that these figures will increase if the current establishment levels remain the same.

By increasing the staff establishment of the Breckland Council Human Resources team by 1 FTE and therefore enabling the creation of Breckland Training Services, the following yearly forecasts have been made.

| Year | New Cost to BDC | Forecasted Income | Savings towards existing BDC costs |
|--------|-----------------|-------------------|------------------------------------|
| Year 1 | £39,299 | £63,415 | £24,116 |
| Year 2 | £39,299 | £72,000 | £32,701 |
| Year 3 | £39,299 | £81,500 | £42,201 |

The cost to Breckland Council to increase the establishment of the training team is £39,299 per year.

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It is proposed that an FTE Grade 7 post (Senior Training Officer) is created at an annual total cost to Breckland Council of £39,299 (detailed below – figures provided by Breckland Council finance and accurate as of date of report).

| Salary Cost | Lease Car Cost | Total Direct Cost |
|-------------|----------------|-------------------|
| 36,346 | 2,953 | 39,299 |

No additional overheads will be created by this post as it will simply take a share of the existing overheads created by the HR team. This increase to establishment will be entirely funded by the charges made through the training service.

The table below breaks down each month of 2012-13 and includes training already planned, plus estimated training sales.

These figures are based on the proposed business model described in section 1.2 of the report, including the additional 1 FTE.

| 2012-13 | No. of in-house sessions delivered @ £568.75 | No. of 1/2 day in house sessions @ £325 | No. of people at 1/2 day session at Elizabeth House @ £43.75 per person | No. of people at full day session at Elizabeth House @ £94.79 per person | Total estimated budgeted income for month |
|-----------|--|---|---|--|---|
| April | 2 | 1 | 16 | 6 | 3868.74 |
| May | 2 | 1 | 16 | 6 | 3868.74 |
| June | 2 | 1 | 16 | 6 | 3868.74 |
| July | 3 | 2 | 18 | 8 | 3902.07 |
| August | 3 | 2 | 18 | 8 | 3902.07 |
| September | 3 | 2 | 18 | 8 | 3902.07 |
| October | 3 | 2 | 18 | 8 | 3902.07 |
| November | 3 | 2 | 18 | 8 | 3902.07 |
| December | 1 | 1 | 10 | 6 | 1899.99 |
| January | 3 | 2 | 18 | 8 | 3902.07 |
| February | 4 | 3 | 24 | 10 | 5247.90 |
| March | 4 | 3 | 24 | 10 | 5247.90 |
| | | | | | 47414.43 |

Shared Services Conference anticipated income £22,500
Based upon 150 attendees, charge rate £150 per delegate

Costs (venue, catering, marketing) £6,500

Estimated profit £16,000

Year on year estimated income:

| | | |
|-----------------------|---------------|-------------------|
| | Year 1 | £63,414.43 |
| 13.5% increase | Year 2 | £72,000.00 |

Business Plan

13.5% increase

Year 3

£81,500.00

(no increase to charges factored in)

Further forecasting to be undertaken in line with marketing strategy.

13. Performance Management

The proposed charging approach will mean that employees are retained by Breckland Council, and their performance will be reviewed in line with the Breckland Performance Management and Pay Scheme.

The Scheme includes:

- A process of employee appraisal linked to objectives
- A process of effective performance management
- A link to the Competency Framework
- A system of performance related pay

Each member of the training team will have set objectives relating to the external provision of training delivery to external businesses. These objectives will be reviewed and monitored throughout the year, any pay increases will be directly correlated to the achievement of objectives.

14. Risk Management

There are several risks associated with the proposal to create a dedicated training unit that will charge customers for its training service. Some of these are;

| Risk Ref No | Risk Description Risk, impact & consequences | | | | Proposed Control Measures |
|-------------|--|------------|--------|-------|---|
| | | Likelihood | Impact | Score | |
| 1. | Increasing the establishment and failure to generate sufficient income to fund posts. | L | H | 3 | <ul style="list-style-type: none">• Ensure that 3 year marketing strategy is stuck to. |
| 2. | Core staff departing and eroding the skills base leading to lack of available trainers. | L | M | 2 | <ul style="list-style-type: none">• Ensure that entire team is multi skilled by regularly sharing skills via team meetings |
| 3. | A lack of take up of charging opportunities due to ineffective marketing of the charging unit. | L | H | 3 | <ul style="list-style-type: none">• Regular reviews of the 3 year marketing strategy and amendments where necessary to increase take up |

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| Risk Ref No | Risk Description Risk, impact & consequences | | | | Proposed Control Measures |
|-------------|--|------------|--------|-------|--|
| | | Likelihood | Impact | Score | |
| 4. | Change of political stance within the members meaning that project is stopped. | L | H | 3 | <ul style="list-style-type: none"> Ensure the project is successful to persuade otherwise. |
| 5. | Competition from other LG or commercial training activities. | M | M | 4 | <ul style="list-style-type: none"> Concentrate on achieving goals and demonstrate USPs |
| 6. | Changes to Central Government policy or legislation meaning that LA's can no longer charge or trade. | L | H | 3 | <ul style="list-style-type: none"> Unable to prevent. |
| 7. | Ethical pressure from local training businesses. | M | L | 2 | <ul style="list-style-type: none"> Remain transparent and regularly demonstrate value for money to Breckland Council rate payers. |

15. Special Factors

Breckland Council has approached its insurers Zurich who have informed that additional insurance cover will be required to cover Breckland Council for Professional Negligence should the training service be offered eternally. The additional annual cost to Breckland Council would be £1749.

16. Action Plan

To enable Breckland Training Services to be in a position to charge, the following actions need to take place;

| Key Action | Key Date |
|---|------------------|
| Approve proposal to increase the HR staff establishment by one to enable the creation of dedicated training unit. | March 2012 |
| Appoint Senior Training Officer | March/April 2012 |
| Confirm target markets. | April 2012 |
| Finalise and implement 3 year marketing strategy. | April 2012 |
| Roll out | April/May 2012 |

17. Appendices

Appendix i

| Tenant Details - Name | Address | Town |
|-------------------------------------|-------------------------------------|---------------|
| ABS Wastewater Technology Ltd | 18 + 20 Roman Way | Thetford |
| Absolookley Ltd | 17 Brunel Way | Thetford |
| Acorn Works Ltd | 37 Turbine Way | Swaffham |
| ACT (Norfolk) Ltd LLP | 2 White Hart Street | Thetford |
| Action For Children | Raymond Street | Thetford |
| Action For Children (E2E) | Rooms 205-a, 213-a, 426 | Dereham |
| Agri Energy Ltd | 24 Roman Way | Thetford |
| Anglia IT Solutions | Rooms 29E & 29F | Swaffham |
| Anglia Revenues Partnership | Breckland House | Thetford |
| Anglian Tool Agency | 9 Lodge Way | Thetford |
| Archant Regional Ltd | Bond House | Dereham |
| Arco Iris Delicatessen & Cafe Ltd | 6 White Hart Street | Thetford |
| ARP Trading Ltd | Room 700 | Thetford |
| Austin Heating and Cooling Services | 5 Lodge Way | Thetford |
| Autism Anglia | 24 - 27 Bertie Ward Way | Dereham |
| Barnham Broom Golf & Country Club | Barnham Broom Golf & CC | Barnham Broom |
| Barrier BioTech Ltd | 36+37 Haverscroft Industrial Estate | Attleborough |
| Body Concept | 11 Roman Way | Thetford |
| Bosun Blasting | 9 Bertie Ward Way | Dereham |
| Breckland Hygiene Supplies | 5 + 7 Telford Way | Thetford |
| Breckland Scientific Supplies Ltd | 11 + 13 Brunel Way | Thetford |
| Bybox Field Support | Unit 10 | Thetford |
| C Brewer & Sons Ltd | 1 - 2 St. Helens Way | Thetford |
| Capita Symmonds | Rooms 701-702 | Thetford |
| Caretech UK Ltd | 8 Bertie Ward Way | Dereham |
| Century Logistics Limited | 31 - 37 Brunel Way | Thetford |
| Champion Floral (Wholesale) Ltd | 13 St. Helens Way | Thetford |
| Charlespar Limited | 1 - 7 Charles Wood Road | Dereham |
| Coakley & Cox Ltd | 29 Haverscroft Indl Estate | Attleborough |
| Colchester Print Group Ltd | 32 - 35 Haverscroft IndEstate | Attleborough |
| Comtek Limited | 41 St. Helens Court | Thetford |
| Contracts Support Services Ltd | 8 White Hart Street | Thetford |
| Coopers Auto Centre | 25 Brunel Way | Thetford |
| Creative Displays (UK) Ltd | 6 St. Helens Way | Thetford |
| Dairy Crest Limited | The Old Dairy | Thetford |
| Dave Wicks Motorcycles | 6 Bertie Ward Way | Dereham |
| DCRJ Services | 1 Roman Way | Thetford |
| Dereham Antiquarian Society | 1 Bertie Ward Way | Dereham |
| Dereham Country Garages Ltd | Bussey Ford | Swaffham |
| Dereham Meeting Point | The Jubilee Suite | Dereham |
| Dereham Rugby Football Club | Pavillion | Dereham |
| Dereham Snooker Club | 18 - 19 Bertie Ward Way | Dereham |
| Dereham St Nicholas Bowling Club | St Nicholas Bowling Club | Dereham |
| Derek Gladwin Limited | 18 Fison Way | Thetford |
| Derek Reeve | 1 Lodge Way | Thetford |
| Discovery Hair Ltd | 10 White Hart Street | Thetford |
| Diss, Thetford and District CAB | Room 310-312 | Thetford |
| DMR Structural Ltd | Rooms 322-324 | Dereham |

Business Plan

| | | |
|---|----------------------------------|--------------|
| Don Willis Management Ltd | Anna Gurney Close Shops | Thetford |
| Drinks Brokers Ltd | Rooms 29C, 29D & 29H | Swaffham |
| East Anglian Holdings Ltd | 15 Brunel Way | Thetford |
| Ecotech Centre Ltd | Ecotech Centre | Swaffham |
| Edwards & Blake Limited | Rooms 27C & 27D | Swaffham |
| Electronic Data Systems Limited | 5 Roman Way | Thetford |
| Euroview Coaching Ltd | 13 Bertie Ward Way | Dereham |
| Felton Fundraising & Appeals Ltd | Rooms 308-311 | Dereham |
| Food Angles | Unit 11 | Thetford |
| Fun 2 Play | 9 Roman Way | Thetford |
| G Cockaday & T Howard t/a 4 Sports | 23 Bertie Ward Way | Dereham |
| Genpart (UK) Limited | 21-23 Threxton Road | Watton |
| Greener Transport Ltd | 11A Roman Way | Thetford |
| Griffin | Unit 9 | Thetford |
| Hamlyn Financial Services Ltd | Rooms 27E, 27F & 27G | Swaffham |
| Harveys Dry Cleaners Limited | 10 Bertie Ward Way | Dereham |
| Hayssen (Europe) Limited | 16 Roman Way | Thetford |
| Hercules - The Jonathon Wood Collection | 2 Lodge Way | Thetford |
| HOG God's Catering Ltd | 7 Roman Way | Thetford |
| HR GO Plc | 2A White Hart Street | Thetford |
| Hydraulic Engineering Services | 5 Station Yard | Swaffham |
| Immigration Service | 39 Turbine Way | Swaffham |
| Jayar Components | Unit 7 | Thetford |
| Jem Packaging Ltd | 11A Bertie Ward Way | Dereham |
| John Burrows | Unit 6 | Thetford |
| Jon Pryor t/a Pampered Pooches | 9 Station Yard | Swaffham |
| Karen Lavene & Terry Brown | 15 St. Helens Way | Thetford |
| Kingsway Tyres (Stamford) Ltd | 11 St. Helens Way | Thetford |
| Kynance Recruitment Ltd | 6A White Hart Street | Thetford |
| Leonila Wasila-Bingham | 15 Earls Street | Thetford |
| LMC Partnership Ltd | Rooms 439-441, 443-5 | Dereham |
| LT Pub Support Services Limited | 31 Haverscroft Industrial Estate | Attleborough |
| M G Motor Services | 6 Station Yard | Swaffham |
| Manorcourt Care (Norfolk) Ltd | Rooms 27A & 27B | Swaffham |
| Mansell Construction Services Ltd | Roman House | Croydon |
| Marketing Display UK Limited | 36 Howlett Way | Thetford |
| Matrix Networks Ltd | Room 27H | Swaffham |
| Meridian East | Merle Body Centre | Swaffham |
| M-G Mario Garage | 10 St. Helens Way | Thetford |
| Mi-Flues Ltd | 29 Brunel Way | Thetford |
| Millfields Conveyor Belting Limited | 2 - 4 Station Yard | Swaffham |
| Motiv8 Motorcycles (Norfolk) | 52 Maurice Gaymer Road | Attleborough |
| Mr & Mrs M Clutton | Unit 1 | Thetford |
| Mr Andrew John Ensom | 7 Station Yard | Swaffham |
| Mr R and Mrs D Shore | 6 Lodge Way | Thetford |
| Mrs Sharon Street | 4 White Hart Street | Thetford |
| MTCE Limited | 20 Fison Way | Thetford |
| NCC (Childrens Support Team) | Rooms 431-434 | Dereham |
| NCC (Connexions) | Rooms 402-409 | Dereham |
| NCC (Drug Interventions Team) | Rooms 400-401&410 | Dereham |
| NCC (Soc. Serv & Registrar) | Rooms 200a, 302 | Dereham |
| NCC Adult Education | Rooms 221-224 | Dereham |
| Nigel England | 30 Haverscroft Industrial Estate | Attleborough |

Business Plan

| | | |
|--|----------------------------------|--------------|
| Norfolk County Council | Rooms 305-307 | Dereham |
| Norfolk County Council | Rooms 300-309 | Thetford |
| Norfolk Farm Machinery Ltd | 3 Maurice Gaymer Road | Attleborough |
| Norfolk Kitchen Fitters | 1 Station Yard | Swaffham |
| Onward Enterprises | 1 Telford Way | Thetford |
| Organic Food Federation | 31 Turbine Way | Swaffham |
| P & D Oleksyn Car Repairs | 3 Roman Way | Thetford |
| P&D Foams & Furniture | 31 Bertie Ward Way | Dereham |
| Pasmarine Ltd | 5 St. Helens Way | Thetford |
| Patrick Murphy | Unit 5 | Thetford |
| Paul Heads t/a Paul's Service Centre | 10 Station Yard | Swaffham |
| Paul Johnson | 8 Station Yard | Swaffham |
| Paul Zurowski | 3 Lodge Way | Thetford |
| Pemco International | 3 Rutherford Way | Thetford |
| Phoenix Technical Services | 28 Bertie Ward Way | Dereham |
| PKM Solutions Ltd | Unit 8 | Thetford |
| Positive Outcomes (Norfolk) Ltd | Room 425 | Dereham |
| Premier Plastics | 43 St. Helens Court | Thetford |
| Punctilio Propellers | 32 - 34 Maurice Gaymer Road | Attleborough |
| Purdy International Corporation | 31-35 Turbine Way | Swaffham |
| Quality Screening Ltd | 10 Maurice Gaymer Road | Attleborough |
| R Sturman - Dereham Boxing Club | Staff Hut | Dereham |
| R.S.P.B. | Room 806 | Thetford |
| Recyclite Ltd | 8 Maurice Gaymer Road | Attleborough |
| Rendells Precision Engineering | 12 Maurice Gaymer Road | Attleborough |
| Revolutions | 4 St. Helens Way | Thetford |
| S Mann & R Singh | 8-9 St. Helens Way | Thetford |
| Serco Limited | 9 Rash's Green | Dereham |
| Sibani Eco Plastics Ltd | 2 Breckland Court | Watton |
| Solar Essence Limited | 45 St. Helens Court | Thetford |
| Somerfield Stores Limited | Somerfield | Thetford |
| SPC Printers Ltd | Unit 12 | Thetford |
| Spectrum | Unit 3 | Thetford |
| Spectrum Repair and Spray Centre | 7 Lodge Way | Thetford |
| Steeles (Law) LLP | 19 Brunel Way | Thetford |
| Street Cars Ltd | 50 Maurice Gaymer Road | Attleborough |
| T Mobile (UK) Limited | Site of Communications Mast | Dereham |
| T.H.I.S. Property Developments | 1 - 11 Leyland Close | Thetford |
| Terry O'Donoghue | 10 Lodge Way | Thetford |
| The Benjamin Foundation | Redcastle Furze Community Centre | Thetford |
| The Breckland Model Aircraft Flying Club | Land At Two Mile Bottom | Thetford |
| The Scout Association Trust Corporation | Third Thetford Scout Troop | Thetford |
| The Secretary of State for Health | 5 Rutherford Way | Thetford |
| The Social Work Co Ltd | 37 Turbine Way | Swaffham |
| Thelma Bond & Cynthia Bond | 31 High Street | Dereham |
| Thetford Autoparts | 1 Rutherford Way | Thetford |
| Thetford Bathroom & Tile Centre | 2 Rutherford Way | Thetford |
| Thetford Home Improvement Services | 9 Telford Way | Thetford |
| Thetford Town Cricket Club | Cricket Club Changing Rooms | Thetford |
| Thetford Town Football Club | Thetford Town Football Club | Thetford |
| Timberline Manufacturing | 8 Lodge Way | Thetford |
| Ultimet Films Ltd | 6 Maurice Gaymer Road | Attleborough |
| Unipart Automotive Ltd | 3 Telford Way | Thetford |
| Valley Traction Services Ltd | 49 Maurice Gaymer Road | Attleborough |

Business Plan

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| Vickers Motors Ltd | 23 Brunel Way | Thetford |
| Vinci Property Ltd | 27 Brunel Way | Thetford |
| Vivian Sutcliffe | 3 St. Helens Way | Thetford |
| Volvo Truck & Bus (Southern England) Ltd | 34 Howlett Way | Thetford |
| Weatherill Brothers (Hire) Ltd | 25 Threxton Road | Watton |
| Wendy Raphael | The Kiosk | Thetford |
| Westminster Bank Plc | 29 - 33 King Street | Thetford |
| Whitfield Estates Ltd | 12 - 14 Brunel Way | Thetford |
| Woodcock Engineering Ltd | 5 Bertie Ward Way | Dereham |
| Worldwide Steels Ltd (t/a Dexters Ltd) | 1 Breckland Court | Watton |
| Wright & Adcock Limited | Rooms 421-422 | Dereham |
| Zebrite Ltd | 21 Bertie Ward Way | Dereham |
| Zip Heaters (UK) Limited | 30 Bertie Ward Way | Dereham |

Appendix ii

Training and Development prospectus – Attached