



Breckland Training Services Proposal

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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.

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.
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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.

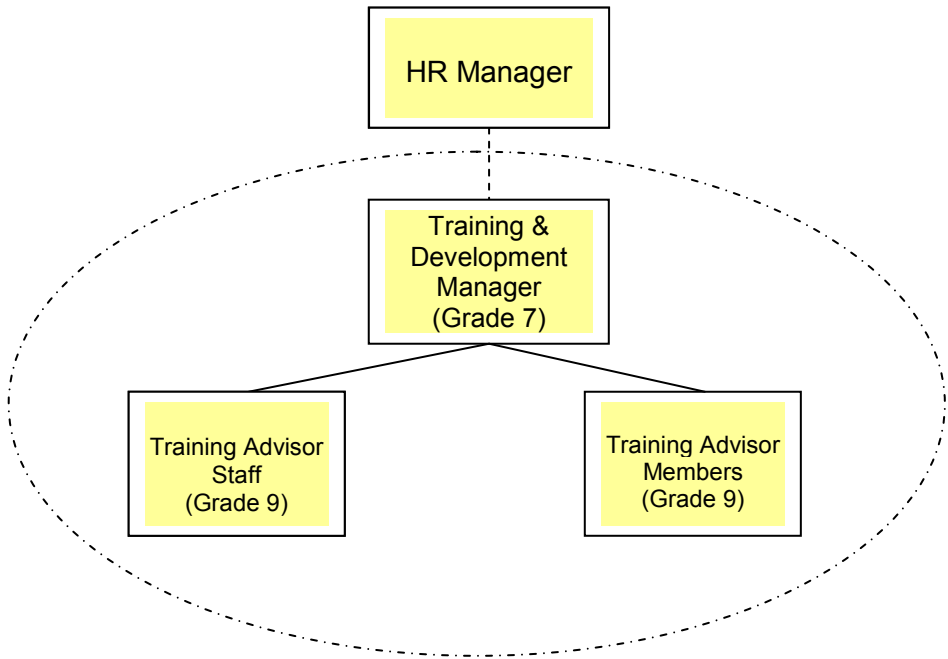
Discretionary services are those services that an authority has the power but not a duty to provide.

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].

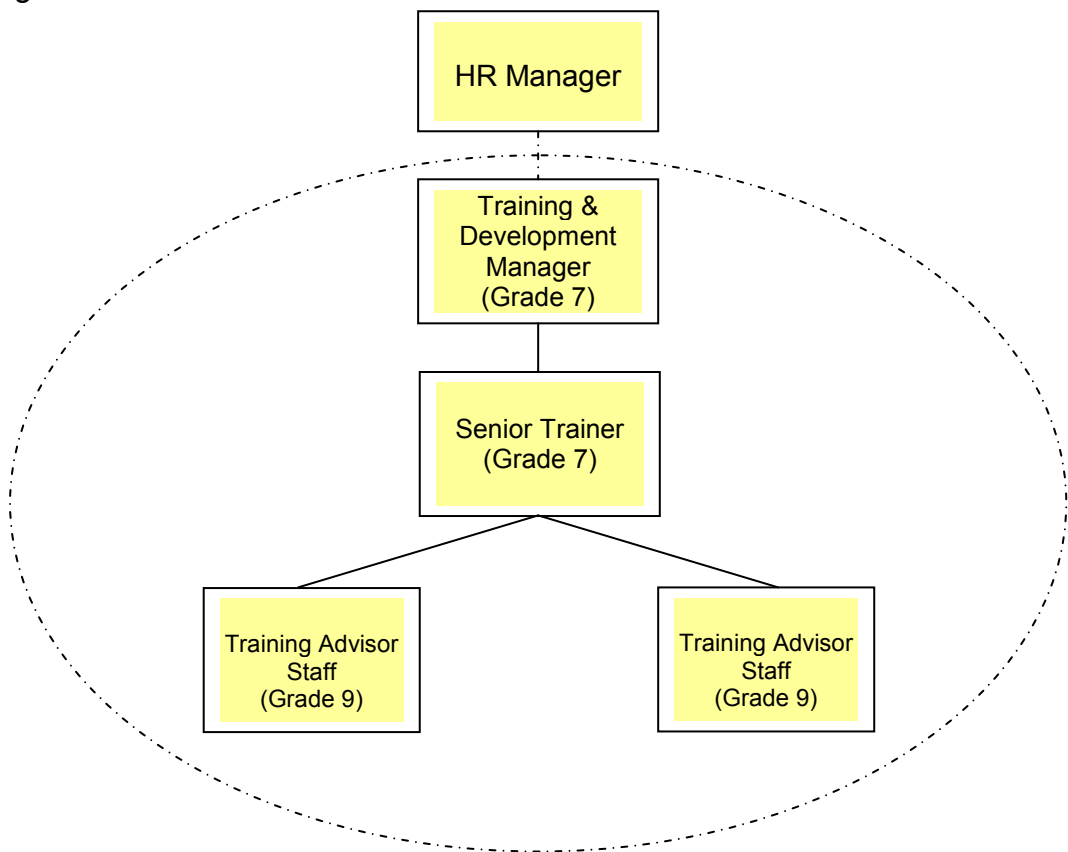
It is proposed that Breckland Council charges for its training services and does not at this stage trade through a company. The option to trade should be taken-up at a later date when the service is established and a full client base has been established. Until such time, the training function will be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



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

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

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)
Jarrold 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.

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

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

Business Plan

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

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