

Borough Council of
**King's Lynn &
West Norfolk**



Regeneration and Development Panel

Agenda

Tuesday, 3rd October, 2017
at 6.00 pm

in the

**Council Chamber
Town Hall
Saturday Market Place
King's Lynn**



King's Court, Chapel Street, King's Lynn, Norfolk, PE30 1EX
Telephone: 01553 616200
Fax: 01553 691663

Monday, 25 September 2017

Dear Member

Regeneration and Development Panel

You are invited to attend a meeting of the above-mentioned Panel which will be held on **Tuesday, 3rd October, 2017 at 6.00 pm** in the **Council Chamber, Town Hall, Saturday Market Place, King's Lynn PE30 5DQ** to discuss the business shown below.

Please note that prior to the Meeting, Members are invited on a tour of the Townscape Heritage Initiative Area. Members wanting to participate in the tour should meet in the Council Chamber at 4.45pm.

Yours sincerely

Chief Executive

AGENDA

1. Appointment of Vice Chairman for the meeting

2. Apologies for absence

To receive any apologies for absence.

3. Minutes (Pages 6 - 12)

To approve the minutes of the previous meeting.

4. Declarations of Interest

Please indicate if there are any interests which should be declared. A declaration of interest should indicate the nature of the interest (if not already declared on the Register of Interests) and the agenda item to which it relates. If a disclosable pecuniary interest is declared, the Member should withdraw

from the room whilst the matter is discussed.

Those declarations apply to all Members present, whether the Member is part of the meeting, attending to speak as a local Member on an item or simply observing the meeting from the public seating area.

5. Urgent Business

To consider any business which, by reason of special circumstances, the Chairman proposes to accept as urgent under Section 100(b)(4)(b) of the Local Government Act, 1972.

6. Members Present Pursuant to Standing Order 34

Members wishing to speak pursuant to Standing Order 34 should inform the Chairman of their intention to do so and on what items they wish to be heard before the meeting commences. Any Member attending the meeting under Standing Order 34 will only be permitted to speak on those items which have been previously notified to the Chairman.

7. Chairman's Correspondence

If any.

8. Workshop Session - Activity on the Great River Ouse, King's Lynn - 30 minutes (Page 13)

9. Townscape Heritage Initiative Update - 10 mins

10. New Economic Strategy for Norfolk and Suffolk - 15 minutes (Pages 14 - 25)

Executive Summary is attached, or the full strategy can be viewed at <http://www.newanglia.co.uk/new-economic-strategy/>

11. Exclusion of Press and Public

To consider passing the following resolution:

“That under Section 100(A)(4) of the Local Government Act, 1972, the press and public be excluded from the meeting for the following item of business on the grounds that it involves the likely disclosure of exempt information as defined in paragraphs 1, 2 or 3 of Part 1 of Schedule 12A to the Act”.

12. EXEMPT - Enabling Stalled Sites across the Borough to be Developed - 40 minutes (Verbal Report)

13. EXEMPT - One Public Estate Update - 10 minutes (Verbal Report)

RETURN TO OPEN SESSION

14. Work Programme (Pages 26 - 28)

15. Date of the next meeting

To note that the next meeting of the Regeneration & Development Panel is scheduled to take place on **Tuesday 12th December 2017 at 6.00pm** in the **Council Chamber, Town Hall, Saturday Market Place, King's Lynn.**

To:

Regeneration and Development Panel: Mrs J Collingham, C J Crofts, P Gidney (Chairman), M Chenery of Horsbrugh, M Howland, P Kunes, C Manning, G Middleton, T Parish, A Tyler, Mrs E Watson and Mrs A Wright (Vice-Chairman)

Portfolio Holders:

Councillor A Beales – Portfolio Holder for Corporate Projects and Assets
Councillor B Long – Leader of the Council

Officers

Chris Bamfield – Executive Director
Dale Gagen – Corporate Project Office
Matthew Henry – Property Services Manager
Steven King – THI Project Officer
Ostap Paparega – Regeneration, Heritage and Economic Development Manager

By Invitation

Captain Patrick Jary - Harbourmaster

BOROUGH COUNCIL OF KING'S LYNN & WEST NORFOLK

REGENERATION AND DEVELOPMENT PANEL

Minutes from the Meeting of the Regeneration and Development Panel held on Tuesday, 29th August, 2017 at 6.00 pm in the Wembley Room, Lynnsport, Greenpark Avenue, King's Lynn

PRESENT: Councillor P Gidney (Chairman), Mrs J Collingham, C J Crofts, M Chenery of Horsbrugh, M Howland, P Kunes, C Manning, G Middleton, A Tyler, Mrs E Watson and Mrs A Wright

Portfolio Holders

Councillor A Beales – Portfolio Holder for Regeneration and Special Projects

Councillor R Blunt – Portfolio Holder for Development

Councillor I Devereux – Portfolio Holder for Environment

Councillor B Long – Leader of the Council

Officers:

Chris Bamfield – Executive Director

Dale Gagen – Corporate Project Officer

Ray Harding – Chief Executive

Steven King – THI Project Officer

Ostap Paparega – Regeneration and Economic Development Manager

RD28: **APOLOGIES FOR ABSENCE**

An apology for absence was received from Councillor Parish.

RD29: **MINUTES**

RESOLVED: The minutes from the previous meeting were agreed as a correct record and signed by the Chairman.

RD30: **DECLARATIONS OF INTEREST**

There was none.

RD31: **URGENT BUSINESS**

There was none.

RD32: **MEMBERS PRESENT PURSUANT TO STANDING ORDER 34**

Councillor Pope for all Agenda items.

RD33: **CHAIRMAN'S CORRESPONDENCE**

There was none.

RD34: **REGISTER OF PLACES OF INTEREST - ITEM RAISED BY THE CHAIRMAN**

The Chairman reminded those present that he had previously suggested that it would be useful to have a register of places of interest which Parish Councils could assist with creating. He felt that this would be useful for considering planning applications and could be used for tourism purposes.

The Panel discussed how a register could be created, maintained and the types of things it could include. The Portfolio Holder for Development, Councillor Blunt commented that each Parish Council had the opportunity to create a Neighbourhood Development Plan. This would be a material consideration during the Planning Application process once adopted and could include places of local interest. However a local list would have no bearing in the Planning process and would not be a consideration. Councillor Blunt also raised concerns on the cost and work involved in creating and maintaining a list.

The Chief Executive commented that Neighbourhood Plans were an excellent way to get Parishes involved in the formal part of the planning process. He raised concerns that if Parishes were asked to provide details to the Council they would have an expectation that it would have a formal bearing.

The Leader of the Council, Councillor Long commented that he would need to know the cost and resources involved in creating a list and what benefit it would have before it could be considered.

The Chairman commented that the register could be compiled by the relevant Parish Councils and then forwarded to the Council. He felt that there was merit in proceeding with the idea and asked Members of the Panel to send him through ideas on the best way forward and next steps. Members of the Panel were generally in support of developing the idea further.

RESOLVED: The Chairman to put together a case for compiling a register of places of interest, including cost implications, resources required and the benefit of having such a register.

RD35: **LYNNSPORT MAJOR HOUSING UPDATE FOLLOWING TOUR OF THE SITE**

Members of the Panel had been on a tour of the Lynnsport Development and Major Housing sites before the meeting. The Corporate Project Officer provided the Panel with details of the sites visited (as attached) and highlighted the following parts of the project which had been completed:

- Relocation of Miniature Railway
- Reconstruction of Southern Car Park
- Construction of new Northern Car Park with flood protection
- Construction of new Hockey Pitches
- Culvert of drain from Reid Way to Spenser Road
- Construction of new road from Alive Lynnsport to Spenser Road, with new roundabout and signal work on Edward Benefer Way
- Drain widening off Kilhams Way
- Construction of new Tennis Courts
- Work to Salters Sanctuary wildlife area
- Remediation of old land raise site

The Panel was also provided with key dates for the next stages of the project (as attached).

The Chairman thanked the Corporate Project Officer for the tour and the update and invited questions and comments from the Panel, as summarised below.

The Vice Chairman, Councillor Mrs Wright referred to the grassed areas around Edward Benefer Way and the Car Park. The Corporate Project Officer confirmed that a planting scheme was included in the project. This would include visibility splays and bare soil would be seeded. A knee high fence would be installed in front of the car park to surround the play area.

The Portfolio Holder for Regeneration and Special Projects explained that the ground conditions would need to be taken into account when considering planting and in areas where it would be difficult for plants or wildflowers to thrive the areas would be grassed and mowed. He reminded those present of Salters Sanctuary.

Councillor Mrs Watson raised concern regarding one of the ponds, which was very green and it was difficult to see the water. The Executive Director agreed to get the Grounds Maintenance Team to investigate.

In response to a question from Councillor Tyler, the Corporate Project Officer explained that during the initial stages of the project, Members had commented that they wanted the project to be right first time and be done properly. Following this he had engaged stakeholders, taken expert advice and used ecology consultants to assist with the development of Salters Sanctuary.

In response to a question from Councillor Crofts, it was explained that the new play equipment was currently out for tender and the Portfolio Holder for Regeneration and Special Projects requested that the details of the play equipment be circulated to Members of the Panel for information.

Councillor Pope addressed the Panel under Standing Order 34 and made reference to the tree planting. The Corporate Project Officer explained that there would be orchard areas, but the broad leaf trees would have a high canopy to increase visibility in the area and deter antisocial behaviour.

In response to a question from Councillor Tyler, the Portfolio Holder for Regeneration and Special Projects explained that one resident had raised an issue regarding the proximity of the play area to the Car Park. No concerns had been raised by Alive Leisure or other users of the play area. To alleviate the concern of the resident it had been proposed to install a knee high fence adjacent to the play area.

The Chairman referred to the density of the proposed housing development and it was explained that the Marsh Lane site was 12 acres and would deliver 120 properties. The Corporate Project Officer felt that the site was very well designed and would not be too dense, by modern standards. He also explained that the houses would be built to be as efficient as possible in terms of heating and insulation.

The Corporate Project Officer commented that the Marsh Lane site was launched a couple of weeks ago and already lots of units had been sold or reserved. He was hopeful that once the units were marketed, they would be popular.

The Portfolio Holder for Regeneration and Special Projects hoped that Members had found the tour of the site useful and reminded them that the project included improvements at Lynnsport and was not just about housing. He reminded them that Salters Sanctuary had been created and lots of accessible green space would be made available. He hoped that the area would be a pleasant place to live and an asset to the area.

RD36: **EXCLUSION OF PRESS AND PUBLIC**

RESOLVED: That under Section 100(A)(4) of the Local Government Act, 1972, the press and public be excluded from the meeting for the following item of business on the grounds that it involves the likely disclosure of exempt information as defined in paragraph 3 of Part 1 of Schedule 12A to the Act.

RD37: **EXEMPT - TOWNSCAPE HERITAGE INITIATIVE 2 - PRESENTATION AND FOLLOW UP FROM WORKSHOP SESSION**

The THI Project Officer provided the Panel with a presentation (as attached) as a follow up from the workshop session carried out by the Panel in April 2017. He explained that a first round bid to the Heritage Lottery Fund would be developed and submitted in December 2017. The Panel was informed that this was the last round of Townscape Heritage Funding that would be awarded by the Heritage Lottery Fund, so the last opportunity for King's Lynn to put a bid in.

The Panel was provided with information on the conservation area and the critical and priority projects which could benefit from the project if the bid was successful.

The Panel discussed the benefit the project would have to the town centre. The THI Project Officer explained that discussions had taken place with property owners who could benefit from the scheme and a key part of the process would be to ensure that property owners were on board with the project.

The Portfolio Holder for Regeneration and Special Projects referred to the St Margaret's with St Nicholas Townscape Heritage Initiative and how successful it had been.

The Panel was referred to the presentation and the different level of bid which could be put in. It was explained that the high impact project would require the most financial contribution from the council in terms of 30% match funding, but would have the highest impact. The Panel was requested to provide a steer on what sort of bid should be submitted, high, medium or low impact.

The Panel discussed the level of impact and it was agreed that a high impact project would be the preferred option. Comments were made that a low impact project would result in a patchwork of improvements and the Panel would prefer that the project made a big difference to this important gateway to the town centre.

RESOLVED: The Panel supported the submission for a Townscape Heritage Scheme and were in favour of submission of a high impact bid to the Heritage Lottery Fund.

RD38: EXEMPT - HERITAGE ACTION ZONE UPDATE AND OPTIONS

The Regeneration and Economic Development Manager provided the Panel with an update on the progress of delivering the King's Lynn Heritage Action Zone Programme. He reminded those present that the key aims of the Heritage Action Zone were:

- Stimulate local economic growth
- Maximise the economic potential of heritage assets
- Strengthen the character of King's Lynn conservation areas
- Improve King's Lynn Town Centre's competitiveness as a sub-regional centre.

Details of the three target areas and enabling interventions were provided. It was explained that Councillor Beales was Chairman of the Board taking the project forward and it was important for all the relevant organisations to work together in order for the Heritage Action Zone project to be a success.

The Chairman thanked the Regeneration and Economic Development Manager for his report and invited questions and comments from the Panel.

In response to questions, the Regeneration and Economic Development Manager explained that feasibility studies would be carried out and all options would be considered. He felt that King's Lynn was recognised as an important place and had a competitive market. He felt that the investment made into King's Lynn had paid off and this had helped in achieving Heritage Action Zone status.

The Portfolio Holder for Regeneration and Special Projects reminded those present of the Urban Panel visit to King's Lynn and what had been achieved with the help of officers and the Heritage Champion. He acknowledged that the feasibility of all projects would need to be looked at and all options would be considered.

The Panel discussed car parking issues in the town centre and alternative arrangements which could be made to alleviate potential parking issues in the future. It was explained that officers would be meeting with Norfolk County Council to look at traffic and transport issues.

The Portfolio Holder for Regeneration and Special Projects explained that high quality architecture would be required and a design brief would be created if required.

The Chief Executive summarised the points raised by the Panel, which should be taken into consideration when taking projects forward:

- High quality
- Sensitive design
- Balance the level of development
- Maintain a vibrant town centre
- Traffic planning

Councillor Kunes referred to the boat ramp at Common Staithe Quay and asked why it was locked. The Panel was informed that it had been locked due to noise complaints relating to jet skis and power boats. The Executive Director suggested that a review of river access could be considered.

RD39: **WORK PROGRAMME**

Members of the Panel were reminded that an eform was available on the Intranet which could be completed and submitted if Members had items which they would like to be considered for addition to the Work Programme. The following items were identified for addition to the Work Programme:

- Workshop session – use of the river.
- Tourism update
- Traffic and transport update

RESOLVED: The Panel's Work Programme was noted.

RD40: **DATE OF THE NEXT MEETING**

The next meeting of the Regeneration and Development Panel would be held on **Tuesday 3rd October 2017** at 6.00pm in the Town Hall, Saturday Market Place, King's Lynn.

The meeting closed at 7.55 pm

Regeneration & Development Panel Meeting, 3rd October 2017

Workshop Item: Activity on the Great River Ouse, King's Lynn

Format:

1. Introduction and Context – Ostap Paparega
2. Overview of King's Lynn Conservancy Board Roles & Responsibilities – Patrick Jary, Harbour Master
3. Workshop – Vision and Aspirations for the riverfront

Plan: Existing and potential uses/activities

Existing Uses/Activities	Potential Uses/Activities/Interventions
Visitor Pontoons	Floating Restaurant in Outer Purfleet
Water Ski Race (annually)	Pontoon Expansion (leisure and/or commercial)
Fishing Cooperative at Boal Quay	New Slipway at Boal Quay
Baden Powel	Increase 'Sail the Wash' marketing
West Lynn – King's Lynn Ferry	Change access to Outer Purfleet (Feasibility Study completed November 2016)
Sea Cadets	
Slip Way at Common Staithe – use by Jet Skis	
'Sail the Wash' marketing (website & leaflet)	

Questions for the Panel to consider

1. What other new events could take place on the river? [NB. Note consideration to impact on existing residents]
2. What Infrastructure does the panel consider as essential in order to expand use/activity on the riverfront?
3. Would the panel support retention and expansion of the pontoons along South Quay?
4. Would the Panel support expanding the joint marketing and promotion effort of 'Sail the Wash'?



THE > EAST

NORFOLK AND SUFFOLK ECONOMIC STRATEGY

Agenda Item 10



14

A STRATEGY FOR
GROWTH AND OPPORTUNITY
EXECUTIVE SUMMARY

OUR POTENTIAL

GROW OUR ECONOMY BY



**£17.5
BILLION**

IN REAL TERMS BY 2036



GVA PER HOUR OF

£39

BY 2036

30,000

NEW SUCCESSFUL
BUSINESSES BY 2036



66%

OF THE
POPULATION
WITH NVQ3+
BY 2036



INCREASED
MEDIAN
WAGES BY

£200

MORE PER
WEEK BY 2036

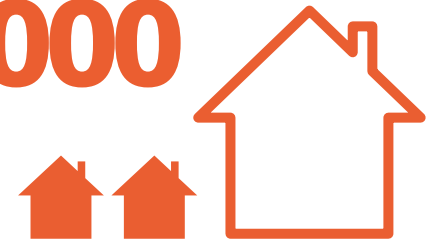
88,000

NET NEW
JOBS BY 2036

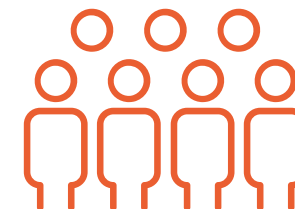


140,000

NEW
HOMES
BY 2036



A **HIGHER** PROPORTION
OF PEOPLE ENGAGED IN THE
LABOUR MARKET
THAN ACROSS
THE UK BY 2036



OUR PLACE

KEY

-  Clean Energy Cluster
-  Finance & Insurance Cluster
-  Digital Cluster
-  Life Science, Advanced Food Tech & Biotech Cluster
-  Universities
-  Enterprise Zone
-  Oil Rig
-  Wind Farms
-  Gas Terminal
-  Nuclear Power Station
-  Airport
-  Shipping Port
-  The National Stud
-  RAF Base





FOREWORD

Our economy contributes over £35bn to UK plc, growing by 9% since 2010, faster than many “powerhouse” areas. We have higher than average levels of economic activity and rapidly growing sectors and businesses across our diverse economy. We are well connected to Cambridge, London, European and global markets. Ambitious for further growth we will work with Government and private investors to achieve it.

We have an excellent understanding of our economy and the opportunities ahead. New technologies, techniques and collaborations across sectors will further drive growth, raising productivity and moving firms into new products and markets. Our strategy is to support growth across all sectors, focussing on creating high value, highly skilled jobs and industries, whilst also providing the technical skills, access to innovative techniques and support that all businesses and the wider workforce needs to succeed.

Norfolk and Suffolk have a number of key centres of economic activity, with fast growing urban centres, historic market towns and a large rural economy. Our natural landscape and our rich cultural heritage give Norfolk and Suffolk its distinctive character. We are forward looking and our economy is well positioned to capitalise the opportunities created by further advances in technology and digital connectivity.

We are determined that growth will be inclusive, benefiting all our people. We are looking ahead to the Government’s Industrial Strategy, working together as business leaders, local authorities, the voluntary

and community sector, Universities and Colleges to drive future success as a place where businesses and residents can thrive and succeed. We are exploring new models of funding and financing the infrastructure we need, because the evidence shows we can deliver returns and growth.

We are confident in our ambitions because they are built on the success of our original 2014 Strategic Economic Plan. This has delivered more jobs, new businesses and housing. **The numbers tell the story.** Since 2014, **43,600 more jobs** and **5,710 new businesses** have been created and **18,850 new homes built. Over £350m of Government funding** has been **secured** and will be invested in the region by 2021 in a wide range of projects to improve skills, drive innovation, support growing businesses and enhance transport and other infrastructure. **Over £260m of private sector funding** has also been **unlocked**, outstripping our original commitment of £199m by 2021.

Collaboration and hard work from all partners has been at the heart of this success. We have achieved much, but there is more to do. Our Economic Strategy reflects the evolving needs and opportunities of our growing local economy and how it responds and succeeds in a fast changing world.



DOUG FIELD
Chairman of
New Anglia Local
Enterprise Partnership



THE STRATEGY

Our strategy looks ahead to 2036, but focusses on the actions we need to take over the next four years to help secure long term success. It is a dynamic and living blueprint to guide the work and investment of many partners. Together we have:

Examined the evidence, making sure we understand our economy in detail and how it works and is changing.

Set challenging but achievable ambitions, which are based on the evidence and describe the place and economy we want Norfolk and Suffolk to be.

Agreed the themes under which we are going to prioritise action and investment.

Agreed the priority places where investment and action is most likely to deliver a strong return.

Identified Economic Indicators and set targets to measure success and drive delivery.

“Our Economic Strategy reflects the evolving needs and opportunities of our growing local economy and how it responds and succeeds in a fast changing world.”

OUR SECTORS

CLEAN ENERGY

Global all energy expertise with 50 years expertise in the oil and gas sector, nuclear new build, and the world's largest windfarms in development off our coastline with globally competitive renewables supply chain and support industry.



LIFE SCIENCES

International expertise in the field of food, health and the microbiome, an advanced cluster of animal health and emerging pharmaceutical manufacture on the Cambridge Norwich Corridor.



DIGITAL CREATIVE AND ICT

Centred around Norwich's fast-growing digital creative hub and the world-leading centre of innovation in communications technology at Adastral Park and Innovation Martlesham near Ipswich. We are at the forefront of digital innovation, with strengths in telecoms, cyber security, quantum technology, Internet of Things and UX design, with business coming together under the Tech East brand.



HI-TECH AGRICULTURE, FOOD AND DRINK

Home to some of the most significant food and drink companies in Europe, with a world-leading research base centred at Norwich Research Park (NRP).



FINANCIAL SERVICES AND INSURANCE

One of the largest financial services and insurance clusters in Europe, with growing start up financial service businesses building on a heritage going back 200 years.



VISITOR ECONOMY – TOURISM, HERITAGE AND CULTURE

A varied and rich tourist offer, from coast and countryside, postcard market towns, underpinned by a dynamic and pioneering cultural sector boasting internationally celebrated brands and festivals.



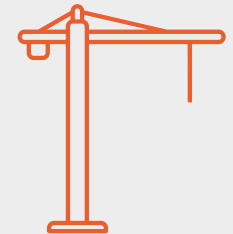
PORTS AND LOGISTICS

The UK's largest container port at Felixstowe on the premier EU/ Asia route and the UK's largest exporter of grain at the port of Ipswich.



CONSTRUCTION AND DEVELOPMENT

Norfolk and Suffolk have a large and diverse construction and development sector, Europe's largest Urban extension in Broadland and emerging specialisation in Passivhaus and sustainable design.



ADVANCED MANUFACTURING

Including national expertise in automotive, civil aviation, composites and pharmaceuticals.



“Many of our growth opportunities involve collaboration and partnership between firms in different sectors.”

AMBITIONS, PRIORITY PLACES AND THEMES

AMBITIONS

Based on the evidence we have agreed a set of ambitions. We want Norfolk and Suffolk to be:

- **The place where high growth businesses with aspirations choose to be.**
- **An international facing economy with high value exports.**
- **A high performing productive economy.**
- **A well-connected place.**
- **An inclusive economy with a highly skilled workforce.**
- **A centre for the UK's clean energy sector.**
- **A place with a clear, ambitious offer to the world.**

OUR PRIORITY PLACES are the areas where the evidence shows there are the greatest opportunities and commitment for continued growth:

- Ipswich and its surrounding area.
- Norwich and the Greater Norwich area.
- The Norfolk and Suffolk Energy Coast, including Bacton, Great Yarmouth, Lowestoft and Sizewell, with assets on and offshore.
- The Norwich to Cambridge corridor - connecting two global centres of research.
- The critical east west growth corridors along the A47 from Great Yarmouth to Kings Lynn and A14 Felixstowe to Cambridge.
- Kings Lynn - and the A10 and rail corridor to Cambridge.

OUR PRIORITY THEMES are those economy wide opportunities where the evidence shows that investment and action will have highest impact on our ambitions and how we will deliver growth in all places across Norfolk and Suffolk.

“We have agreed to focus action and investment on a clear set of priority places and themes to achieve our ambitions and targets.”

20



We will deliver these ambitions through action and investment in priority places and themes. These have been chosen based on the evidence and the engagement and expertise of all the partners involved in creating and delivering this strategy.

OUR OFFER TO THE WORLD



Improving and communicating a clear, ambitious offer to the world is central to all our ambitions and targets and to attracting the people, investors and businesses of the future. Our economy makes a major contribution to UK plc and global markets, with internationally important strengths in clean energy, ICT, biosciences and financial industries. We have major exporters and attract a net inflow of young people and families. We have a large visitor economy attracting 5 million people a year.

TOGETHER WE WILL:

- Work across all local authorities to **integrate our inward investment and business location offer**, campaigning at scale in new markets and working with national Government.
- **Attract the highly skilled people we need**, through targeted campaigns at specific groups working with sectors and clusters to show people the opportunities that are here.
- Work together to **make sure that investment markets have the information they need** to take the decision to invest in infrastructure of all kinds.
- **Improve digital connectivity**, with a particular focus on super-fast broadband in rural areas and reliable

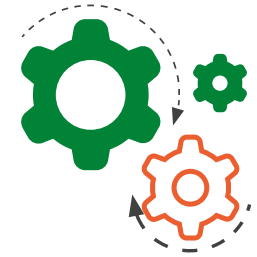
mobile phone coverage for those travelling around the region.

- **Use consistent place branding, with an overarching offer**, supported by our unique places, culture and diversity.
- Work with Government to **ensure that the unique contribution of our energy sector is well understood and supported**.
- **Build the right kind of housing and commercial space where it is needed** and integrate utility, road, rail and green infrastructure to build the communities and places people want to live.
- **Develop a year-round visitor offer** by investing in the strategic projects such as attractions, heritage and cultural institutions that also will increase visitor spend.

Ipswich Waterfront & The Forum, Norwich



DRIVING BUSINESS GROWTH AND PRODUCTIVITY



Our diverse economy is a real strength. Our work to support business will be driven by three goals – increasing investment, driving productivity and helping our firms move into new markets and products.

TOGETHER WE WILL:

- **Re-galvanise our high-quality business support offer** to ensure it meets the changing needs of businesses adapting to new ways of working and technology. This will include leadership development, and the ecosystem firms need to share knowledge and services across sectors.
- **Enable our SMEs to grow and increase exports** by focusing grant programmes and other support on growth, innovation and productivity.
- **Lead a cross sector “trade global, supply local” campaign**, to open up supply chain opportunities for local businesses.
- **Prioritise digital and physical infrastructure projects** to support businesses to develop and provide the space that new and existing firms need to grow.
- **Set up new schemes to help high growth businesses** and make it easier to access advice and funding for commercial innovation and commercialising business and university R&D.

- Provide improved access to finance and assisting business capability in identifying skills deficits. We will make it easier to access these services through a new “front door” for investment funding support.
- Establish new centres of excellent to improve productivity and innovation providing new skills for business leaders and employees.



DRIVING INCLUSION AND SKILLS



Our people, whether in traditional careers, micro businesses, arts and culture or supporting others in the community are central to all our ambitions and goals. We want to raise and support aspiration across all ages. We have made good progress in raising skill levels, but we want to go further and faster, particularly for those already in work. We will help our young people set their ambitions high and understand the exciting local careers available to them.

TOGETHER WE WILL:

- The development of sector skills plans we will produce clear statements about the skills businesses need now and in the future, to influence providers, business investment and personal choices by new students and those already in the workforce.
- Develop an integrated skills offer for businesses across Norfolk and Suffolk, to make it easier for them to navigate and access the initiatives and providers that are available. We will focus particularly on long term development of technical skills in our existing workforce.

- Prioritise capital investment on provision that will deliver the future skills our sectors and workforce need. Taking a commissioning approach and being clear about what must be provided. We will use higher level apprenticeships and skill deals to drive innovation.
- Prioritise leadership support for our entrepreneurs and those in new high growth businesses, through further accelerator support, business mentorship. Providing the ecosystem that new entrepreneurs need to succeed.
- Deliver the Youth Pledge for all our young people, providing an integrated offer that shows and inspires young people about the opportunities that exist and provide support into employment.
- Work with Government to establish an Institute of Technology that builds on our strengths and meets the increasing need for higher level technical skills in key areas such as energy, engineering and manufacturing.
- Develop new approaches and remove barriers to get people back into work, especially for those furthest from the job markets and provide support for all into sustained employment.

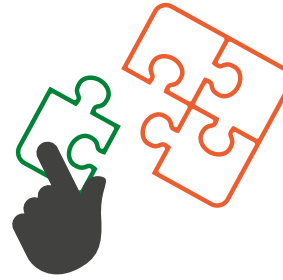
“Driving skills and high-quality employment is fundamental to our goals to create a more inclusive economy, with improving wage levels, living standards and attainment.”

COLLABORATING TO GROW

The competition we face does not come from within Norfolk and Suffolk. Many of the opportunities we have come from our proximity to Cambridge and London as well as global markets. The new markets and investment opportunities we seek are national and global.

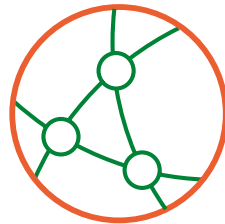
TOGETHER WE WILL:

- **Work across sectors** to help businesses collaborate on increasingly common requirements for technical know-how and access to new markets and techniques across sectors that might once have been more distinct, such as telecoms, agricultural and food technology and logistics.



- **Work between public and private** to explore innovative approaches to funding and finance, driving returns on investment in infrastructure. We commit to opening up procurement and further empowering businesses through a smoother planning system, linking housing, utilities and infrastructure provision and flexible and integrated investment plans.
- **Work with other regions** on regional, national and international opportunities such as transport and new nuclear.

COMPETITIVE CLUSTERS CLOSE TO GLOBAL CENTRES



Within our business sectors, Norfolk and Suffolk have a number of recognised national and global clusters of businesses with excellent access to national and global markets and to London and Cambridge.

Each of our identified clusters has substantial further growth potential and supports high value jobs. We will support these clusters and their specialisations, working with each to ensure that the commercial opportunity they represent is fully developed and well communicated to Government and investors.

Evidence suggests businesses benefit from locating in these clusters.

TOGETHER WE WILL:

Develop a plan for each cluster that will:

- Encourage new companies and commercial investment.
- Establish global and national links.
- Maximise local supply chain benefits.
- Market the commercial opportunity.
- Develop the ecosystem that enables the cluster to thrive.

CLEAN ENERGY

Our East coast energy cluster is world class, the only place in the UK where expertise and operations in oil, gas, nuclear, renewables, solar and micro generation exist in such close proximity.

FINANCE AND INSURANCE

Two clusters, concentrated in Ipswich and Norwich. Aviva, Marsh, Willis Towers Watson, and Axa are global players in the insurance industry, who sit alongside a growing number of smaller fin-tech businesses.

DIGITAL

At Adastral Park, near Ipswich, we have a globally significant ICT cluster and one of the world's leading Innovation Hubs in information technology, together with a fast-growing digital cluster in Norwich.

LIFE SCIENCES AND BIOTECH

At Norwich Research Park, home to the Earlham Institute, John Innes Centre and the Quadram Institute and in Lowestoft at The Centre for Environment, Fisheries and Aquaculture Science (CEFAS), we have two major UK life science centres.

ECONOMIC INDICATORS

To measure our success we will use eight economic indicators. Each indicator target has been developed using a robust methodology and is based on clear evidence about what is achievable and ambitious.


GVA

TARGET: **2% AVERAGE ANNUAL GROWTH**

RESULT:  **GROW OUR ECONOMY BY £17.5BN IN REAL TERMS BY 2036**

JOBS

TARGET: **0.5% ANNUAL GROWTH**

RESULT:  **88,000 NET NEW JOBS BY 2036**

HOUSING

TARGET: **MEET THE OBJECTIVELY ASSESSED NEED**

RESULT:  **140,000 NEW HOMES BY 2036**

INCLUSIVE GROWTH: EMPLOYMENT RATE

TARGET: **CONSISTENTLY HIGHER THAN NATIONAL AVERAGE**

RESULT:  **A HIGHER PROPORTION OF PEOPLE ENGAGED IN THE LABOUR MARKET THAN ACROSS THE UK.**

PRODUCTIVITY

TARGET: **1% ANNUAL GROWTH**

RESULT:  **GVA PER HOUR OF £39 BY 2036**

BUSINESSES

TARGET: **2% ANNUAL GROWTH**

RESULT:  **30,000 NEW SUCCESSFUL BUSINESSES BY 2036**

INCLUSIVE GROWTH: MEDIAN WAGES

TARGET: **1.7% ANNUAL GROWTH**

RESULT:  **£200 MORE PER WEEK**

INCLUSIVE GROWTH: SKILLS

TARGET: **INCREASE NVQ3+ BY 1.4% AVERAGE (OVER EACH 5 YEAR PERIOD.)**

RESULT:  **66% OF THE POPULATION WITH NVQ3+**

MAKING IT HAPPEN

Implementation will be delivered and driven through a series of action plans covering each element of the strategy. These will be supported by the evidence base, a common investment prioritisation tool, a shared approach to inclusive growth. We will measure and review progress with all partners annually.

This strategy will not be delivered by one partner alone or by one strand of investment or actions. The ambitions and priorities we have agreed provide the direction and strategic case for a wide range of partners to develop their own plans and interventions that contribute to achieving our shared ambitions.

Our Economic Strategy has been developed in partnership with and endorsed by a wide range of stakeholders:

REGENERATION AND DEVELOPMENT PANEL WORK PROGRAMME 2017/2018

DATE OF MEETING	TITLE	TYPE OF REPORT	LEAD OFFICER	OBJECTIVES AND DESIRED OUTCOMES
28 th June 2017	Enterprise Zone Update	Update	Ostap Paparega	
28 th June 2017	Riverfront Delivery Plan – Final Report	Policy Development	Jemma Curtis	To comment on the final report before consideration by Cabinet.
28 th June 2017	One Public Estate Update	Update	Matthew Henry	To receive an update. Last update presented to the Panel was in November 2016
28 th June 2017	Southgates	Policy Development	Matthew Henry	Workshop Session
25th July 2017 – Venue Hunstanton Sailing Club – 4.45pm – tour and meeting to start at 6.00pm				
25 th July 2017	Tour of Hunstanton Heritage Gardens to take place before the meeting at 4.45pm			
25 th July 2017	Bus Trips	Workshop session	Councillor Crofts	Councillor Crofts to present suggestions on what could be done to encourage more bus trips into the town centre.
25 th July 2017	Hunstanton Heritage Gardens	Update	Jemma Curtis/ Ostap Paparega	Update following tour before meeting
25 th July 2017	Hunstanton Prospectus Update	Update	Jemma Curtis/Ostap Paparega	To receive an update on the work of the CCT
29th August 2017 - Tour of Lynnsport Housing site before meeting – 4.45pm				
29 th August 2017	Lynnsport Major Housing Project and Tour of the Site	Update	Dale Gagen.	
29 th August 2017	EXEMPT - Heritage Action Zone – Update and Options	Update	Ostap Paparega	To receive an update and make comments
29 th August 2017	EXEMPT - THI 2 – follow up from Workshop Session	Policy Development	Jemma Curtis/Ostap Paparega/Steven King	To receive an update following the Workshop sessions held in April 2017.

29 th August 2017	Register of places of interest	Verbal Update	Chairman	Chairman requested this item be added to the Work Programme.
3 rd October 2017 – meeting to be preceded by a tour of the THI area – Members to meet at the Town Hall at 4.45pm.				
3 rd October 2017	Tour of St Margarets and St Nicholas THI area	Update following tour	Steven King	Follow up after the tour which will precede the meeting
3 rd October 2017	Workshop Session – River access	Workshop	Chris Bamfield	As discussed at the August meeting.
3 rd October 2017	Enabling stalled sites across the Borough to be developed – EXEMPT	Presentation	Dale Gagen	
3 rd October 2017	One Public Estate EXEMPT	Verbal Update	Matthew Henry	Verbal Update
3 rd October 2017	New Economic Strategy for Norfolk and Suffolk	Information	Ostap Paparega	To receive information prior to the Strategy being submitted to Cabinet for endorsement
12 th December 2017	Design proposals for Morston Land		Dale Gagen	
12 th December 2017	West Winch Development		Alan Gomm/Nikki Patton	
12 th December 2017	Budget	Presentation	Lorraine Gore	Opportunity to feed into the Budget setting process prior to its submission to Cabinet and Council.
12 th December 2017	Compulsory Purchase Order Powers		Matthew Henry/Stuart Ashworth	
12 th December 2017	Strategy to deal with Derelict Buildings		Stuart Ashworth	
12 th December 2017	Small Housing Development Sites		Matthew Henry	
10 th January 2018	Infrastructure Delivery Plan	Update	Nikki Patton, Alan Gomm	Follow up as requested by the Panel in March.
10 th January 2018	St George's Guildhall update	Update	Chris Bamfield	

20 th February 2018				
3 rd April 2018				